



AT&T MARSHAL INSTRUCTIONS

1. **Purpose.** This document establishes and explains comprehensive instructions on the duties, responsibilities and standard operational procedures used by marshals to conduct the AT&T National Pro-Am Golf Tournament. It is provided to you and to all marshals as an information and training resource and will be supplemented by organizational briefings and meetings. Additional training will be conducted by Marshal Headquarters and your designated Marshal Team Captain.
2. **Mission.** The primary mission of the marshal is help ensure fair play by facilitating player movement and efficient operation of the tournament, to assist with crowd control on the golf course, to promote physical safety and enjoyment of the gallery, and to contribute to uninterrupted play by locating stray shots. This, in a nutshell, is your job.
3. **Background.** The marshal is a major contributor to the successful operation of a golf tournament, and the AT&T Tournament organization depends upon your effectiveness in controlling the flow of players and spectators. No group can do more to help produce a successful tournament than the course marshals. Here is what the PGA defines as the main objectives of the marshals:
 - **For the Players**---- to help ensure fair play and to keep play moving. It is your job to ensure that the players never wait on spectators or vehicles.
 - **For the Spectators**---- to help ensure the physical safety and the enjoyment of the spectators at the tournament. You need to enforce the safety rules and take no chances with spectator safety. You have to maximize their ability to watch and enjoy the golf, consistent with fair play and keeping play moving. It means effective, professional and friendly crowd control on the golf course.
 - **For Stray Shots** ---- You need to locate and protect stray shots. If there is anything which will slow down play or endanger spectators, it is the stray shot. You may need to remind the spectators that amateurs (just like them!) are out there playing golf and their safety is paramount. Since there is a large and continuing amateur presence at the AT&T, you will be constantly challenged to anticipate, locate, protect and manage play for stray shots.
4. **Organization.** The marshals are organized to run three separate courses (Pebble Beach, Spyglass Hill and Monterey Peninsula Country Club) at the same time for three consecutive days. On the final (Championship) day, all remaining players (and marshals) are at the Pebble Beach course. The marshal organization is headed by the Director of Marshals at Marshal Headquarters. The Director has a staff which provides for the overall communications and control of all marshal activities.

Each golf course has a Course Captain who runs the course through seven Team Captains. Each Team Captain will have the responsibility for one to four golf holes and control up to 30 or more marshals. The Team Captain further organizes the Team into groups of marshals led by Hole Captains who have responsibility for a particular portion of the course. Individual marshals are supervised by the Hole Captain.
5. **The Marshal Team Captain.** Team Captains are assigned a designated area of responsibility on each golf course which includes one or more golf holes, spectator viewing areas and certain pedestrian and vehicle traffic crossing areas. They are responsible for all marshal operations in their designated area and control all of the marshals assigned to their Team. The Team Captain will provide you with pertinent operational and coordinating information, provide for your training and assignments, provide you with your lunch and supervise and direct all activities of their Team. The Team Captain, an experienced marshal selected for their extensive knowledge and ability to manage other marshals, is your primary contact for the tournament.

6. **Prior to the Tournament.** Team Captains are busy with tasking and personnel assignments and resolving any concerns with the Course Captains and Marshal Headquarters. They will contact you and the other Team members, if possible, to orient you to the upcoming assignments and Team procedures. You will receive basic instructions from Marshal Headquarters that assigns you to a marshal team and notifies you of the initial Coordination Meeting where you will receive more information. You will also receive information about uniforms and transportation.

7. **Marshal Assignments.** The Team Captain will make marshal assignments for each day based on the Team tasking and the number of marshals assigned to the Team. Every attempt will be made to rotate marshal assignments during the day and throughout the tournament to provide for adequate training and experience for all marshals and to ensure coverage of all positions. You will need to know the procedures for all positions on the golf course.

8. **Meetings.** The Team Captain will conduct an orientation and information meeting for your Team at the initial Coordination Meeting, and a specific amount of time has been set aside to pass all relevant information. Additionally, Marshal Headquarters will pass critical information concerning the conduct of the tournament and provide additional coordinating instructions to all of the marshals.

When you are on the course, the Team Captain will conduct a "tailboard" coordinating meeting each morning with your Team at a specified time and location to do the following:

- a. Make daily marshal assignments.
- b. Provide additional training.
- c. Pass coordinating information.
- d. Provide logistical information.
- e. Address any unique issues associated with the Team and its location.
- f. Review policy concerning who is allowed inside the ropes.
- g. Provide the media armband identifying color for the day.
- h. Provide other information as required.

Your Team Captain will conduct additional meetings, as needed, at the conclusion of play to review procedures, resolve any issues, provide additional training and make adjustments. Your Team Captain will also hold detailed training meetings for marshals as needed, particularly for new marshals.

9. **Communications.** Each Team Captain has been assigned a radio to conduct official marshal business. It is used to coordinate with the Course Captain, Marshal Headquarters, First Aid, Security, PGA officials and other agencies. Radios are also assigned to Hole Captains (part of the Team) for emergency use only. Your Team Captain will explain the communications requirements and procedures to you.

10. **Operating Instructions.** You will need to know the following information to operate effectively as a marshal. This information comes from your Team Captain.

- a. Locations of Lost and Found, First Aid facilities, food services, cell phone usage areas and restrooms.
- b. AT&T Incident Report Form procedures.
- c. Camera and cell phone policy.
- d. Location and identification of local security and law enforcement personnel and the appropriate security procedures.
- e. Procedures for communicating with the spectators.
- f. Marshal signaling procedures and use of signal paddles when employed.
- g. Use of the pairing sheets to identify high handicap amateurs and to keep track of player groups.
- h. Location of course boundaries and hazards in their assigned area.
- i. Other coordination and logistical information as required.

11. **Food.** Your Team Captain will arrange for early morning delivery of coffee and donuts for the Team prior to play. You will be provided with a lunch and a beverage during the day. Your Team Captain will also distribute additional water and snack food items when they are available.

12. **Uniforms.** The AT&T marshal uniform is a very distinctive uniform which puts you on public display much more than other PGA tournaments, and marshals should wear the proper uniform at all times. You will receive instructions about the purchase of uniform items prior to the tournament. The official uniform consists of the following:

- Hat or visor (issued per tournament)
- Red AT&T Marshal jacket
- White plus-fours or knickers
- Red, white and blue AT&T Marshal knee socks
- Red AT&T Marshal golf shirt
- Rain gear when appropriate
- Walking shoes, sneakers or golf shoes.

The uniform includes the appropriate hat or visor; wearing a hat is not an option. Autographs will not appear on the hats or visors at any time. If you require more cover for your head for medical reasons because of over exposure to the sun, contact your Team Captain for guidance.

Your Team Captain will inform you when you can take off your jacket in warm weather keeping in mind that a uniform appearance of all marshals is desired. When worn, your jacket should be zipped up and not hanging open. During colder weather, a long sleeve shirt in red, white or blue worn under the official AT&T Marshal shirt is permitted. Under-the-jacket vests or sweaters in red are also permitted but should not be worn when the jacket is removed unless they appear to be part of the marshal uniform.

Our uniform is distinct and instantly recognizable. It is not like other PGA tournament marshal uniforms. The unique AT&T Marshall uniform is our legacy from the old Crosby "Clambake" Tournament, and it is a symbol of power and authority of a marshal. Players use us as targets and boundary markers, spectators know who we are and that we are a source of information and control. When you are visible, you are in control. Whether you're wearing it on the course, off duty in the volunteer tent or in town, remember that you represent the AT&T Marshals and act accordingly.

13. **Training.** The Marshal Headquarters will provide an orientation training session for marshals before the tournament. Your Team Captain is responsible for your detailed training. This will

usually take place at the Team tailboard meeting, prior to tournament play, as on the job training during tournament play, and after tournament play as required. This handout is provided by the Marshal organization to assist you in learning the duties, responsibilities and operating procedures for an AT&T Marshal.

Your training will cover all positions: tee, crossing gate, fairway and green. Team Captains and experienced marshals will train all new marshals and constantly provide them with supervised on-the-job training.

14. **Interaction with the Gallery and Players.** One thing you can count on no matter where you are assigned, you will be working with all of the people who are at the tournament --- players, spectators, tournament officials, volunteers, and more. As such, you will function as an ambassador of the AT&T National Pro-Am because marshals are an integral and very visible part of the process. The following procedures should be used when interfacing to the gallery and to the players.

- Be polite, diplomatic, but firmly in control.
- Be friendly and courteous until it hurts.
- Get to know your crowd --- around the tees and greens especially.
- Do not talk to players and caddies except in an official capacity. They are in their office working and don't really want to talk to you. The amateurs are a different story, especially the celebrities who love the crowds more than the marshals. Just be professional.
- Use firm, loud and polite commands.
- Don't be afraid to talk to your spectators and tell them what to do. When you speak with authority and conviction, they respond.
- The magic words are "please" and "thank you." Use them often.
- Look around before you speak. Be aware of your surroundings. Some tee boxes and greens are very close to each other.
- Use your body posture, your location and your hands to control crowds.
- Position yourself where you can best control the outcome but don't use your

position to block the view of spectators or to watch golf. Remember, you are not there to watch golf --- you are there to marshal!

- Use direct eye contact with the public and with specific spectators for added control.
- Spectators are here for fun and enjoyment --- make sure they have that but make sure they are safe and under control.

15. **Key Marshal Procedures.** The following procedures will contribute significantly to your effectiveness as a marshal:

- Be proactive and think ahead. Don't wait for a captain or another marshal (or, heaven forbid, a player) to tell you what to do.
- Use your initiative --- identify situations before they become problems and resolve them.
- Good marshals do not see the golf shot. They are marshaling. Your position puts you in the middle of the action but your job is not to watch the golf. It is to watch and control the situation.
- Enforce the current rules for cell phones and cameras, take action right away and be polite. Very polite is always more effective than very arrogant.
- People who do not belong inside the ropes during play usually know it. Do not be reluctant to challenge any person who you do not think should be there. In 99% of the time, they get off the course without any problem. If somebody is not cooperative, get a hold of your Team Captain. And be polite about it.
- For the assorted drunks, troublemakers, idiots and hockey fans --- remember you are an AT&T Marshal, not a US Marshal --- you should call security for assistance. Make sure you know how to get security when you need them. It is not always the cop in uniform. Be proactive, think ahead and use your initiative.
- For emergencies, notify your Hole and Team Captain, get assistance and take charge.

16. **Procedures on the Tee Box.** Tee boxes differ all over the course but they have one thing in common: they usually draw a gallery. The marshal on the tee box controls the pace of play

and coordinates the activity of the crossing gate and fairway marshals. Here is what you need to know on the tee box:

- Ensure that the walkway into the tee box is cleared for the players coming from the previous green.
- Close the gates when the players and caddies are in the teeing area.
- Spectators must stay behind the ropes and off the teeing ground at all times.
- Position yourself where you can best observe the ball flight, control the situation and signal the direction of ball flight to the fairway marshals. You may need to roam your position.
- The tee marshal will use the signal paddles to indicate the direction of flight of the ball. See the procedures for Lost Balls and the Pace of Play below (paragraph 21).
- Remember that there are 2 separate tee boxes used (and 3 when female contestants play).
- Work with the fairway marshals to ensure that the location of an out of bounds ball or an unknown ball location is communicated to the player.
- If your hole has a crosswalk, make sure you signal the crosswalk marshals to close the gates early enough so that there will be no spectators in the crosswalk when the players arrive on the tee box. Go to the front of the tee box and use the appropriate paddle signal.
- This will require alertness on your part and prearranged coordination with the marshals at the crosswalk.
- If there are players still on the fairway waiting to hit into the next green, do not unnecessarily hold up movement of the spectators since the players will not be able to tee off until the group in front of them moves. Timing is very important here. As tee box marshal, it is your call. You control the pace of play and the movement of spectators in the crossing gates. Keep play moving but also keep the spectators moving when you can.
- If there is any background noise or movement before a player has teed their ball you should

raise your arms above your head and command "Quiet Please" or "Stand Please".

- Do not make any statements or movements once the player has placed their tee in ground.
- Do not raise or lower your arms or the signal paddles while a player is playing a stroke.
- Do not stand directly behind a player or where they can see you. At the same time, you need to be visible to the fairway marshals so that they can see your signal with the paddles.
- Be alert for players who attract large galleries that follow them around the course (top pros and "hot" celebrities). It means more spectators to control.
- Check with your Team or Hole Captain for the specific procedures for a particular tee box.

17. **Crossing Gate Procedures.** Crosswalks are used for spectators to cross playing areas after the players have passed and the gate ropes have been opened temporarily. They are also used for spectator crossings of roadways. The following procedures will help on the crossing gates:

- Be alert to what is happening on the course. Chatting with spectators can divert your attention.
- This is a good location for interaction with spectators. A friendly demeanor and information as to why the gate is being closed and why it will not be opened until after the players have passed is appreciated by the spectators.
- "Please" and "Thank You" are the magic words. Remember to use them.
- On crosswalks, swing the gate rope open rather than dropping the rope on the cart path or crossing after the players have gone past. Dropped ropes become a tripping hazard to spectators.
- Keep spectators on the cart path and make sure they do not stop on the path to watch golf.
- Be alert to close up the crossing gates on a timely basis. Coordinate closely with the marshal on the tee box.
- Players should never wait for spectators to

move. Keep play moving at all times. This is a key to smooth play as well as moving the large number of spectators around the course.

- Spectator movement should not be unnecessarily stopped or delayed if not required by the pace of play.
- There will be times when players are on the tee box and another group is in the fairway waiting to hit to the green. As long as there is no interruption of play, you may allow the spectators to cross. This keeps the spectators moving around the course rather than bunching up needlessly.
- Be prepared to allow emergency carts/ vehicles through the gates immediately but make sure they do not interfere with play.
- Also be alert for the large galleries that follow popular groups around the course. It means more spectators will be using the crossing gates. Make sure they stay in the appropriate pathways and do not cross under the ropes.
- On road crossings, work with the assigned security and police personnel so that play, spectators and vehicles flow efficiently.
- At the end of play, neatly coil up the tee box and crossing gate ropes and place them on the stake.
- No two crossing gates are the same. Check with your Team or Hole Captain for the specific procedures for a particular gate.

18. **Procedures for the Fairway.** Your main concern in the fairway is to spot the tee shots and control any that go astray. Your interaction with spectators is usually minimal as long as the ball is in play. If there is any position where the tournament can slow down, it is with the fairway marshals. Here is what you need to do:

- Be alert for stray tee shots and call out "Fore-- on the Left (or Right)" if needed. Then go to the ball and protect it. See the stray ball procedures below (paragraph 22).
- Position yourself where you can best observe the ball flight and control the situation. You may need to roam your position because of the difference in landing areas for the professionals and the amateurs.
- For balls that land in the rough, place a ball

marking flag in the ground within 2 feet of the ball. Do not disturb the area around the ball.

- Be prepared to guide the player or the caddie to the ball. Allow them to remove the flag.
- Keep the gallery quiet and motionless when the player is about to hit their next shot if the player is close to the gallery. For shots from the other side of the fairway, it may not be necessary. Use your judgment.
- Usually raised arms from a marshal are all that is needed to control the crowd. However, do not hesitate to give a verbal command, if needed.
- Do not stand where the player can see you. Be still.
- Position yourself where you can best control the spectators. That may be in the fairway or on the cart path or any place in between.
- Be alert for groups with large on-course security or media contingents and work with them.
- Also be alert for the large galleries that follow popular groups around the course. It means more spectators to control.
- There are circumstances when you may need to signal to the tee marshal that the fairway is closed until the players on the fairway are clear of the landing area. This is true in situations where visibility is limited because of hills, doglegs or tall trees. Use the signal paddles to indicate a closed fairway (or closed green). Signal when the area is clear.
- Your Team or Hole Captain will provide the specific procedures, if required, for a particular hole.

19. **Procedures around the Green.** It is particularly important for spectators to be quiet and motionless during play around and on the green. Ninety-nine percent of the spectators are great golf fans making the job of the marshal much easier but you still need to be in charge of the green and the people around it so that play can continue without interruption and the spectators can see what is going on. Here are additional key considerations:

- Be alert for stray approach shots and call out

"Fore--on the Left (or Right)" if needed. Then go to the ball and protect it. See the stray ball procedures below (paragraph 22).

- Allow only players and caddies on the putting green.
- Position yourself where you can best control the situation. This is not always on the green but may be off to the side or behind the spectators. You will need to roam your position.
- Get to know the spectators around the green. They often stake out permanent positions to watch the golf and can be a big help in spotting incoming balls. A friendly demeanor and a helpful attitude is appreciated and reciprocated by the spectators. Remember to use the magic words.
- After all players have reached the green, ask the spectators to be quiet or still, if needed.
- When the player is preparing to make a putt raise your two arms above your head to indicate that the spectators should be quiet and still.
- Be alert to spectator shadows on the green especially in the mornings. Have the spectators stand still when the player is putting.
- Do not stand directly behind a player or where they can see you.
- Do not use your position to "watch golf". You are there to marshal. Be considerate of the spectators and do not unnecessarily block their view. Kneel, if necessary.
- When players have finished, guide them to the exit gates and handle the ropes as needed keeping the spectators from entering or crossing the walkway.
- Be alert to properly credentialed media and photographers who must stay an arm's length from the ropes.
- Also be alert for the large galleries that follow popular groups around the course. It means more spectators to control.
- Take pride in your green and the surrounding area and keep it neat and orderly.

- At the end of play, neatly coil up the exit gate and spectator control ropes and place them on the stake.

20. **Movement from the Green to the Next Tee.**

There are also gates and ropes used to move the players and their caddies from the green to the next tee box that often crosses cart paths and spectator areas. Each course and each hole has its own peculiarities and you should check with your Hole or Team Captain for specific procedures. The following procedures will be used on these gates:

- Be alert to what is happening on the green.
- When the last players are putting, you should be in the process of adjusting the appropriate ropes so that the players can move swiftly and easily between the green and the next tee box. The ropes should be in place by the time the last player finishes putting.
- You may have to move spectators out of the way to put up the ropes. Remember to use the magic words.
- Keep the ropes in place until the entire party has moved to the tee box. Sometimes they get spread out as players greet or talk to friends and celebrities get asked for autographs. The party can also include the walking scorer, security, standard bearers and PGA officials. Once they are through, remove the ropes and secure the gates.
- Autographs are NOT authorized during play. Remind the spectators that they can get autographs at the conclusion of play. They slow down the pace of play.
- You may be needed to help marshal stray balls or the gallery for both the tee area and the green area. Be alert and take the initiative.
- The large galleries that follow popular groups around the course can be especially challenging because of their sheer numbers. Other marshals may need to converge on the location to help. Again, use your initiative.

21. **Lost Balls and the Pace of Play.** If there is any situation that can reflect unfavorably on the marshals it is the lost ball and the delay involved. A lost ball or a ball landing unobserved is the biggest challenge for any marshal team. You and

your fellow marshals need to do all you can to identify, track and locate balls. It reflects poorly on the marshals when a ball is lost. Even though you did not hit the ball, you will get the blame if it is lost. Here are some procedures to help with this situation.

- Key on the amateur players in the foursome. Check the amateur handicap on the pairing sheet to predict where the ball may go. A high handicap usually indicates a higher probability of a poor tee or approach shot. Anticipate.
- The tee marshal will use the signaling paddles to indicate the direction of flight. See the commands for the signaling paddles below (paragraph 28).
- Watch the ball flight off the tee and signal back and forth to other marshals as needed to identify where the balls have landed.
- The fairway marshals will use the signaling paddles to indicate to the tee marshal that they have located the ball.
- If you don't know where the ball went or can't find the ball, there is an "unknown" signal for that too. This gives the player the opportunity to hit a provisional ball if desired.
- When you signal that a ball is out of bounds, keep signaling until the marshal on the tee box acknowledges. It is a major waste of time if a player's ball is out of bounds and they do not know and then has to walk back to the tee box to hit another shot.
- During wet conditions the balls will often plug into the wet ground making locating and identifying balls difficult. When you find a plugged ball, place a ball marking flag in the ground within 2 feet of the ball.

22. **Procedures for Stray Shots.** There will be stray golf shots on the golf course. Most will be hit by amateurs but a lot will be hit by the pros as well. You need to know how to marshal a stray shot situation especially when it is outside the ropes or in a crowd of spectators. Your main objectives are to keep play moving and to provide for spectator control and safety.

- Use your initiative --- Take control of the situation immediately.
- Know where the course boundaries are and, if

the ball is out of bounds, signal immediately to the player.

- Isolate and secure the ball. Stand next to or over the ball. Use a ball marking flag if needed.
- Do not allow anyone to touch the ball. People will pick up stray balls if they are not secured.
- Signal to adjacent marshals to assist when necessary. A good marshal does not need to be asked to assist and will immediately go to the site of the action and assist the marshal in control.
- Keep spectators away from the ball (10 to 15 feet). The sooner you establish this distance, the easier it will be to enforce.
- Start to clear the line back into play to the green/fairway. Be generous (safe) with the amount of clearance especially with amateurs.
- Signal to the caddy and the player where the ball is located. Usually, a raised arm suffices. They will be looking for somebody.
- Drop the stakes and ropes if necessary. You may need to ask the player or caddy if they want them dropped. Make sure that the exact location of the stake hole is marked. See the instructions for dropping stakes below (paragraph 24).
- If a PGA official is needed (for a ruling), contact the walking scorer who has a radio and she will make the request.
- Make sure the line of flight to the green/fairway is clear. Take immediate and aggressive action to clear the line if it is not clear especially with amateurs. Ask the player to wait until the line is clear. If you are doing the job properly, you should never have to ask the player to wait for a spectator to move but remember --- safety is paramount. Don't compromise!
- Control the spectators and have them stand still as the player makes the shot. Make sure the spectators hold their position until the player and the caddy re-enter the field of play.
- Assist the player and caddy back to the field of play.
- And, most importantly, thank everyone for their cooperation when you are done.

Procedures for Rulings. Never, never, never make a ruling. That is not your job. Use the following procedures:

- Identify where the ball lies, identify the boundaries (out of bounds markers, hazard stakes, etc.) but don't offer any suggestions.
- The player's first source of advice is from their caddy and playing partners but never from a marshal.
- If a ruling is needed, have the walking scorer call for a PGA official through her radio.
- Assist the PGA official once they arrive on site in their golf cart by meeting them on the fairway or pathway (usually with a waving hand) and guiding them to the player who needs the ruling.
- Assist the PGA official or the player as needed.

24. **Procedures for Dropping Stakes and Ropes.**

You will face the task of having to drop stakes and ropes during the tournament. You need to prepare in advance to make sure that you do not waste time, and quickly get the player back onto the course and get back to your job.

- When you need to drop stakes and ropes for a player to make a shot make sure that you mark the exact location of the stake hole using a tee in the center of the L shaped stake. This will help you return the stake to the right position.
- Sometimes, it is obvious that the stakes have to be dropped. That should be done before the player arrives at the ball.
- For situations that are not as obvious, ask the player early if they want the stakes dropped. Don't wait for them to ask you or tell their caddy to drop them.
- Do not let the caddy take out the stakes because they will not mark them and you will be unable to find the original stake hole.
- The smart marshal has key stakes already pre-marked. All it takes is a few white tees and some initiative.
- If you are unable to get the stakes back into the original hole and you cannot replace the stakes, tell your Team Captain right away and somebody will be obtained to re-stake them.

25. **Emergency Procedures.** You need a plan for an emergency. Balls hit people, people trip and fall, they have heart attacks, and they get hit by carts. Accidents happen and sometimes they are life threatening. You need to be prepared.

- The basic rule for emergencies is to notify your Hole Captain and your Team Captain ASAP, get assistance and take charge.
- If you are the first one on the scene, find out what happened, how serious the situation is and who is involved.
- Get help immediately if it is needed. The Hole Captain and Team Captain have radios that can be used to contact emergency services. First aid stations are strategically located and an emergency team can respond very quickly.
- Be precise when reporting the location of an emergency and meet the responders when they arrive in the vicinity.
- Make sure that another marshal covers your marshal responsibility when you are in control of an emergency.
- Be sure to fill out an AT&T Incident Report or have your Team Captain do it. Team Captains will explain this form during training.
- You should ask your Team Captain to obtain complimentary on-course transportation via his radio for persons with minor injuries or who are not capable of walking back to the entrance.
- All Marshal Teams have an emergency weather plan. Make sure you know what to do during bad weather. Your Team Captain will explain the procedures.

26. **Security Procedures.** The emphasis on security is very high and very serious. The security organization is fully integrated with the other organizations of the tournament, and the Team Captains are given a comprehensive security brief before the tournament. You will find uniformed security personnel both on and off the course. What you don't see is the non-uniformed security that is also present. Special security teams accompany top pros and selected business people and celebrities on the course. ATF dog teams are used, private vehicle access is curtailed, Highway Patrol and County Sheriff personal are very visible, and undercover law

enforcement personnel are scattered throughout the courses.

Here is what you need to do to assist in the overall security of the tournament:

- Be conscious of unusual or suspicious activity and report it to your Team Captain or to local security officials.
- Know where the security personnel are located near your position.
- Make sure you know how to get security when you need them. The Hole Captain and the Team Captain both have radios that can get an immediate response.
- You are not law enforcement. When you need assistance, you should call security.
- Be proactive, think ahead and use your initiative.

27. **Marshal Voice Commands.** The following are the PGA accepted voice commands for marshals. You should learn them and use them as needed. Be aware of your surroundings before using them, however. Greens and tee boxes are often very close to each other and your command may bother a player at a different location. Never give a command when a player is in the act of making a shot. The magic words are still "Please" and "Thank You". Use them liberally. These are the marshal voice commands:

Stand Please
Quiet Please
Clear the Crosswalk, Please
Off the Fairway, Please
Fore on the Right
Fore on the Left
Thank You Folks

28. **Marshal Signal Paddle Commands.** We have recently adopted PGA signal paddles as a means of communicating from the tee box to the fairways and for other locations on the course. Your Team Captain will explain and demonstrate these signals to you and designate where and when they will be used. They are used for communications between marshals. They are not used for crowd control. Additional signals will be developed as required.

Ball Out of Bounds
Ball in Lateral Hazard

Ball in Bounds or Ball Safe
 Ready in Tee Box (or Ready on Course)
 Ball Landing Position Unknown
 Signaling Ball Direction off the Tee Box or
 for an Approach Shot
 Fairway or Green Closed or (alternatively)
 Close the Crossing Gate
 Player Addressing Approach Shot
 Attention
 Emergency Situation

29. **Access inside the Ropes.** One of the more critical instructions you will receive from your Team Captain is the list of persons (and pictures of their credentials) who are allowed on the playing ground inside the gallery ropes. There is a basic list which does not change and there are exceptions that your Team Captain will brief you on. These exceptions are usually for special observers, additional (or private) security and selective media (such as TV media crews in the process of taking pictures). Wives and girlfriends of players (especially celebrities), corporate sponsor representatives and other "important" people are not authorized to walk on the course during tournament play.

The official list includes:

Players when playing
 Player's caddy
 Uniformed Walking Scorers
 Standard Bearers (usually 2 teenagers)
 PGA Tour Officials
 Marshals on active duty on the hole
 Shot-Link volunteers in their designated location
 Golf Course maintenance personnel if authorized by the PGA
 Security personnel

30. **Other Marshal Procedures.** The following procedures, which are not an all-inclusive list, will help you become a better marshal:
- Work with Shot-link volunteers (at Pebble Beach) to identify the ball landing locations. They often see balls that you don't and can be invaluable to marshals. You both have the same job...knowing where the ball is!
 - Know who is allowed inside the ropes and politely enforce those regulations. Only certain people are allowed on the field of play

and you need to be courteous but forceful in removing those who are not authorized. Your Team Captain will tell you this information.

- Use the pairing sheet. Know what group is on your hole and where the other main groups are. Be prepared to answer questions constantly from spectators concerning what hole player X is on now.
- Spectator questions are constant --- where is the bathroom, what hole is this, where is player X, how to I get to hole Y, where can I get something to eat? Know all of the answers beforehand.
- Support your fellow marshals. If a ball is out of play or a marshaling "situation" develops, be prepared to go to their assistance. In public, address other marshals as "marshal" rather than using their first names. It shows professionalism and builds credibility.
- Take care of your tee boxes, fairways and greens. Take ownership of your area and keep it clean and neat.
- Roam your position (tee, green or fairway) as needed. Know the distances to the hole and to the tee box because spectators often ask this question. The course markings are on the sprinkler heads and cart paths.
- Don't form marshal clusters. Three marshals on a green should not all be in the same place.
- Do not make minor on-site changes or modifications to ropes and stakes unless you are specifically authorized by the Team Captain. Changes to the field of play (i.e., the boundaries defined by the stakes and ropes) need explicit approval of a tournament or PGA official.
- Be a team player and coordinate your activities with your fellow marshals, other tournament volunteers and officials.
- Identify problem areas and traffic congestion points in advance and coordinate with your Team Captain, your fellow marshals, law enforcement personnel, and other persons as needed to resolve any issues.
- Be on the lookout for large spectator groups (such as parties) and communicate with them regarding noise levels, private property,

facilities, cell phones, etc. Remember to use the magic words.

- Be sure to check in before play starts and check out at the end of play with your Team Captain.
- If the Team Captain authorizes it, you will be permitted to bring a small walking stick/portable golf seat only (no chairs) and will be allowed to sit when there are breaks in play. Marshals do not sit when there is play on the hole.
- Keep spectators off the playing area. Spectators should not walk on or encroach upon greens and tee boxes. Do not let spectators cross the fairways during play. Spectators need to remain behind the roped areas at all times.
- Have sufficient white tees available for marking roping stake locations. Alternatively, a marking spot from a can of line-marking spray paint can be used.
- At the end of play, make sure your area is neat and clean and the ropes of all crossing gates are neatly coiled and hanging from the stake. Remove all fairway ball marking flags from sight.
- You will spend a lot of time just talking to spectators and answering their many questions. At the same time, you need to be very aware of what is happening on the course so you can take the necessary action when required. Be alert.
- For special situations not covered by these instructions, see your Team Captain.

31. **Additional Marshal Policy.** Additional information for AT&T marshals is provided below:

- a. **Marshal Behavior.** When you are in uniform, both on and off the course, you represent the AT&T Marshal organization. We expect that you will conduct yourself properly at all times. Any marshal, whose behavior is a cause for concern or an embarrassment, will be immediately dismissed and will not be asked to return.
- b. **Autograph Policy.** Marshals will not ask players for autographs during play or assist spectators in getting autographs. Marshal hats or visors will not contain autographs at

any time.

- c. **Hospitality Tents – Corporate and Player.** These tents are off limits to all marshals at all times. If you are invited to a hospitality tent in your own right, you can attend ONLY if you are not in uniform. No exceptions.
- d. **Transportation Shuttles.** Transportation is provided to all volunteers by the tournament and instructions to this effect will be provided separately. The cities of Monterey, Carmel and Pacific Grove also provide shuttle service that volunteers can use. There is no open parking in Pebble Beach.
- e. **Drinking on Duty.** Is not allowed, period. Any marshal drinking on duty or who appears intoxicated, will be immediately dismissed. The only exception to this policy is drinking at Volunteer Hospitality after play which is allowed. Drinking elsewhere in uniform is not authorized.
- f. **Volunteer Hospitality.** The tournament provides a hospitality tent adjacent to Marshal Headquarters for all volunteers after play is finished which includes food, drink and entertainment. Information on operating hours will be passed separately. This is an excellent opportunity to socialize with your marshal teammates in a relaxed and fun atmosphere. All marshals are invited and encouraged to participate.
- g. **Rose's Trailer.** The trailer next to Marshal Headquarters is open to volunteers to purchase AT&T logo clothing at reduced prices. The hours are published separately.
- h. **Marshal Golf Tournament.** The marshal organization sponsors a golf tournament on Monday after the tournament is concluded. All marshals are invited to play. Instructions on this event will be provided separately.

32. **We are Unique.** We understand that as a volunteer, you spend a lot of money to come here and enjoy yourself but remember that you are not here to watch golf; you are here to be an AT&T Marshal. AT&T Marshals are a special breed. We get enjoyment and satisfaction from doing the job right and putting in 100% dedication even if it is for just 4 days or so a year.

We don't come from a local country club --- we come from all over the state and all over the

country. We don't wear khaki pants and a polo shirt and carry "QUIET" signs. Our red, white and blue plus-fours traditional uniform is distinct and instantly recognizable. The uniform is a source of our credibility and authority as marshals and it enables us to look and act professionally. Like our uniform, we are unique.

We run three golf courses with top PGA professionals and a diverse mixture of amateur players, and we do it simultaneously and seamlessly on one of the most famous golf venues in the world. We keep play moving and we keep spectators moving and safe. Our marshals come back year after year to serve and we have many veterans with over 10 and 20 years of service and a few with over 40 years. You don't

get that at other PGA events.

Know your job as a marshal. Review and study this document which has been specifically prepared for the AT&T Marshals and incorporates information from the PGA Tour Marshall instructions and many years of experience. Your Team Captain will train you. Learn from him and from veteran marshals.

We take a lot of pride in what we do and where we do it. We are pleased to have you join us.

MAKE US ALL PROUD.

Personal Notes