

Tee Time Access at The Captains

Our membership is very important to us. As members, you are all the stakeholders in maintaining the viability of the golf courses we all love. Having a mechanism for balancing the access to tee times in an equitable manner is what ensures our financial viability.

We realize that it is every member's expectation that they will have access to acceptable tee times in their tier of membership. The balance between attempting to book a desired tee time and actually getting that time, or something reasonably close, is the challenge. By providing tee times for daily-fee players, as well as members, the Chelsea Point System addresses this challenge in the most equitable manner, while maintaining the financial viability of The Captains.

Prior to 2020, there were a substantial number of unused tee times. The avid golfer was able to access these unused times at 8:00 pm the night before, which kept everyone happy. A global pandemic created unprecedented demand for golf, and the pool of unused tee times dried up. Whether this demand continues remains to be seen as we transition to a "new normal" in a post-vaccine world.

THE CHELSEA POINTS SYSTEM EXPLAINED

As a member, you will receive points each time your request is placed on the tee sheet, and when you play.

The Chelsea Point System works to balance membership play by ensuring equity in tee time assignments for members. Members who play infrequently are able to get their desired tee times, while high-volume players get tee times when excess availability exists.

Requests

When making a request, Chelsea takes into consideration your points and your partners' points from a rolling 12-day aggregate. This means that the total number of points between you and your playing partners determines whether your request for a tee time gets placed or put onto overflow. The more playing points you have, the lower chance you have of getting a tee time than that of a group with fewer points.

Points

Every member will receive the following for points play:

- Back-Nine Play 1/2 point
- Request Placement 1 point
- Request Placement After 12 pm 1/2 point
- End of Day Play 1 point
- Back-Nine Play 1/2 point
- Play After 12:00 pm 1/2 point
- Guest of Member Placement 1 point
- Guest of Member Play 1 point
- League Play 2 points
- No Shows 5 penalty points

Changes to Placement

Because of the nature of the Chelsea Point System, and to be fair to all members, editing of tee-time requests is not permitted once they have been placed on the tee sheet. To edit a tee-time request, you must call the Pro Shop and speak with a member of the management team. If it is determined that the request system was not used in accordance with its intention, to ensure a tee time, you may be assessed extra points/greens fees.

In order to maximize your chances of getting a tee time, the widest possible window of time should be utilized. Even in pre-COVID days, entering a narrow window of time, such 9:00 – 10:00 am, often meant not getting a tee time at all. The current volume of play has exacerbated this.

Once a tee time is placed and an email is sent to the players, adjustments can be made online with the confirmation number until the day of play. On the day of play, you need to call the pro shop to make any

changes.

Your Playing Partners' Points Count

With the Chelsea Points System, the points accrued by your playing partners impact your own ability to secure a tee time. You can check your partners' points by creating a buddy list on Chelsea with the people you play with most frequently. This list allows you to determine how many points your entire group has, and assess how that compares to other groups vying for the same tee times.

HOW TEE TIME AVAILABILITY IS CALCULATED

Over the past year, the number of members has increased, yet memberships still do not exceed capacity. New memberships are offset by the tee time allocation system adjustment based on membership and the associated costs of course operations.

Currently, the AFPs receive 50% of tee times on one course and 21.7% of tee times on the other course.

Although the number of AFPs had been in decline prior to COVID, and the relative revenue contribution of AFPs has declined, the number of tee times dedicated to AFPs has remained constant.

The key formula is:

$$\text{Member Tee Time Ratio} > = \text{Member Revenue} \div \text{Budgeted Golf Expenses}$$

The number of tee times needed depends on the number of members. Because the Golf Commission cannot know how many members will sign up in the following year, it is impossible to set this ratio in advance of the golf season. This formula protects the golf course from having to give a constant number of tee times when facing a declining membership, while guaranteeing a minimum ratio of tee times for members.

After this formula was adopted, the Golf Commission lowered the 2011 member allocation to 31.25% of all tee times by allocating 50% of tee times on the member course (every other tee time), and 12.5% on the non-member course (one out of every eight tee times). Allocation on the member course has remained at 50%. On the non-member course, the ratio has been adjusted over the years. Currently, the non-member course is 21.7% every day.

As of the end of March 2021, there were 117 new members. Member revenue will likely increase this year as a result of current economic and health factors.

This calculation gives the Golf Commission a **minimum** number of tee times that *must* be allocated to the members. It would be within current policy to allocate more than this minimum number of tee times to members.

What is a tee time worth?

It has been the working assumption of the golf operations that the golf season on Cape Cod consists of approximately 100 days of *peak golf revenue-generating days*. This is every day in July and August, plus Friday through Sunday in May, September, and October.

The morning daily fee rate in July/August is \$74 (\$77 earlier) plus \$23 for a cart, coming to about \$100. A foursome of cart-riding golfers is worth \$400. A single early morning tee time can generate approximately \$40,000 over that 100-day season. Rainy days can limit this amount, but likewise, members don't want rainy tee times either. Golf rates are lower later in the day, but the majority (~80%) of members have paid for morning tee times.

How many tee times are allocated to members?

The distribution of tee times on the member course varies based on the day of the week.

On **Saturday** and **Sunday**, the first two hours of tee times are reserved for members (6:00 - 8:00 am), followed by two hours of guest times (8:00 - 10:00 am), then alternating after 10:00 am.

On **Tuesday** and **Wednesday**, the Women's 18-Hole Association and the Men's Golf Association have the first two hours of tee times (6:30 - 8:30 am), followed by two hours of daily fee times, then alternating after 10:30am.

On **Thursday** mornings, beginning at 7:00 am, the Women's 9-Hole Association has all of the back-nine tee times on both courses. On **Monday, Thursday, and Friday**, tee times on the member course alternate throughout the day to achieve the 50% allocation.

Tee times start from 6:30 am weekdays (6:00 am on weekends) with nine-minute intervals. The 2.5 hours of tee times before 9:00am can only be used by members with "Early" memberships. With the 50% - 21.7% allocation utilized on the two courses on Monday, Thursday and Friday, there are 12 tee times prior to 9:00 am each day, 17 on Tuesday and Wednesday, and 17 on Saturday and Sunday. This supplies tee times to 440 golfers before 9:00 am each week. In 2020, we had 537 members with access to these 440 slots, so an "Early" member should get a tee time prior to 9:00 am approximately once every 8.5 days.

There are only 55 tee times for an entire 6:00 am-6:00 pm day in the summer allocated to members of all categories. Let's do the math: 55 tee times x 4 golfers x 7 days = 1540 member tee times each week. There were 1063 members last year, so a member should get a tee time approximately once every five days *on average*.

Some of our members play many more rounds; some play far fewer rounds.

Tiered Membership Categories

Today, we have a tiered membership model: Early (before 9:00 am), Morning (after 9:00 am) and Twilight. When the tee time allocation formula was adopted in 2010, there was only a single membership category, and all members could book into any available tee time. Roughly, 20% of all members are in the Morning category, and 20% are Twilight members.

There are 275 member tee times each week after 9:00 am, which is enough supply for 1,100 golfers. In 2020, there were 220 Morning members. The 537 Early members could play in these slots as well (63 of them will play before 9:00 am on average), which means that a Morning member can expect to get a tee time approximately once every five days.

Twilight members can play after 3:00 pm in the summer months. There are 98 tee times after 3:00 pm each week, enough for 392 golfers. In 2020, there were 231 Twilight members. If *every* Twilight member requested a tee time every day, they could expect to get a tee time once every four days. However, all membership categories are able to book into these twilight times, so there is additional competition for these times.

The Golf Commission's recent decision to assign 1/2 Chelsea points to back-nine and twilight play will provide equitable access for Twilight members. This has been proven equitable within the Early and Morning categories.

Comparison to Private Golf Course Membership Levels

The Captains is not a private golf course. A typical private course limits its membership to 300 members per 18 holes. The private member pays for their share of the golf expenses in exchange for privileges at the course. Every member of a private course could, in theory, play every day. The cost per member would be around \$6000 based on our expense levels. Based on our tee-time allocation and the number of members, it would be like a private course having 1,700 members instead of 300.

The Balancing Act

The Golf Commission has to weigh the member tee time demands against the need to generate sufficient revenue to cover all expenses. It is a balancing act in many ways: members vs. daily-fee players; unlimited golf access vs. financial viability; and those golfers who play a lot vs. those who play minimally, with all expecting to be able to do so without getting shut out.

It is our hope that we have provided an understanding of the complexity of addressing the needs of all those who come to the Captains for "A Superior Golf Experience."