

Chester Golf Club

Tee Management Sub-Committee Report Recommendations to Board of Directors

(February 26, 2020)

Background

At its September 30, 2019 CGC Board Meeting it was determined that there be a Tee Management Sub-Committee established to conduct a review of existing policies and procedures. Additionally, the Club Membership Chair Holly Chandler and Long-Range Planning Chair Don Horne would Co-Chair this Sub-Committee. Once this review was completed, the Sub-Committee would present its' recommendations to the Board at its' February 26, 2020 meeting. The timing of this review is consistent with the previous Board decision to implement the Chrono Golf POS/Tee Management system combined with the decrease in green fee revenue experienced in the 2019 season.

Sub-Committee Members

Holly Chandler Co-Chair	Membership
Bill Camp	Membership
Bruce Bond	Membership
Don Horne Co-Chair	Long Range Planning
Mike Richardson	Long Range Planning
Dave MacMillan	General Manager
Dan Fraser	Head Golf Professional

Sub Committee Meeting Dates

December 5, 2019
January 13, 2020
February 5, 2020

Primary Challenges

At its first Sub-Committee meeting Dave MacMillan Club General Manager identified four primary concerns, Multiple Bookings, Lack of Green Fee Booking Availability, Club Leagues and Booked Tee Time No Shows. Decision made that it was priority to have the Sub-Committee discussions and any eventual recommendations to the Board be properly informed determinations. It was readily apparent the we required much more information and Bill Camp offered to conduct this necessary research and gather historical information in conjunction with Staff. Bill's research was relevant, exhaustive and detailed.

Research Key Findings

1.Member Average Rounds Played Per Season Years 2007-2019 – 22.6

2.New Members 2015-2018 Average Rounds Played in 2019 – 21.1

3.28 People that ceased to be Members in 2016 averaged 10.8 rounds in 2013 and only 3.8 rounds in 2015

4.2007 – 2019 Average Rounds Played Per Season Members 60% and Green Fees 40%

5.2019 Member Rounds Played 58.5% Green Fees 41.5%

6.There were a total of 2411 booked tee-time no-shows in July, August, September 2019. This is an average of 30 no-shows per day for the 81 non tournament days for these three months of 2019

Research Conclusions

New Members are playing more rounds each year than those they are replacing through resignations. This compares the 21.1 average rounds played to the 3.8 average rounds played

Over a 15-year period we have a consistent 60% Member and 40% Green Fee rounds played

We have an increase in Club League play and by example WOW

We do have an existing Member tee time No Show policy that requires consistent enforcement

Sub-Committee Recommendations

1. Club Members will be limited to booking one tee time every six hours timeframe. One tee time defined as 1 spot, a twosome, a threesome or a foursome. Our new Chrono Golf system will provide this restriction.

2. There be no additional tee time allocations for Green Fee Tee Times in 2020 unless circumstances dictate otherwise

3. Review of Green Fee discounting

4. Meetings to be scheduled with our Club weekly Leagues to discuss options that may reduce pressure on the tee sheet. By example, Super Seniors to discuss starting one hour earlier, Womens League to discuss Tuesday tee time not continuing beyond end of August, Men's Night to discuss options that would provide additional 9 or 18 hole Member and 18 hole Green Fee tee times availability Fridays until 4:30PM (Alternate Hole #1 and Hole #10 Round Start on a weekly basis, allow Men's Night eligible play all day Fridays). Given that 2020 season schedules have been finalized any Women's and Men's Night changes would be effective the

2021 season. Super Seniors starting an hour earlier might be possible in 2020.

5. Member Tee Booking No Shows, the Club has had a long-standing policy in place and this policy has been communicated each year to Club membership, example, Annual Member Handbook. Existing Policy is as follows, “Members who do not show up for times without notifying the Pro Shop within a reasonable time, minimum of 1 Hour, will be given two verbal warnings by Staff. In the event a Member continues failing to give notice of cancellation, they will receive a letter from the Club giving notice of loss of advance booking privileges for a period of one week.” Consistently communicate and enforce the Member No Show Policy

Green Fee Booking No Shows, any non-member booking a tee time and not cancelling that tee time within a reasonable period, a minimum of 1 hour, prior to that tee time will be charged a \$50.00 Non-Cancellation Fee.

Management/Staff Processes

Consistent implementation of existing and any new Club Policies across all Staff with particular emphasis on Pro Shop, Back Shop Staff, and Starters

Communications Strategy & Plan for Members relative to the new Club Tee Booking Policies, Chrono Golf solution and the significant impact on potential revenue and tee time unavailability to Members caused by booked tee time No-Shows

Communications Strategy & Plan targeted at Green Fees Guests with primary points being new booking system, unique value of the CGC experience, non-cancellation fee

Tee Management Sub-Committee to have a status review meeting relative to the Board approved recommendations, suggested meeting timeframe July 2020