

## CHAPTER ONE

# PLANNING AND COMMUNICATION

*Perfection is not attainable. But if we chase perfection, we  
can catch excellence.*

—VINCE LOMBARDI

All golf courses and clubs host tournaments. Many are put on for club members or regular golfers at the local public golf course; others are hosted by the golf course and run by professional organizations. These tournaments may take on a variety of formats, from club championships and member-guest outings to state and professional tournaments. But no matter what the format or the venue of these tournaments, a detailed and well-thought-out plan is essential to their successful outcome.

No golf course superintendent, no matter how skilled in the art and science of greens management, can effectively implement a tournament plan without the cooperation of all the tournament stakeholders. Thus, the first step in the planning process must be to identify these people.

## IDENTIFYING STAKEHOLDERS

Start by making a list of everyone who will be involved with your event, all those you will need to communicate with throughout plan implementation. This list may contain some or all of the following:

- Owner of the course/club
- Board of directors, board president

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- Greens chairperson
- General manager
- Director of golf
- Golf professional
- Food and beverage director
- Tournament chairperson/committee chairs
- Assistant golf course superintendent
- Full-time and seasonal maintenance staff

With that list in hand, you can begin to gather information from each of those individuals.

### SOLICITING INPUT

Solicit input from everyone who will be involved in the tournament, to ensure that you have all the information you will need to carry out each and every aspect of your plan, effectively and efficiently. The information you seek will, of course, vary depending on the source. For example:

- Your golf professional will tell you the basic parameters of the tournament—the date of the event, the number of people playing, the type of golfers, and how the course should be set up.
- The food and beverage director will provide you with a list of possible food stations that will need to be set up to accommodate the golfers and spectators.
- The club manager will inform you about any contracts that have been signed, and explain the details of the agreements that have been reached with the companies, and how this will affect the course and the tournament.
- Committee members (described in the next section) will itemize the expectations of golfers or members for the tournament.
- The assistant superintendent and the maintenance staff will update you about current conditions and any problems on the course, as well as offer their perspective as to what needs to be done to meet the needs of the other parties.

Once you are sure you have left no one out of your information-gathering process, take that information and start putting it into

useful, and usable, form. You might want to start by combining any areas that overlap or deal with generally the same issues or situations, to avoid duplication of effort. Once you have honed these areas, you can begin to establish committees.

### ESTABLISHING COMMITTEES

Tournament committees will be composed of the people who have relevant knowledge in each of the areas you delineated in the information-gathering phase, those whose help will be critical to making the tournament successful. Tournament committees typically cover the following areas:

- Scoring
- Security
- Player Registration
- Construction (this includes skyboxes, bleachers, roping and staking the golf course; this area heavily involves the golf course superintendent)
- Traffic and Parking
- Communications
- Media

Be sure everyone is onboard before scheduling a first meeting with these groups, at which time they will identify their specific goals and objectives.

You, as golf course superintendent, need not be present at every committee meeting; but it is your responsibility to communicate on a regular basis with the chairs of each committee to ensure they are addressing their assigned objectives, and in a timely fashion.

The information you will need from these meetings should answer such questions as:

- What is the caliber of golfer playing in the event?
- How many golfers will there be?
- How many days will the tournament and any practice rounds last?
- What will be the schedule for the tournament (including start time and type of start, e.g., #1 tee, #1 and #10 tees, shotgun, etc.)?

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- What time will the maintenance staff be able to return to the course if evening maintenance is required?
- Will spectators be permitted to view the event?
- Will there be outside vendors setting up; and, if so, what will they display? What will their power requirements be?
- Will portable restrooms be needed? If so, how many, and where will they be located?

As you are compiling this information, it's a good idea to generate checklists or action plans, detailing from start to finish who has been assigned to each task—from initial contact to on-site delivery of goods or services to cleanup and removal of the items.

### LONG-TERM PREPARATION STRATEGY

Your planning process must begin months or, in some instances, years in advance, depending on the scope of the event. You will want to take a comprehensive inventory of your entire operation, to include your staff (number and individual capabilities); equipment (type and condition); maintenance facility; the course itself; and, most importantly, turf conditions, safety issues, logistics, and staging of operations.

Here are some general guidelines that every golf course superintendent will need to focus on from a long-term perspective:

1. Start no later than one year before the event.
2. Schedule regular planning meetings with all golf course staff and management.
3. Generate an equipment inventory.
4. Take an inventory of the entire operation.
5. Determine staffing requirements.
6. Review the golf course from a competitive standpoint, and make necessary changes.
7. Establish tournament conditioning goals.
8. Adjust the agronomic program to resolve any long-term problems for growing healthy turfgrass (see Chapter Two).
9. Develop a tournament budget line-item.
10. Conduct a trial run.

## EVALUATING THE MAINTENANCE FACILITY

A good place to start is by taking a good, hard look at your maintenance facility. Is it spacious enough outside? Depending on the type of tournament your club/course is hosting, you may be required to bring in extra equipment, additional personnel, or extra materials, so you will need as much space as you can possibly get. Inside storage space is just as important. Depending on the location and security of your maintenance compound, you will want to store as much equipment inside as possible, for security purposes. Nothing can ruin a tournament faster than vandals intent on stealing or damaging the equipment, costing you time and money.

Next, check out the repair shop. Is it well equipped? Do you have all you need to keep your equipment running properly? Do you have on hand the equipment necessary to make quick repairs during the tournament, to ensure smooth operations? Consider such items as rapid reel grinders, hoist and lift tables, adequate tools and tool storage, good lighting, and a spacious, well-organized workspace.

Then move on to your chemical storage and mixing facility. Depending on the type of event, you may be hosting spectators, the media, club officials, and guests at your maintenance facility. You want to make sure that everything is up to code, clean, neat, and safe.

## EVALUATING EQUIPMENT NEEDS

The main question to ask here is, do you have enough equipment on hand to ensure a successful tournament? To answer this:

1. Itemize the jobs that need to be done and the time frame in which they must be accomplished.
2. Identify the equipment needed to complete each one.
3. Review your equipment inventory in terms of how you want to condition the golf course for your tournament. How much additional equipment might you need? Where will you get it?
4. Identify any missing pieces and start calling vendors to find those who might be willing to loan them to you. If you cannot

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make appropriate arrangements with vendors, contact other local golf course superintendents and ask if it would be possible to borrow the necessary items for the duration of your event. Determine whether any of your equipment needs replacement, and how much it will cost (see the sidebar, “Budgeting for Equipment Replacement”).

While you are doing your equipment inventory, don’t forget to check the condition of each piece. Make sure it’s all up to date and in good running order—even if it is only going to be used as backup.

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### BUDGETING FOR EQUIPMENT REPLACEMENT

Here’s a good rule of thumb to follow in regard to equipment replacement and your capital budget: your annual capital expenditures for equipment should be approximately 10 percent of the total value of all of your equipment. For example, if the total value of all of your maintenance equipment is \$1 million, your annual capital expenditure on equipment purchases should be \$100,000 per year.

An efficient way to keep track of your equipment is to create a spreadsheet that lists each piece of equipment, its purchase date and purchase price, the expected replacement date and price, and its serial number (see Table 1.1). Using this type of inventory checklist makes it easy to stay current, as well as to prepare a five-year capital improvement plan.

TABLE 1.1. EQUIPMENT INVENTORY SPREADSHEET

<i>Item</i>	<i>Purchase Date</i>	<i>Purchase Price</i>	<i>Replacement Date</i>	<i>Expected Replacement Price</i>	<i>Serial Number</i>
Toro Grn Mwr	3/10/04	\$ 4,200	3/2011	\$ 5,000	12687
Jac. Triplex	4/3/05	\$18,000	4/2010	\$21,000	J2309
JD Tractor	2/10/96	\$26,000	2/2011	\$37,500	JD33210

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Your equipment inventory must also take into account the tasks you will need to perform each day to prepare the golf course for the tournament along with the time frame in which these tasks must be completed. Assume, for example, you have two fairway mowers, and that it takes your staff eight hours to mow fairways. Now assume the tournament has an 8:00 a.m. shotgun start and you plan to mow the fairways prior to play. In this case, you will need two additional fairway mowers.

Don't underestimate the importance of utility vehicles. They will be used to transport your staff as they go about their daily tasks, as well as to take care of all of the extra chores that inevitably arise as the tournament date nears. Likewise, consider whether the facility will need to accommodate outside groups that will, for example, be putting up tents or setting up staffing areas around the golf course. If so, these people will also need carts for transport. Bottom line: Be sure to have an adequate number of utility vehicles on hand for both staff and tournament committee participants.

## EVALUATING STAFFING NEEDS

At the same time you are evaluating your equipment needs, you should do the same for staffing. Think about the number and type of tasks that will need to be done to meet the goals that have been set forth for your event. Do you have enough personnel to achieve those goals? If the answer is no, where will you get the additional help? Again, consider contacting local course superintendents to see if they might be willing to send members of their staff to your facility for the morning or the evening maintenance routines, for example. If this is not possible, you need to know well in advance of the event so that you can hire the staff you need through staffing agencies and/or enlist the help of volunteers.

If you will be counting on volunteer assistance, don't wait to create a sign-up form and distribute it. Hand it out at chapter meetings, email it to golf course superintendents and industry members, and post it anywhere it is likely to be seen. Include on this form the dates of the tournament, available shifts and the time of those shifts, the number of people you need for the shifts, and any other pertinent information.

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Once you have your temporary staff lined up, whether volunteers or employees from other golf courses, it's critical that you set up informational meetings with them. To best match these "temps" to tasks, and to ensure full-task coverage, at the first meeting, ask them to fill out a background information sheet, on which they should be asked to describe their availability (days and times) and their capabilities. Make sure, as well, to get detailed contact information from them. You want to be able to reach them at a moment's notice for any number of reasons, such as if weather will cause a delay or cancellation to tournament play, or if you find yourself short-handed at the last minute. (Email is very effective for this type of communication.)

At a subsequent meeting, it's your turn to distribute information to your volunteers and "borrowed" employees. Start with the basics, including clear directions to your golf course and start times for morning and afternoon schedules. Then pass out individual assignments—the days and times each volunteer will be working and their specific tasks. As a courtesy, distribute a list of everyone's contact information, in case people want to carpool to the event.

### CONDUCTING A GOLF COURSE INVENTORY

You will need ample time to conduct the golf course inventory. Begin by traveling around the golf course; stand on each tee and in the landing areas, and imagine the shot from the player's point of view. Ask yourself:

- Will the player not see any hazards lurking at the edge of the fairway or green?
- If there is a hazard in front of the tee or bisecting the fairway, has the vegetation grown up so much that the player will not be able to see the golf ball land?

If the answer to either of these questions is yes, begin now to plan the necessary steps needed to correct the situation.

As you travel the golf course, check out the boundary markers; make sure that both the rules officials and players can see from stake to stake, and that the vegetation between stakes has



been trimmed. Make a final trim of the boundary areas approximately 10 days to 2 weeks prior to the event, so that if the boundaries are to be painted, this can be done after the areas have been trimmed for the last time prior to the event.

Likewise, inventory your greens, tees, fairways, roughs, and bunkers, and make notes of anything that is not tournament-ready. (Note: Tees, fairways, roughs, and bunkers are covered in detail in Chapters Four and Five.) Of primary importance is to identify dangerous trees, any areas that might need to be protected from spectator traffic, and other growth that may need to be trimmed (see Figure 1.1).

Focus on young trees that may be staked or have guy wires supporting them. If the wires or stakes cannot be removed, you may want to work with rules officials to establish a policy for addressing the situation when a golf ball enters the area where the

FIGURE 1.1. DURING THE GOLF COURSE INVENTORY, IDENTIFY AREAS THAT NEED TO BE TRIMMED. IN THIS PICTURE, NOTICE THE BUNKER ON THE LEFT THAT WOULD BE HIDDEN IF THE TREES WERE NOT TRIMMED BACK.

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## PLAY GOLF WITH YOUR PROFESSIONAL

As part of the early preparation of the golf course, it's important to review the course from a competitive standpoint. The best way to get that point of view is to ask your golf professional to join you for a round of golf; invite members of the tournament and rules committees to join your party, as well. Ask this group for input on such points as:

- Potential hole locations for the event
- How the bunkers play
- Which teeing areas might be used for the competition
- Width of the fairways—are they too wide or too narrow?
- Target green speed

Make sure everyone looks at the hazard areas, and discusses the way the golf course is currently marked, to identify potential areas of concern. Other topics to cover include: appropriate height of the rough for the competition, caliber of player, and cart policy for the event. Throughout these discussions, take notes, so that later you can prioritize the issues that have been raised and begin working toward solutions as soon as possible.

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stakes or wires are located. By taking the time to address this issue well in advance of the tournament, you can ensure correct rulings will be made during play, and that your markings will have a professional rules official input to back up the decision, if necessary.

Tree work, in general, must be done well ahead of the tournament date. This is one of the reasons you must start the planning and preparation as much as one year in advance. When the tournament date draws nearer, you want to be able to spend your time concentrating on preparing the golf course—on the agronomics and fine-tuning of the turfgrass. Here are a number of action steps to take when it comes to addressing tree work:

- Survey any damaged trees for safety and presentation.
- Remove any low-hanging branches that may interfere with maintenance operations, gallery viewing, or play.

- If you mulch around the trees on the golf course, level the mulch rings so that a golfer can play the shot if the ball comes to rest atop of the mulched area.
- If you decide an area needs to be improved by adding a tree or group of trees, do this early. Ideally, solicit the advice of a golf course architect, and have the tournament rules committee review the planting location or locations. Make sure you allow room for future growth, so it does not impede on the playability of the hole.

Another important aspect of your golf course strategy is to start correcting any long-term agronomic problems, which may include shade issues, poor drainage, excessive thatch, or any area where top-quality turf has been difficult to establish. In these areas, determine the true cause of the problem and look for permanent solutions. You may need to call in experts to help you with this; and, subsequently, you may have to “sell the cure” to your board of directors or owners. Clearly, this must be addressed early in the tournament preparation process so that any sod that needs to be installed, or seed that needs to be planted, will have time to root properly and mature by tournament time. (Details on implementing an effective agronomics plan are forthcoming in Chapter Two.)

## SCHEDULING MAINTENANCE AND COMMUNICATING WITH MEMBERS

As the new golf season approaches, fill in the dates of important maintenance functions on the master calendar. Try to schedule tasks such as aerification when the weather is most conducive to recovery of the turf, to minimize the time that play is disrupted (Figure 1.2). Don't forget to allot time for educating management staff, committee members, and, eventually, the golfers, as to the benefits of these important tasks. It is vital to running a quality operation that everyone be on the same page, so that consistent information is passed on to golfers and members about events happening on the golf course.

There are a number of effective ways to communicate maintenance operations to the appropriate recipients:

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FIGURE 1.2. PUT AERIFICATION DATES ON THE GOLF COURSE MASTER SCHEDULE BEFORE ADDING ANYTHING ELSE.

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- Give management staff this information during staff meetings, at which time they should be encouraged to ask questions to ensure they understand the maintenance procedures taking place on the golf course.
- Submit an announcement to the golf course newsletter.
- Post a memo on the club bulletin board and in the men's and women's locker rooms.
- Make a presentation at a board meeting or at a members meeting; these are ideal venues for reaching a large number of important stakeholders at the same time. After your presentation, open the floor to question-and-answer sessions, to assure clarity.

Be sure to take advantage of technology for your communications. Applications such as PowerPoint are easy to learn, and make it possible to quickly produce professional-looking presentations. Don't forget to include pictures—remember, a picture is worth a thousand words.

**NOTE**

Inevitably, as soon as you have entered maintenance dates onto the club calendar, someone will ask you to move them, to accommodate an outing or golf event. As often as possible, stand firm! Remember, you chose these dates to produce optimum turf growth and recovery for the tournament. That said, on occasion, you'll have no choice but to reschedule. For example, the club may book an outing in order to earn a substantial fee, in which case the financial health of the club will take temporary precedence over the health of the turf. The point is, be flexible, but never lose sight of your primary objective: to produce top-quality turf and, ultimately, a successful tournament.

*Work Backward to Achieve Maintenance Goals*

With the date of the tournament determined, you can start planning your maintenance strategy so that the golf course will be in peak condition by that date. The best way to achieve this is to work backward. Say, for example, your maintenance strategy to produce smooth, rolling greens is to topdress every 10 days during the season. Take out your calendar, find your tournament date, decide when you want to make the last topdressing application prior to the tournament (usually five to seven days prior), and count backward every 10 days to arrive at your topdressing dates. Do the same for spraying and fertilization applications.

Using this tactic will also help you to schedule such jobs as spot treating of chemicals on weeds, such as *poa annua*, or sodding certain areas and allowing for recovery (Figure 1.3). You know from experience that during certain times of year and weather conditions, sod will heal very quickly; conversely, if done when conditions are not ideal, it will take much longer. The same is true in areas that have been treated chemically for removal of weeds. The dead area will take time to heal; and if it happens to be on a green, it may even need to be removed with a cup cutter and require the installation of a new plug to reduce the healing window.

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FIGURE 1.3. *Poa Annua* ERADICATION USING FINALE HERBICIDE WOULD NEED TO TAKE PLACE WELL IN ADVANCE OF ANY TOURNAMENT.

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This technique is also valuable when it comes to planting flowers. If you plan to use flowers around the club house or the golf course to meet a certain design intent, you will need to determine when to plant the flowers to meet those goals. This can be especially challenging if your tournament is in early spring or late fall.

#### IDENTIFYING TOURNAMENT-SPECIFIC CONDITIONING GOALS

No aspect of the tournament planning process is more important than conditioning the course for the event. The first step is to outline those goals, which should be done in conjunction with course officials. Do not move forward until all interested parties have signed on. Without their agreement and cooperation, it will be impossible to get the golf course in peak condition for the event.

In setting your tournament conditioning goals, begin by consulting with your golf professional and tournament chairman. Schedule a planning session with them months in advance of the tournament, so that you have adequate time to involve your staff and start conditioning the golf course.

#### NOTE

To achieve peak condition for the event, the turfgrass may be pushed to the limits; but if done properly, it will survive and continue to be healthy for the remainder of the prime golfing season. Put another way, the golf course can be peaked for special events and returned to normal conditioning without causing turf loss due to stressing during the tournament.

Tournament conditioning goals may be similar for each event that takes place on your course, or they may be totally different, depending on the type of course or club. If, say, you are conditioning for the club's member guest, you'll have to take into consideration that the majority of those playing will probably be higher-handicap players. Therefore, you may want to keep the rough cut lower than what it would be for the club championship, where the majority of players will carry a lower handicap. Likewise for the green speed: Whereas many club members may want the greens to roll at very quick speeds, you'll have to adjust the speed for higher-handicap players, who are not accustomed to fast greens; otherwise, the time it takes to play the round of golf will increase and may impede the participants' enjoyment of the tournament.

Your objective is twofold: to provide playing conditions appropriate to the situation—whether to challenge the best players at the club or accommodate higher-handicap guests—and to showcase the facility (and the work of you and your staff) to the players and the spectators.

#### *Working within a Budget*

In meeting tournament conditioning goals, you will inevitably be restricted by the maintenance budget that has been established

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for the year. This budget will, ideally, include a line item for “special tournaments” or “member-guest.” Not only will this help you to set the appropriate conditioning goals, it also will make it easier to adjust your plans should the tournament committee members and/or tournament chairman change along the way, bringing with them new ideas. This line item should be treated as any other when determining the budget for the upcoming year, and anything that is to be done differently from the previous year should be addressed and the budget adjusted appropriately.

If the tournament line item in the budget is to be cut, make sure you find out what will be expected of you and your staff as preparations begin for a tournament. Obviously, it is neither practical nor reasonable for club management to decrease the budget and expect you to achieve the same conditions as in previous years.

With the budget set, you can more effectively explain why special conditioning goals may not be able to be met. For example, you can point out there is no money for the overtime required to hand-rake bunkers, and that they will have to be machine-raked as usual.

## AS THE TOURNAMENT DATE NEARS

Once you have completed all the necessary inventories (maintenance facility, equipment, golf course, and staffing), addressed any long-term agronomic problems, established the conditioning goals and the budget you’ll need to meet them, you’re on the home stretch. At the same time, the pressure will be mounting, so managing your time wisely, and that of everyone else involved, will be of the essence.

As the countdown begins, nothing will be more important than working closely with your team. Begin by scheduling a series of meetings with your planning team that will carry you all right up to the date of the tournament. These meetings should be well planned, short, and efficient—there’s no time to waste now. If meeting on-site is difficult due to conflicting schedules of committee members, conference calls may be used. But as time nears for the tournament, I strongly recommend you arrange to have everyone meet on-site and in person.



Once again, you'll want work backward from the tournament date to set the dates and times for these meetings. For example, from three weeks to six weeks out, the meetings will be weekly. (Farther out than that, meetings can be every two weeks, three weeks, or monthly, depending on the amount of work that must be done and the number of people involved.) Instruct all members of the committee to come prepared with an explanation of what they are working on, what they need to complete their tasks on time, and from whom they need it. This ensures that no detail will be overlooked. Two weeks out from the tournament, the meeting agenda will be similar but the meetings may be every other day.

During these meetings, you and your team may realize it will be more productive to form one or more subcommittees to accomplish very specific tasks, such as locating the position of skyboxes, bleachers, and portable restrooms or setting up areas to be used for hospitality. These subcommittees can meet separately from the main committee, as needed to accomplish their assignments, but a representative from each should be charged with reporting back at the main tournament committee meetings.

Plan for the tournament to include such tasks as mowing frequencies and watering practices. (Details of tournament preparation practices are described later in this book.) Develop a rough draft of the plan and distribute it to your staff, requesting their input and suggested changes. Often, you'll find, the best ideas come from those "in the trenches," the staff members doing the daily work. Don't forget to set a firm date by which you want to receive their feedback.

Once you're confident you have covered all your bases, incorporate all necessary changes to the rough draft, to produce a final draft of your tournament plan. Distribute this to the committee, so there is no doubt in anyone's mind which maintenance practices will take place, and when. Do not, however, misinterpret the word "final" to mean inflexible. It's critical that you build into your plan a strategy for dealing with factors beyond your control, such as weather and, subsequently, changing course conditions. Ideally, you won't have to use that adjustment strategy, but be sure you have one. Detail in the plan what will be done if, for example, weather conditions leading up to and during the

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tournament will be wet; conversely, spell out how you plan to handle extremely dry or stressed turf conditions. You want the committee to be aware that if factors out of your control make it impossible to meet the ideal conditioning goals for the tournament, you and your staff will make every effort to come as close as possible without jeopardizing the golf course.

### CONDUCT A TRIAL RUN

With the final plan in place, it is time to make a trial run. This is an important tool for showing you and your staff where improvement is needed in your plan. (I think you will find that conducting trial runs will also help you improve everyday routine maintenance, as well.) Wait for conditions that will enable you to run a fair test, and coordinate with your staff to simulate as closely as possible all tournament-week events and activities, including when you work split shifts. Start conditioning the golf course as you will for the tournament: aim to increase your green speed; hand-rake bunkers if you will be doing so during the tournament; in short, do everything you have outlined in your plan for the event.

After the trial run is complete, sit down with your staff and evaluate the effectiveness of your plan. Look for ways to be more efficient, ways to reduce stress on the turf, ways to help you all do a better job during the actual tournament. Pay particular attention to the response of the greens as you start your tournament maintenance routine. Record the increase in green speed that you get with a double-cut versus a single-cut; note how much speed you pick up with a roll, and how much with the combination of a double-cut in the morning and single-cut and roll in the evening. Keep in mind that these speeds will only be approximations. For example, if you are doing your trial in the spring, and your tournament is in the summer, the greens may be wetter during the test, so the speeds you record will be a little off. The point of the test is to give you a general idea of what you will need to do to pick up six inches or a foot on a Stimpmeter (see Chapter Three for more on this tool). That way, as the tournament nears, you'll be better able to ascertain how to achieve your green speed conditioning goal.

Continue to fine-tune your maintenance practices right up to the tournament date. Take advantage of any outings you may have at your golf course just prior to the event. If, for example, a shotgun start will be part of your tournament (e.g., for a Pro-Am), note how long it takes you to prepare the golf course prior to the start.

## SUMMARY

Nothing is more important to the success of any golf tournament, large or small, than a well-thought-out and implemented plan. Developing an effective plan is possible only when you collaborate with all those who will be involved with the tournament—the club’s golf professional, tournament chairman, and, of course, your staff. When you solicit input, advice, and suggestions from these parties from the get-go, not only will you gain important information that will help you and your staff do your jobs better, but you will ensure that everyone takes a vested interest in carrying out the plan, which is just the kind of motivation you want to encourage.

Your final tournament plan may take many forms, depending on your golf organization and the people you work with. It can be as formal as a professionally produced and bound document or as simple as a hand-drawn timeline that is taped to a wall, with specific events highlighted. More often these days, it may be in electronic format, so that it can be widely and quickly distributed and accessed by tournament committee participants via computer. But whatever form it takes, make sure your final plan includes all the inventories outlined in this chapter, as well as the strategies you and your team have decided to implement to make your event successful.

And, remember, build in flexibility so that as things change, your plan can change, too, with the minimum of disruption, to the club, management, the players, your staff and, of course, yourself.

With this overview in mind, it’s time to get down to specifics. Here’s the layout of the rest of the book:

- Chapter Two details how to implement an effective agronomic program.

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- Chapter Three covers greens management.
- Chapter Four tells you all you need to know about preparing tees, fairways, and roughs for tournament play.
- Chapter Five is devoted to bunkers.
- Chapter Six delves into near-term tournament preparations and follow-up.
- The appendix provides pretournament checklists.