



Internal Audit Committee of Brevard County, Florida

Internal Audit Review of

Golf Operations

**Prepared By:
Internal Auditors of Brevard County
July 29, 2005**

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July 29, 2005

The Audit Committee of
Brevard County, Florida
Viera, Florida 32940-6699

Pursuant to the approved 2004/2005 internal audit plan, we hereby submit our internal audit report covering the Golf Operations Division (Golf Operations) of the Brevard County Parks and Recreation Department (Department). The internal audit of Golf Operations focused on the process of maintenance of the three county golf courses, cash handling, control of County property, i.e. equipment and retail inventory, and certain compliance issues. We will be presenting this audit report to the Audit Committee at the next scheduled meeting on August 19, 2005.

Our report is organized in the following sections:

Background	This provides an overview of Golf Operations and the related compliance requirements.
Objectives and Approach	The internal audit objectives and focus are expanded upon in this section as well as a review of the various phases of our approach.
Issues and Recommended Action	This section gives a description of the issues as well as the impact and recommended action.

The follow-up process for the issues identified in this report will consist of County management following up with responsible personnel and reporting to the audit committee on a quarterly basis using the approved format.

We would like to thank the Brevard County Parks and Recreation Department's Golf Operations personnel and all those involved in assisting the Internal Auditors regarding this report. The year under audit is the first year the responsibility of Golf Operations was assigned to the current Golf Operations management team. We commend the new management team for its proactive approach to implementing improvements in operations and internal controls.

Respectfully Submitted,

INTERNAL AUDITORS

Background

Background

Authorization for Golf Operations

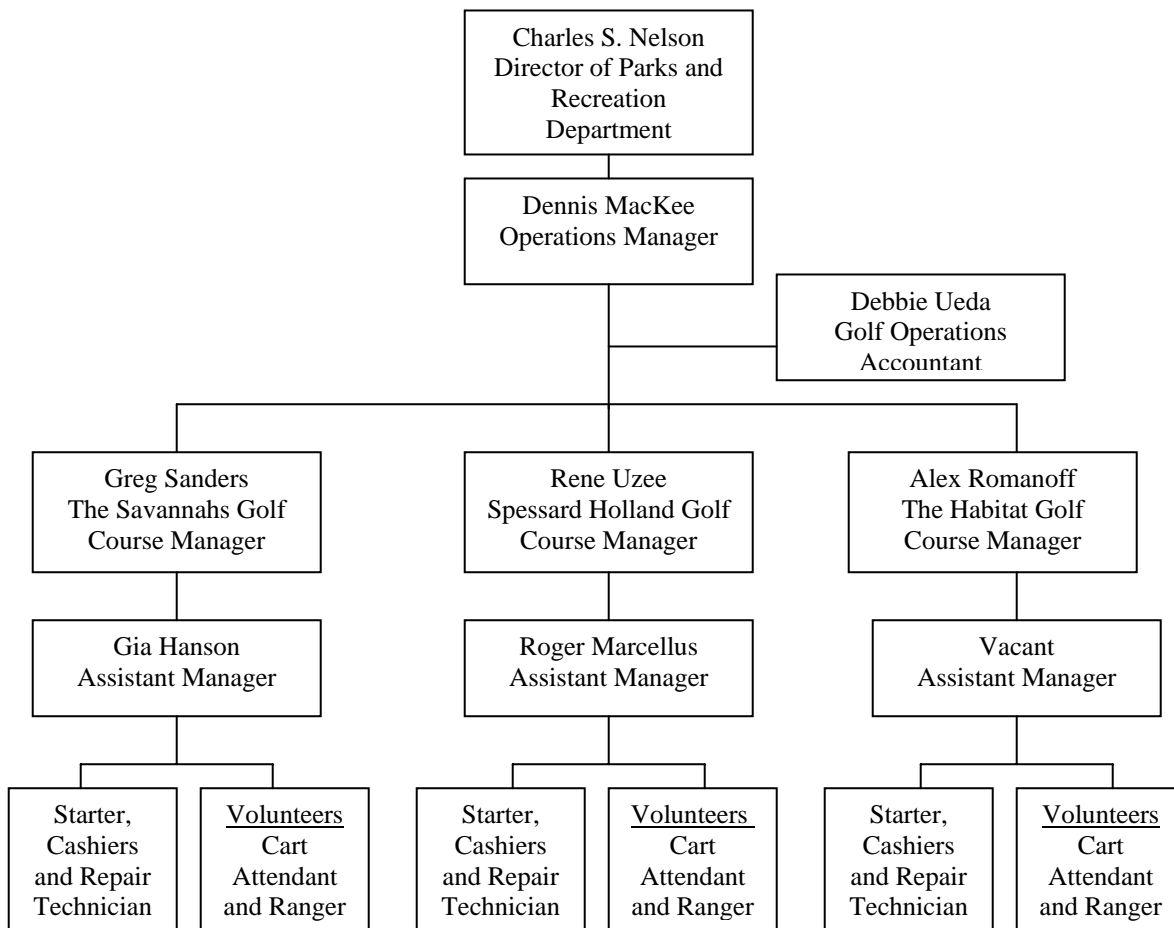
The provisions of Florida Statutes Sections 125.01(1)(f), authorize local governments to establish parks, preserves and other recreation facilities. The Board of County Commissioners (Board) establishes the fee schedules for Golf Operations through Resolutions.

Responsibilities

The Golf Course Operations Division is responsible for development, operation, and maintenance of County-owned golf courses. The County owns three 18-hole courses, The Savannahs, Spessard Holland, and The Habitat and all are managed by Golf Operations. In addition to the 18-holes, the courses include driving ranges, practice greens, clubhouses, and maintenance facilities. Each of the golf courses and its facilities is operated similar to a commercial enterprise in that users are charged fees in an effort to offset the total cost of the operation. A competing factor to running a self sustaining golf course is to also meet the Board's expectation to provide well maintained facilities at a reasonable cost to the largest number of citizens possible.

Organization

Golf Operations is organized as follows:



Background (continued)

Organization (continued)

Each course has a Golf Pro who is the Golf Course Manager. The Manager and the Assistant Manager oversee the day to day operations of their assigned golf course including maintenance, concessions and the pro shop. The pro shop attendants, starter and golf course repair technicians are also County employees.

Each course has one repair technician to perform the maintenance that is not under contract to IGM. The repair technician is responsible for the maintenance of the golf carts and the facilities. IGM is responsible for maintenance of the courses and equipment used in the maintenance of the golf courses.

The courses are maintained under a contract with International Golf Maintenance, Inc. (IGM). The maintenance contract enumerates the course maintenance requirements, i.e. the number of times per week or month mowing and edging is to be completed, daily staffing requirements, meetings IGM is required to support and the type and number of reports to be provided by IGM. It also outlines guidelines that are to be used to measure proper maintenance. Course maintenance is the underlying component of the success of the golf courses. As another way to determine the condition of the courses, it is County policy for golf course employees to play up to two rounds of golf a week at a reduced rate with the responsibility to monitor the condition of the course.

Concessions are provided under separate contracts at each course. The concessionaire contract is tailored to the course and specifies the equipment and services that the concessionaire and the County are to provide. In addition to the concession stand the concessionaire must operate a food and beverage cart on the golf course once the required threshold of players is achieved and the weather permits. The contract also states the percentage of sales the County is to receive from the concessionaires weekly sales and provides the criteria for the calculation.

Volunteers complete the staff of each course and are responsible for golf carts and perform the patrol duties of the golf ranger. Volunteers do not perform any of the functions that involve the collection of fees and they do not have keys to the pro shops or concession areas. County policy allows volunteers to play unlimited free rounds of golf as a reward for their volunteer service as long as it is not using time that could be filled by patrons paying for the round of golf.

The Golf Pros have contracts to teach lessons at the golf course they manage with the requirement that the lesson time is outside of their regular work schedule. The County receives a portion of the fee and if the lesson is given during a round of golf the Golf Pro is required to pay the employee rate for that round of golf.

Objectives and Approach

Objectives and Approach

Objectives

The internal audit objectives in the audit of Golf Operations are comprehensive in scope in order to provide assurance over compliance with state statutes, county ordinances, department policies, and contracts as they relate to Golf Operations.

<input type="checkbox"/> Determine whether fees associated with golf operations are being assessed and collected in accordance with County policies.
<input type="checkbox"/> Determine whether fees associated with concession contracts are collected and remitted to the County in accordance with the contract requirements.
<input type="checkbox"/> Determine there is an effective system in place and operating as designed to monitor maintenance contract performance.
<input type="checkbox"/> Determine whether Golf Operations maintains adequate physical controls over County facilities, equipment and inventory.
<input type="checkbox"/> Determine that physical controls over cash receipts are in place and operating as designed.
<input type="checkbox"/> Determine that procedures for cash receipts, deposits, and related reconciliations include adequate control procedures to assure that cash receipts are safeguarded from loss and misappropriation.

Approach

Our audit approach consisted of four phases:

Understanding and Documentation of Process

During phase one, we held an entrance conference with the Parks and Recreation Department Director and Golf Operations personnel to discuss the scope and objectives of the audit work, obtain preliminary data, and establish working arrangements. We then conducted interviews with responsible Golf Operations managers and personnel and documented their roles in the process.

Objectives and Approach (continued)

Population and Sample Determination

Our audit covered the period October 1, 2003 through September 30, 2004. Due to damage from hurricanes during September 2004, additional testing was completed during July and August 2005.

Detailed Testing

The purpose of this phase was performance of testing procedures based on our understanding of applicable State statutes, County ordinances, and Golf Operations policies. Our procedures included obtaining an understanding of the procedures in place, assessing their effectiveness in ensuring compliance with applicable requirements, and testing the accuracy and completeness of recordkeeping.

Our procedures included, but were not limited to, testing:

- the process for monitoring maintenance
- fees
- cash handling
- reconciliations
- control of tangible personal property
- compliance with Department policies
- retail inventory
- refunds

Reporting

During this phase, we summarized our findings, based on our detailed testing, into a report format and conducted an exit conference with management and incorporated their response into our report.

Issues and Recommended Actions

Issue # 1

Grounds Maintenance Contract

1. International Golf Maintenance (IGM) provides golf course maintenance at the three County golf courses under a contract that enumerates the specific responsibilities of IGM and those of the County. A local maintenance superintendent, employee of IGM, supervises IGM employees as they perform the maintenance required by the contract. Through inquiry of the local IGM superintendents it was determined that none of the three had read the specific maintenance requirements stated in the contract. The contract was kept at the regional office. The person directing performance of the specified requirements should be knowledgeable of the requirements stated in the contract.
2. There are contract requirements that are not being complied with that may or may not be needed or be practical such as:
 - At mid-month of each month, a written golf course evaluation report should be issued by the Golf Course Manager, which shall be coordinated with the IGM superintendent.
 - IGM personnel are required to wear uniforms approved by the County.
3. "Mystery golfers" were utilized to assess the condition of the golf courses from the viewpoint of players and to test compliance by IGM to certain specified contract requirements. The perceived condition of the courses directly affects the players' desire to play at these courses.
 - The Savannahs – On October 31, 2004, several bunkers contained large amounts of shells and rocks in the sand. It was estimated there were between 3 and 4 dozen active fire ant mounds throughout the cart paths, fairways and rough areas. None of the mounds appeared to be recently treated. Holes #11 and #17 had standing water in the fairway, along the cart path and in bunkers even though it had not rained recently.
 - Spessard Holland – On November 12, 2004, excessive palm tree debris was noted on the fairways. Sand buckets at tees were not available until tee box #10 and then intermittently through the 18th hole. Ball washers did not appear to contain soap and some did not have towels.
 - The Habitat – On October 24, 2004, it was noted that the majority of the bunkers had packed sand that did not appear to have been raked for several weeks and several had weeds and grass growing in them. No rake was available at the 15th hole. More than a dozen active fire ant mounds were observed throughout the course. A portable handicap restroom was located approximately 5 yards away from the access ramp.
4. Per the IGM contract, maintenance employees are required to be trained in the proper method of cleaning, handling and operation of golf course maintenance equipment and supplies. We compared the sign in sheets for three monthly meetings at the Savannahs and found that the names on the sheets differed from month to month. It appeared that the maintenance employees at the Savannahs did not consistently attend all safety meetings, however, it could not be verified that the proper training did not occur. Non attendance at the meetings could result in employees that may not be updated on all safety requirements.
5. There are certain certificate and license requirements (i.e. pesticide applicator) that contractors are required to meet. There is no system in place for monitoring expiration dates and obtaining current certificates.

Issue # 1	Grounds Maintenance Contract (continued)
	<p>Recommended Action</p> <ol style="list-style-type: none"> 1. We recommend the local maintenance superintendent read the maintenance contract. We further recommend that a “checklist” of requirements be provided to each IGM golf course maintenance superintendent so they have easy access to their requirements at the onsite office. 2. We recommend the contract requirements be reviewed for need, practicality and enforceability. This may require the current contract to be modified and/or any new contracts to be adjusted accordingly. 3. We recommend the following: <ul style="list-style-type: none"> ▪ That all staff and volunteers be trained to recognize, to report and possibly act on conditions that need to be remedied under the maintenance contract. ▪ The maintenance contract with IGM for each golf course be reviewed and clarified with the local maintenance superintendent to improve compliance with requirements. ▪ The County considers revising its policy regarding trimming of palm trees to allow trimming palm trees located on the golf courses. ▪ The areas of standing water at the Savannahs be studied to determine how to most economically improve timely drainage of the water. ▪ Required equipment be at the required location. ▪ Fire ant mounds be treated appropriately. 4. We recommend IGM develop a spreadsheet to monitor attendance by all maintenance employees at the safety meetings as required under the IGM contract. We further recommend that if an employee cannot attend, the meeting materials be provided and explained to them and they be required to sign off that the information was received. 5. We recommend the Department develop a system for monitoring expiration dates of licenses to facilitate obtaining current license information from contractors.
	Management Response and Action Plan
Response	<ol style="list-style-type: none"> 1. Management will request IGM to maintain a copy of contract at all IGM facility offices available for reference and review. Checklist has been established and distributed to county golf course managers. Course managers’ checklist will be distributed to IGM supervisors. 2. Management will require IGM staff to wear identification as IGM staffers. This will also be reflected in future maintenance contract agreement. 3. Management concurs and will implement the recommended actions. 4. Management will require IGM to attach a spreadsheet listing of all staff including all certifications and training attendance records with quarterly report. 5. Management will require the grounds maintenance contractor to include expiration dates and renewals of all applicable licenses and certificates of staffers and corporation as part of monthly reports. <p>Note: The course conditions were evaluated the month following the hurricanes. Each course suffered varying impacts from the hurricanes that continue to be addressed.</p>

<i>Issue # 1</i>	<i>Grounds Maintenance Contract (continued)</i>
Time Frame	<ol style="list-style-type: none"> 1. September 1, 2005 2. October 1, 2005 3. October 1, 2005 4. November 21, 2005 5. November 21, 2005
Person Responsible	<ol style="list-style-type: none"> 1. Dennis MacKee, Park Operations Manager and Course Managers 2. Dennis MacKee, Park Operations Manager and Course Managers 3. Course Managers 4. Course Managers 5. Dennis MacKee, Park Operations Manager

Issue # 2	Discount Fee Identification
	<p>A Brevard County resident can play at the County golf courses for a reduced rate. There is a notice taped on the counter in the Pro Shops indicating a Florida driver's license, voter registration card or homestead exemption certificate must be presented to obtain the discount. We observed the Pro Shop counter and noted that on October 24, 2004, October 31, 2004, and November 12, 2004 patrons were allowed the Brevard County resident discount but proof of residency was not requested.</p> <p>Recommended Action</p> <p>We recommend Golf Operations institute the appropriate procedures required by County policy for allowing the discounted rate.</p>
Management Response and Action Plan	
Response	<p>Note: Identification may not have been required for off-season afternoon discounts or specials because the rate would have been the same for both residents and non-residents. Additionally, it is unknown whether or not staff had previously received documentation or recognized them as county resident golfers.</p> <ol style="list-style-type: none"> 1. Management will retrain staff and enforce compliance with policy. 2. Point of Sale system will be updated to include customer picture and ID type presented.
Time Frame	<ol style="list-style-type: none"> 1. September 1, 2005 2. January 1, 2006
Person Responsible	<ol style="list-style-type: none"> 1. Course Managers 2. Debbie Ueda, Golf Operations Accountant

<i>Issue # 3</i>	<i>Hurricane Preparation and Recovery</i>
	<p>Golf Operations does not have a contingency plan to deal with hurricane damage to buildings and the affected operations. This resulted in a slow recovery process, especially at Spessard Holland.</p> <p><i>Recommended Action</i></p> <p>We recommend the Department develop a contingency plan for hurricane recovery utilizing the lessons learned from the damage to Spessard Holland to facilitate more timely completion of any repairs needed due to future hurricane damage.</p>
<i>Management Response and Action Plan</i>	
Response	Department hurricane preparation and recovery plan will reflect learning from this year's hurricanes.
Time Frame	March 1, 2006
Person Responsible	Dennis MacKee, Park Operations Manager

Issue # 4**Property Control Inventory**

Florida Statutes require identification of tangible personal property during an annual physical inventory. The County identifies tangible personal property with a numbered tag. The property custodian is responsible for confirming the accuracy of the inventory listing provided by County Property Control. Golf Operations is not in compliance with County policy and appears not to be in compliance with Florida Statutes.

The copies of the property control inventory reports provided were not signed by the property custodian. Therefore it is unknown if the property custodian agreed with the items listed as accounted for.

We compared the equipment identified in the Savannah's concessionaire's contract as County property to the physical items located at the Savannahs and to the tangible personal property records and noted the following:

- The True 3 Keg Draft Cooler was tagged and included in the County property records but was beyond repair and not in use.

On a sample basis, we compared the tangible personal property records to the physical items and noted the following:

- The new carts at Spessard Holland did not have the County Property Control tags.
- The Property Control inventory for the Habitat lists a Watt Miser with a cost of \$5,707. The Watt Miser hanging on the wall did not have a Property Control tag.

Recommended Action

We recommend the following:

- A copy be maintained of the inventory report that is signed and dated by the Property Custodian and all responsible parties indicating the required inventory was completed and all items accounted for.
- Property Control be contacted regarding the untagged items to determine when they will be tagged.
- Property that is not in use be identified and returned to Property Control for proper disposal and removal from the inventory records.

<i>Issue # 4</i>	<i>Property Control Inventory(continued)</i>
	<i>Management Response and Action Plan</i>
Response	<ol style="list-style-type: none"> 1. Golf operations typically surpluses equipment following the annual physical inventory conducted in September. The True 3 Keg Draft Cooler failed in late fall 2004 and has not yet been surplused but will be upon our September 2005 property inventory. 2. Golf Operations is aware of and complies with policies related to reporting of property changes. The new carts were reported to property control in compliance with policy.
Time Frame	<ol style="list-style-type: none"> 1. November 1, 2005 2. November 1, 2005
Person Responsible	<ol style="list-style-type: none"> 1. Greg Sanders, Savannahs Golf Course Manager 2. Course Managers

<i>Issue # 5</i>	<i>Golf Lessons</i>
	<p>The golf pros at each golf course give golf lessons to patrons. The lessons are scheduled and the fees collected by the golf pro. Monthly reports are submitted to the County along with the County's percentage of the lesson fee. All records of the lessons are maintained by the golf pro giving the lessons. The control of the scheduling and fee collection for lessons resides with the golf pro allowing the potential for lessons outside of those reported as scheduled. If this occurs it could result in lost revenue for the County.</p> <p>Records currently being maintained, along with the Golf Pros accounting for the entire process make it difficult to determine if the County is receiving its share of the revenue.</p> <p><i>Recommended Action</i></p> <p>We recommend the County utilize the capabilities resident in the golf courses' new software for scheduling and receiving payment for golf lessons.</p> <p>In order to segregate the duties of recordkeeping from collections, we recommend that the students check in with the Starter in the same way as patrons playing golf rounds.</p>
<i>Management Response and Action Plan</i>	
Response	The new POS system incorporates a lesson management program called Smarter Lessons. Unlike the existing procedure of the Pro scheduling lessons, collecting fees, reporting fees collected and paying the county, the new system reverses the relationship and all scheduling of lessons, collecting fees, reporting fees collected and payments must go through the POS system cashier. This component of the POS system will be implemented.
Time Frame	January 1, 2006
Person Responsible	Debbie Ueda, Golf Operations Accountant

<i>Issue # 6</i>	<i>Departmental Policies</i>
	<p>Good internal controls require procedures be documented and that employees follow the procedures in the performance of their assigned duties.</p> <p>Although Golf Operations has some written policies and procedures, there is a need for updated manuals. The policies and procedures manual is incomplete with some portions out of date, i.e. point of sale procedures in the pro shops.</p> <p>Written policies and procedures facilitate consistency in performance, establish standards for performance measurement, and allow for smoother employee transitions. The lack of such policies may cause Golf Operations to be in noncompliance with state statutes, county ordinances and department goals.</p> <p><i>Recommended Action</i></p> <p>We recommend that the Department continue to update the policies and procedures manual to encompass all current phases of Golf Operations.</p>
<i>Management Response and Action Plan</i>	
Response	Management will continue to update Policy and Procedures Manual.
Time Frame	March 1, 2006
Person Responsible	Dennis MacKee, Park Operations Manger

Issue # 7	Volunteers
	<p>Volunteers are used to facilitate the operation of the golf courses in order to minimize the golf course operational costs. The volunteers clean golf carts and act as rangers. In return they are allowed to play unlimited golf, during the week they work, with a free cart once they have worked the required number of hours for the week. The times allotted to volunteers for play is determined by the manager of the course.</p> <p>The Spessard Holland and Habitat courses did not have a complete record of hours worked by the volunteers. Without a record of hours worked it is not possible to determine whether or not volunteers are entitled to play golf during any particular week without paying a fee.</p> <p>In the past it was cumbersome to track the number of days and times of the day volunteers played, but with the new computerized tee time system it is possible to determine who is on the courses at a particular time. The new computerized tee time system can be used to identify the times and days that volunteers play.</p> <p>There are many costs of having a volunteer program both from a quantitative and a qualitative viewpoint. A cost benefit analysis has not been done to determine the costs of allowing free rounds and cart use for volunteer hours versus adding personnel to perform the duties of the volunteers.</p> <p>Recommended Action</p> <ol style="list-style-type: none"> 1. We recommend Golf Operations develop a system for tracking volunteers' hours and that it be implemented on a consistent basis for all three golf courses. 2. We recommend the new electronic tee sheet system be utilized to provide statistics on volunteer play and that the cost per round of using a golf cart be determined. Combined with the information from tracking the volunteer hours, the Department then could perform a cost benefit analysis of the services the volunteers provide. Once the analysis is completed the County could consider the most beneficial changes to make in the volunteer system. 3. We further recommend that the Department monitor the play of volunteers and determine if volunteers are taking time that would be filled by fee paying players if the volunteers were not playing.
	Management Response and Action Plan
Response	<ol style="list-style-type: none"> 1. Management has tracked volunteer participation via tracking the deployment schedules rather than the individual volunteer. Management will now also require volunteers to use sign-in sheets for tracking the hours of the individual volunteer. 2. With the new POS system management now has the statistical tools needed to monitor and analyze volunteer play and develop a cost/benefit analysis. 3. With the new POS system management is monitoring the volunteer time of play.
Time frame	<ol style="list-style-type: none"> 1. October 1, 2005 2. October 1, 2006 3. October 1, 2005
Person Responsible	Course Managers

Issue # 8	<i>Cash Handling and Deposits</i>
	<p>Each golf course receives cash payments into the point of sale register which requires password identification of the operator. Each pro shop register utilizes two cash drawers which are exchanged at the shift change with the outgoing cashier counting the drawer used for his/her shift. However, the cash drawers do not have covers that can be locked when the drawer is not being used at the register. The control of cash by identifying transactions to the specific cashier is lost when there is unlimited access to the cash drawer outside the time it is used at the register. Even though it is locked in the safe after the responsible cashier counts the drawer, everyone that has access to the safe has access to the cash drawer.</p> <p>Surprise cash counts have not been performed by management.</p> <p>It was noted during fieldwork that Spessard Holland and the Habitat make daily bank deposits and often make several trips to the bank in one day. The Savannahs does not make daily cash deposits due to the distance to the bank. The County does not receive the benefit of the cash until it is deposited in the bank account. Also, the time spent going to the bank leaves the golf courses with one less employee than scheduled.</p> <p><i>Recommended Action</i></p> <p>We recommend that the Department use cash drawers that are covered and locked when they are not in use at the register. In addition, to improve controls over cash the Department could limit access to the safes to the Golf Course Managers and Assistant Managers.</p> <p>We recommend that a count of cash on hand be performed several times during the year on an unpredictable basis.</p> <p>We recommend a more convenient banking location be investigated for the Savannahs to facilitate daily deposits. We also recommend a daily armored truck service be considered for all of the golf courses to provide timeliness and security for the daily deposits and to facilitate full staffing as scheduled.</p>
<i>Management Response and Action Plan</i>	
Response	<ol style="list-style-type: none"> 1. Cash drawers will be equipped with a cover/locking mechanism. With current staffing and hours of operation, limited access to cash drawers to Managers and Assistant Managers only is unfeasible. 2. Surprise visits for counts of cash on hand have been conducted and will continue. 3. Management will implement the use of armored car service.
Time frame	<ol style="list-style-type: none"> 1. October 1, 2005 2. Immediate 3. September 30, 2005
Person Responsible	<ol style="list-style-type: none"> 1. Course Managers 2. Debbie Ueda, Golf Operations Accountant 3. Dennis MacKee, Park Operations Manager

<i>Issue # 9</i>	<i>Public Comment Cards</i>
	<p>Department policy and the concessionaire contracts require comment cards be made available for public comments regarding the golf courses. The concession contracts require comment cards to be displayed for public access. The cards were not visibly displayed at any of the courses. On inquiry, the concession personnel were not aware of the location of any comments cards. Once a comment card was located we noted the address on the card for mailing in comments was to an obsolete address for the main office of the Department.</p> <p><i>Recommended Action</i></p> <p>We recommend the comment cards be updated to include the correct address and that they be displayed for easy public access.</p>
<i>Management Response and Action Plan</i>	
Response	Comments cards will be updated and prominently displayed
Time Frame	September 30, 2005
Person Responsible	Dennis MacKee, Park Operations Manager

<i>Issue # 10</i>	<i>Security</i>
	<p>The Habitat cart barn is difficult to secure due to the open construction, fenced area with a roof, which increases the risk of theft of County property. Four carts and four battery charges were stolen during 2004 along with the equipment stored in the attached maintenance shed. The County replaced two of the carts at a total cost of approximately \$5000.</p> <p><i>Recommended Action</i></p> <p>We recommend that the security provisions at the Habitat be reviewed. The County could consider enclosing the cart barn with walls. Other County departments have a deputy sheriff staying on department property for security; we recommend the option be revisited to determine whether or not it would be feasible and cost beneficial for the Habitat at this time.</p> <p>Another option would be for the County to install lighting and security cameras along with signs indicating the property is under video surveillance.</p> <p>In addition, we recommend the County install a more visible marking on the golf carts indicating they are property of Brevard County.</p>
<i>Management Response and Action Plan</i>	
Response	Cart Barn improvements have been submitted as part of FEMA mitigation submissions and FY 05-06 budget request. In the interim an audible alarm system has been installed.
Time Frame	March 1, 2006
Person Responsible	Dennis MacKee, Park Operations Manager

<i>Issue # 11</i>	<i>Reconciliation of Rounds Played</i>
	<p>Reservations for golf rounds are made using a tee sheet. The player pays the cashier and is issued a register receipt to present to the starter in order to play the golf round. Some reservations are made but never played. The actual rounds played are not reconciled to rounds sold. The reconciliation will minimize unauthorized free play and provide management with additional statistics to manage the golf courses and to use for planning and budgeting purposes.</p> <p><i>Recommended Action</i></p> <p>We recommend that procedures be developed and implemented for all three golf courses to reconcile the tee sheets with the actual rounds sold. We further recommend that the reconciliation be implemented using a consistent format for all courses to insure the statistics are comparable and relevant.</p>
<i>Management Response and Action Plan</i>	
Response	At the time the internal auditors performed their testing, a reconciliation was not available. Currently, however, reconciliation exists via new POS system that ties the Tee Sheet and Cash register together. No further action required.
Time Frame	Immediate
Person Responsible	Debbie Ueda, Golf Operations Accountant

Issue # 12	Concessions
	<p>The concessions contracts require the concessionaire to keep the concessionaire service and seating area, tables, chairs, counters, floors and carpet clean, and to provide daily janitorial services and maintenance to the interior and exterior of the Concession service and seating area. During visits to the Savannahs restaurant we noted on several occasions the counter were not clean.</p> <p>The contracts require that sales be entered on a cash register with the amount of the sale visible to the customer. The cash register used by the concessionaire at the Habitat did not have the sale amount visible to the customer.</p> <p>The contracts require the concessionaire to operate a beverage cart when there are more than 30 players on the course. On October 24, 2004 and November 12, 2004, the concessionaires at the Habitat and Spessard Holland courses were not operating beverage carts since it was thought not to be cost effective even though there were more than 30 players on the courses.</p> <p>There was no system in place to monitor expiration dates of required certifications and licenses i.e. food handling and liquor licenses.</p> <p>Recommended Action</p> <ol style="list-style-type: none"> 1. We recommend the concessionaire contracts require copies of all regulatory agency inspection reports be provided to the course manager. We further recommend a regular inspection of the concession premises be conducted by the course managers. 2. We recommend the concessionaires follow the requirements of their contracts including using a cash register with the sales amount visible to the customer at the Habitat and operating the beverage cart when the threshold of 30 players is met at Spessard Holland and the Habitat. 3. We further recommend future contracts provide for enforcement of contract requirements and that the contracts be tailored to meet the needs of the specific golf course conditions i.e. cost effectiveness of operating the beverage cart at the threshold of 30 players. 4. We recommend the Department develop a system for monitoring license and certification expiration dates.
	Management Response and Action Plan
Response	<ol style="list-style-type: none"> 1. Managers will inspect and report on concessionaire operations monthly. Inspections and requirements for regulatory agency inspection reports will be reflected in recommendations when contracts come up for extensions and renewals. 2. Habitat concession RFP will be "let" for February 2006 term this fall. Requirements will be reflected in new RFP. 3. Spessard Holland changes will be made upon completion of Clubhouse construction. 4. Concessionaires' licenses and permits will be inspected as part of course managers' inspection process.

<i>Issue # 12</i>	<i>Concessions (continued)</i>
	<i>Management Response and Action Plan-continued</i>
Time Frame	<ol style="list-style-type: none"> 1. October 1, 2005 2. January 1, 2006 3. January 1, 2006 4. October 1, 2005
Person Responsible	<ol style="list-style-type: none"> 1. Course Managers 2. Dennis Mackee, Park Operations Manager 3. Rene Uzee, Course Manager 4. Course Managers

<i>Issue # 13</i>	<i>Personnel</i>
	<p>On October 31, 2004, there was no attendant in the Savannahs Pro Shop. Voices of what sounded like 2 people could be heard coming from the administrative offices in the back of the store. The responsible attendant was seated at a computer outside of the Pro Shop. The attendant finally entered the store when the phone rang. It would have been relatively easy to remove inventory items from the store without being detected.</p> <p><i>Recommended Action</i></p> <p>We recommend the Pro Shop attendants be made aware of the importance of constantly monitoring the Pro Shop and greeting customers promptly. In addition, we recommend the Pro Shop never be left unattended. If there is a need to leave a back up should be requested to come to the store or if that is not possible the store should be locked until the attendant returns.</p>
<i>Management Response and Action Plan</i>	
Response	Management will review policy with staff and monitor compliance.
Time Frame	September 1, 2005
Person Responsible	Course Managers

<i>Issue # 14</i>	<i>Refunds</i>
	<p>Three of ten refunds tested at the Savannahs and one of ten refunds tested at the Habitat did not have either the Golf Course Manager or Assistant Manager's approval as required by County policy.</p> <p><i>Recommended Action</i></p> <p>We recommend that all refunds have the proper approval in compliance with Department policy.</p>
<i>Management Response and Action Plan</i>	
Response	Management will review policy with staff and monitor compliance.
Time frame	September 1, 2005
Person Responsible	Course Managers