



1015 Cultural Park Blvd.
Cape Coral, FL

AGENDA

GOLF COURSE ADVISORY BOARD

September 24, 2019

3:00 PM

Conference Room 220A

1. Call to Order

A. Chair Woodall

2. Roll Call:

A. Crann, Frey, Hinkle, Kennedy, Kenney, Selby, and Woodall

3. Citizen Input Time

4. Approval of Minutes

A. May 21, 2019 regular meeting Minutes

5. Business

- A. 2020 Schedule for Approval
- B. FY 20 CM Proposed Budget
- C. FY20 CM Proposed Revenue
- D. Golf Course Audit Discussion
- E. Golf Advisory Report Financial Update

6. Board and Staff Comments

7. Date and Time of Next Meeting

F. Tuesday, November 19, 2019, 3:00 p.m. Conference Room 220A

8. Adjourn

In accordance with the Americans with Disabilities Act and Section of 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the Office of the City Clerk at least forty-eight (48) hours prior to the meeting. If hearing

impaired, telephone the Florida Relay Service Numbers, 1-800-955-8771 (TDD) or 1-800-955-8770 (v) for assistance.

If a person decides to appeal any decision made by the Board/Commission/Committee with respect to any matter considered at such meeting or hearing, he will need a record of the proceedings, and for such purpose, he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

Item Number:	1.A.
Meeting Date:	9/24/2019
Item Type:	Call to Order

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

Chair Woodall

SUMMARY:

ADDITIONAL INFORMATION:

Item Number:	2.A.
Meeting Date:	9/24/2019
Item Type:	Roll Call:

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

Crann, Frey, Hinkle, Kennedy, Kenney, Selby, and Woodall

SUMMARY:

ADDITIONAL INFORMATION:

Item Number: 4.A.
Meeting Date: 9/24/2019
Item Type: Approval of Minutes

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

May 21, 2019 regular meeting Minutes

SUMMARY:

ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type
▢ Minutes regular meeting May 21, 2019	Backup Material

**MINUTES FOR THE REGULAR MEETING OF
THE CITY OF CAPE CORAL GOLF COURSE ADVISORY BOARD**

Tuesday, May 21, 2019

CONFERENCE ROOM 220 A

3:00 P.M.

Chair Woodall called the meeting to order at 3:00 p.m.

Roll Call: Frey, Hinkle, Kennedy, Kenney,
Selby and Woodall were present.
Crann was excused.

Also Present: Allen Manguson, Golf Professional Manager
Kerry Runyon, Parks & Recreation Director

Citizens Input Time – No speakers

Approval of Minutes

March 26, 2019 meeting minutes

Board Member Kenney moved, seconded by Board Member Selby, to approve the March 26, 2019 Minutes as presented. Voice poll: All “ayes.” Motion carried.

Business

**Financial Update
Golf Advisory Report**

Golf Pro Manguson reviewed the Golf Advisory Financial Report to the Board Members.

State of the Course

Manager Manguson stated we have a consultant to help with the greens. We are looking at options to hire a Superintendent. We are waiting for a survey to be done on the cost allocations for the Golf Course. Revenues are good, and the expenditures are good. We had received a \$5,000.00 donation and this is only for the scholarships.

Discussion held regarding the following:

- Hand watering
- Time spent watering the greens
- Trying to get a proper diagnosis
- Verti cut
- Out Sourcing Maintenance

Runyon Parks & Recreation noted outsourcing is still on the table. There is a letter in the City Manager's Office we are waiting on the administrative cost. This is to determine what the Golf Course pays administratively. We are working on the report. She noted it is possible they will meet next week. We are waiting on the City Manager's Office.

Mr. Manguson noted ultimately this would be a City Council decision.

Board Member Selby expressed the need for a superintendent to be hired as soon as possible. He noted the options were discussed and City Council did not receive the information. He spoke to Ms. Connie Griglin and explained the hard work that the board had done several years ago with Councilmember Leon to put a budget together. This took about six months. This was given to Council to review, he never heard anything back from anyone. He wanted more information regarding the budget process. He noted the Cart Path, Club House and Irrigation system need to be looked at. Also, we need security cameras.

Ms. Runyon explained they are aware of the budget report Mr. Manguson brought forward. Because of Hurricane Irma, no one received any supplements. We are trying again this year. We have a new budget analyst. She noted \$16M. or \$17M. was spent on Hurricane Irma clean up.

Board Member Selby expressed the need to keep the Golf Course in the North West part of Cape Coral. There are a lot of new homes being built in this area.

Ms. Runyon noted they are trying to find an investor for Knickers Pub.

Board Member Selby noted he had a copy of the architect drawing that Mr. Hinkle had presented. He gave Ms. Runyon a copy.

Board Member Kenney stated the board wants to bring the presentation before City Council. He wanted a copy of the plan with the cost. We must convince City Council that this is critical.

Board Member Selby noted the Board had authorized him to go to the City Councilmembers at the last meeting.

Mr. Manguson noted what's available to be funded by the City and what is not. This is what needs to be considered.

Board Member Frey mentioned the architect drawing and discussed what the cost would be. He shared his concern about funding and possibly getting a title sponsor for the Club House.

Mr. Manguson noted this would need to be private public funded. I have had titled sponsors for the City Championship. There are many golf courses in the County. It could

be difficult to get a title sponsor specifically for the Club House. What type of exposure would this be for a title sponsor to consider the Club House?

Discussion held regarding the following:

- Go Bond
- Golf Course ranked 2nd to last
- Outsource the Club House.
- Reached out to partners
- Changed start time to 7:30 a.m.
- Maximize the tee times

Mr. Manguson stated we are networking with a couple Superintendents in the area. We are doing all we can to get the Golf Course right.

Maintenance Overview - None

Marketing Programs - None

Issues of Concern MGA - None.

Issues of Concern LGA - None.

Date and Time of Next Meeting

The next regular meeting will be held Tuesday, August 6, 2019, at 3:00 p.m. in Conference Room 220A.

Adjournment

There being no further business, the meeting adjourned at 3:35 p.m.

Submitted by,

Patricia Sorrels
Recording Secretary

Item Number:	5.A.
Meeting Date:	9/24/2019
Item Type:	Business

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

2020 Schedule for Approval

SUMMARY:

ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type
<input type="checkbox"/> 2020 Schedule for Approval	Backup Material

Golf Course Advisory
Meeting Dates
For 2020

January 28th

March 31th

May 26th

August 4th

September 29th

November 24th

All meeting to be held on Tuesdays at 3:00p.m. in Conference Room 220A unless otherwise noted. Meetings are every other month the last Tuesday of the month.

Draft for Approval

Item Number:	5.B.
Meeting Date:	9/24/2019
Item Type:	Business

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

FY 20 CM Proposed Budget

SUMMARY:

ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type
<input type="checkbox"/> FY 20 CM Proposed Budget	Backup Material

Row Labels	Sum of FY19 Amended	Sum of FY2020	Sum of FY2021	Sum of FY2022
Golf Course-Club House	1,398,209	1,604,490	1,503,355	1,535,142
1 Payroll	594,977	592,357	606,063	620,524
612001 - Regular Salary	227,244	238,727	246,486	254,496
613102 - Contract Employees Salary/V	230,434	220,525	220,525	220,525
614101 - Overtime	3,000	3,000	3,000	3,000
615101 - Special Pay/Add Pay	1,140	1,140	1,140	1,140
621101 - FICA Taxes	29,275	29,429	29,910	30,406
621102 - Medicare Taxes	6,850	6,883	6,996	7,112
622101 - General Retirement	16,526	15,885	16,359	16,849
623101 - Life,Health,Disability Insur	3,671	3,856	3,982	4,112
623102 - Self-Insured Health Plan	49,938	46,014	50,614	55,676
624101 - Workers Compensation	16,498	15,652	15,805	15,962
624102 - Unemployment	-	-	-	-
624103 - Leave Payout	10,401	11,246	11,246	11,246
629998 - Contra Personnel	-	-	-	-
2 Operating	803,232	1,012,133	897,292	914,618
631312 - Accounting & Auditing	1,651	814	838	863
634104 - Security Services	200	12,090	-	-
634119 - Employee Health Clinic Charge	175	-	-	-
634120 - Outside Services	16,855	16,795	16,803	17,140
640101 - Food And Mileage (City)	530	546	546	557
640105 - Travel Costs	1,500	1,545	1,545	1,576
641101 - Communication Service	2,400	1,236	1,236	1,261
641102 - Telephone Service	7,695	15,234	15,234	15,539
641104 - Postage & Shipping	900	1,082	1,082	1,104
643202 - Electric	34,000	36,040	38,203	38,968
644101 - Building Rental/Leases	800	824	824	841
644102 - Equipment Rental/Leases	127,224	120,283	120,283	120,283
644103 - Copy & Fax Machine Rent/Le	840	1,391	1,391	1,419
644199 - Other Rentals/Leases	-	-	-	-
646102 - Equip Repair/Maintenance	2,500	2,575	2,575	2,627
646103 - Building Maintenance	-	44,134	44,134	45,017

646109 - Facilities Charges Overhead	51,492	66,864	66,864	68,202
647101 - Printing	3,850	3,966	3,966	4,046
648101 - Advertising	35,000	36,050	36,050	36,771
648102 - Public Relations	10	11	11	12
649102 - Bank Fees	500	515	515	526
649103 - Various Fees	150	-	-	-
649110 - Interfund Service Payment	-	-	-	-
649110 - Interfund Svc Pymt Prop/Liab	395,318	398,783	410,746	423,068
649114 - Lot Mow / Impact - City	381	289	289	289
649129 - Credit Card Fees	26,127	25,450	25,450	25,450
652101 - Office Supplies	4,200	3,811	3,811	3,811
652113 - Uniforms	200	2,781	2,781	2,781
652116 - Small Equipment	230	-	-	-
652117 - Janitorial Supplies	4,300	4,429	4,429	4,429
652118 - Operating Medical Supply	270	279	279	279
652120 - Merchandise	49,900	57,500	60,000	60,000
652121 - Computer Equip/Accessory	2,000	2,060	2,060	2,102
652122 - Computer Software/License	6,650	4,635	4,635	4,728
652124 - Safety Equipment	300	309	309	316
652127 - Tournaments	16,624	18,000	20,000	20,000
652199 - Other Operating Mat & Supp	4,850	14,210	7,210	7,354
652998 - Inventory Adjustment	-	-	-	-
653105 - Parking Lot Maintenance	-	110,000	-	-
654101 - Books Pubs Subscript & Mem	2,910	2,400	2,472	2,522
655101 - Training & Seminars	500	5,002	515	526
655102 - In-House Training	200	200	206	211
656101 - Discounts Taken/Lost	-	-	-	-
Golf Course-Fleet Rolling Stock	148,500	137,000	-	10,000
2 Operating	-	-	-	-
652116 - Small Equipment	-	-	-	-
3 Capital Outlay	148,500	137,000	-	10,000
664101 - Equipment - Replacement	148,500	137,000	-	10,000
3 Capital Outlay-Contra	-	-	-	-
Golf Course-Greens	1,230,322	1,210,902	1,238,515	1,273,190

1 Payroll	851,212	824,032	855,253	888,198
612001 - Regular Salary	390,667	385,667	398,201	411,141
613102 - Contract Employees Salary/V	45,830	43,169	43,169	43,169
614101 - Overtime	5,000	5,000	5,000	5,000
615101 - Special Pay/Add Pay	1,270	520	520	520
615104 - Standby Pay	9,586	5,382	5,557	5,738
615105 - Tool Allowance Spec Pay	600	600	600	600
621101 - FICA Taxes	28,824	28,089	28,878	29,690
621102 - Medicare Taxes	6,742	6,570	6,753	6,944
622101 - General Retirement	36,338	26,635	27,449	28,290
622111 - UAAL General Retirement	202,493	180,108	185,512	191,078
622114 - General Pension Exp - GASB 6	-	-	-	-
623101 - Life,Health,Disability Insur	6,496	6,307	6,512	6,724
623102 - Self-Insured Health Plan	87,624	106,739	117,411	129,153
623107 - Opt Out Health Ins Subsidy	1,920	-	-	-
624101 - Workers Compensation	17,797	16,535	16,980	17,440
624103 - Leave Payout	10,025	12,711	12,711	12,711
629998 - Contra Personnel	-	-	-	-
1 Payroll-OPEB	-	-	-	-
623105 - Othr Post Employ Benefit(OP	-	-	-	-
2 Operating	379,110	386,870	383,262	384,992
631303 - Lab Services	950	974	974	993
631399 - Other Professional Services	16,770	12,900	12,947	13,158
634104 - Security Services	100	100	103	102
634119 - Employee Health Clinic Charg	200	200	205	204
634120 - Outside Services	21,950	18,460	18,460	18,829
640101 - Food And Mileage (City)	100	100	103	102
640105 - Travel Costs	536	550	550	561
641101 - Communication Service	1,300	615	615	627
641102 - Telephone Service	1,155	1,155	1,184	1,178
643202 - Electric	25,905	27,460	29,107	28,009
643204 - Stormwater	34,305	26,925	26,925	27,463
644102 - Equipment Rental/Leases	2,000	-	-	-
644104 - Uniforms/Linen/Mats Rent/L	3,310	3,393	3,393	3,460

646102 - Equip Repair/Maintenance	46,250	46,250	47,407	47,175
646104 - Diesel Fuel	10,000	-	-	-
646106 - Unleaded Fuel	8,500	11,850	12,561	12,087
646107 - Oil & Grease	2,500	2,500	2,563	2,550
646108 - Other Repairs & Maint.	-	-	-	-
646109 - Facilities Charges	1,000	1,025	1,025	1,045
646110 - Fleet Charges	-	-	-	-
646110 - Fleet Charges Overhead	1,000	1,025	1,025	1,045
646124 - Dyed Diesel Fuel	-	15,000	15,000	15,300
648101 - Advertising	55	-	-	-
649103 - Various Fees	2,226	52	52	53
652101 - Office Supplies	-	-	-	-
652113 - Uniforms	1,900	1,900	1,948	1,938
652114 - Chemicals	143,000	148,625	148,625	151,597
652115 - Tools	250	250	257	255
652116 - Small Equipment	1,575	6,675	1,615	1,606
652117 - Janitorial Supplies	1,051	1,051	1,078	1,072
652118 - Operating Medical Supply	500	500	513	510
652121 - Computer Equip/Accessory	250	250	257	255
652122 - Computer Software/License	2,717	2,785	2,785	2,840
652124 - Safety Equipment	1,050	1,050	1,077	1,071
652125 - Sod, Seed, Sand And Soil	37,800	40,000	41,779	40,800
652126 - Plants,Trees,Flower,Shrub	1,000	5,345	1,025	1,045
652199 - Other Operating Mat & Supp	5,685	5,685	5,828	5,798
653109 - Parks Maintenance & Repair	-	-	-	-
654101 - Books Pubs Subscript & Mem	500	500	513	510
655101 - Training & Seminars	1,720	1,720	1,763	1,754
656101 - Discounts Taken/Lost	-	-	-	-
2 Operating-Depre	-	-	-	-
3 Capital Outlay	-	-	-	-
662101 - Buildings	-	-	-	-
662601 - Improvements Other Than Bl	-	-	-	-
664101 - Equipment	-	-	-	-
3 Capital Outlay-Contra	-	-	-	-

Golf Course-Restaurant	292,811	323,814	318,548	324,949
1 Payroll	135,664	165,159	168,376	171,764
612001 - Regular Salary	54,460	56,375	58,207	60,098
613102 - Contract Employees Salary/V	50,209	75,030	75,030	75,030
614101 - Overtime	1,700	1,700	1,700	1,700
615101 - Special Pay/Add Pay	390	390	390	390
621101 - FICA Taxes	6,619	8,277	8,391	8,508
621102 - Medicare Taxes	1,548	1,935	1,962	1,989
622101 - General Retirement	4,904	4,639	4,784	4,933
623101 - Life,Health,Disability Insur	883	913	942	973
623102 - Self-Insured Health Plan	10,292	9,935	10,928	12,021
624101 - Workers Compensation	4,659	5,965	6,042	6,122
624103 - Leave Payout	-	-	-	-
629998 - Contra Personnel	-	-	-	-
2 Operating	157,147	150,155	150,172	153,185
634120 - Outside Services	550	1,103	1,103	1,126
640105 - Travel Costs	50	53	53	55
643205 - Propane Fuel	7,592	5,347	5,347	5,454
644102 - Equipment Rental/Leases	2,100	2,100	2,100	2,142
644104 - Uniforms/Linen/Mats Rent/L	1,260	1,323	1,323	1,350
646102 - Equip Repair/Maintenance	3,600	3,780	3,780	3,856
646103 - Building Maintenance	-	-	-	-
646109 - Facilities Charges	600	-	-	-
646300 - Warranty/Maint/Service Plar	-	-	-	-
649103 - Various Fees	825	800	800	816
652101 - Office Supplies	45	-	-	-
652113 - Uniforms	500	513	513	524
652116 - Small Equipment	1,525	1,051	1,051	1,073
652117 - Janitorial Supplies	-	500	513	524
652118 - Operating Medical Supply	150	150	154	158
652119 - Food And Beverage	135,000	130,000	130,000	132,600
652121 - Computer Equip/Accessory	-	-	-	-
652124 - Safety Equipment	50	52	52	54
652199 - Other Operating Mat & Supp	3,000	3,075	3,075	3,137

652998 - Inventory Adjustment	-	-	-	-
654101 - Books Pubs Subscript & Mem	200	205	205	210
655102 - In-House Training	100	103	103	106
656101 - Discounts Taken/Lost	-	-	-	-
3 Capital Outlay	-	8,500	-	-
664101 - Equipment	-	8,500	-	-
3 Capital Outlay-Contra	-	-	-	-
Yacht Basin Fleet Rolling Stock	-	-	-	-
1 Payroll	-	-	-	-
624103 - Leave Payout	-	-	-	-
Grand Total	3,069,842	3,276,206	3,060,418	3,143,281

Item Number:	5.C.
Meeting Date:	9/24/2019
Item Type:	Business

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

FY20 CM Proposed Revenue

SUMMARY:

ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type
▣ CM Proposed Revenue	Backup Material

FY 20 CM Proposed Revenue

Coral Oaks	FY19 Adopted	FY19 Amended	FY20 Adopted	FY21 Proposed	FY22 Proposed
Charges for Service-CultRec	(2,696,181)	(2,696,181)	(2,599,888)	(2,611,706)	(2,624,989)
Fines & Forfeits	-	-	-	-	-
Misc-Donation	(20,000)	(20,000)	(22,000)	(22,000)	(22,110)
Misc-Fixed Asset AuctionProceeds	-	-	-	-	-
Misc-Interest	-	-	-	-	-
Misc-Other	-	-	-	-	-
Transfer In	(352,975)	(353,661)	(589,404)	(359,851)	(427,316)
Grand Total	(3,069,156)	(3,069,842)	(3,211,292)	(2,993,557)	(3,074,415)

Coral Oaks	FY16 Actuals	FY17 Actuals	FY18 Actuals	3 Year Average
Charges for Service-CultRec	(2,122,383)	(1,951,074)	(2,437,625)	(2,170,361)
Fines & Forfeits	-	-	(5)	(2)
Misc-Donation	(700)	(200)	(200)	(367)
Misc-Fixed Asset AuctionProceeds	(5,000)	(1,675)	(12,700)	(6,458)
Misc-Interest	(21)	(277)	238	(20)
Misc-Other	(3,948)	(923)	(2,515)	(2,462)
Transfer In	(604,000)	(893,896)	(940,000)	(812,632)
Grand Total	(2,736,051)	(2,848,044)	(3,392,806)	(2,992,301)

Item Number:	5.D.
Meeting Date:	9/24/2019
Item Type:	Business

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

Golf Course Audit Discussion

SUMMARY:

ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type
▣ Action Plan 2019-1	Backup Material
▣ Action Plan 2019-1	Backup Material
▣ Action Plan 2019-2	Backup Material
▣ Action Plan 2019 - 2	Backup Material
▣ Action Plan 2019 - 3	Backup Material
▣ Action Plan 2019 - 3	Backup Material
▣ Action Plan 2019 - 3	Backup Material
▣ Action Plan 2019 - 4	Backup Material
▣ Action Plan 2019 - 6	Backup Material
▣ Action Plan 2019 - 6	Backup Material
▣ Action Plan 2019 - 6	Backup Material

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/06/2019 09:16 AM

Subject: Tournament Policy and Procedures Action Plan
Origination Link: Finding: Tournament Policy and Procedures
Program Name: Obj 1 Cash Receipts

Action Plan Number: 2019-01 a.

Finding:

Improvements are needed to ensure the tournament revenues are properly collected and reported in RecTrac. We reviewed a small sample of three tournaments (two private events and one city-sponsored event). Our review noted:

- Different tournament rates were applied
- Charges per player may not match the actual players listed on the roster
- Refunds of City tournament fees were issued after the entry deadline
- The City tournament fee was not consistently applied to all participants
- Transactions were miscoded in RecTrac
- Gift certificates were not properly recorded in RecTrac
- No standard contract/agreement for tournament fees and policies

Condition:

Written policies and procedures provide guidance and ensure consistency and continuity in operations. GAO's Standards for Internal Control in the Federal Government 12.01: Management should implement control activities through policies.

GAO's Standards for Internal Control in Federal Government 12.02:

"Management documents in policies the internal control responsibilities of the organization." Section 12.03 also states management should document "policies in the appropriate level of detail to allow management to effectively monitor the control activity."

Coral Oaks has a procedure for issuing gift cards for the City Championships only. This process does not apply to other tournaments.

Effect:

- Inaccurate accounting for tournament revenues
- Lack of adequate internal controls over the tournament process
- Bank Reconciliation errors that require additional follow up.

- Potential for misappropriation of cash.

Cause:

- Lack of comprehensive written policies and procedures
- Lack of user controls over changes to rates and trans codes in RecTrac
- Human error
- Lack of standard tournament contract/agreement

Recommendation:

a. Coral Oaks' should develop comprehensive policies and procedures for tournaments that clearly define the tournament process including the methodology for establishing tournament fees, the procedures for recording tournament revenues and processing payments, and the procedures for reconciling city-sponsored tournaments.

b. With the assistance of the City Attorney's office, Coral Oaks should develop a standard tournament contract/agreement that clearly defines the tournament fees and policies.

Management Response:

a. A laundry list of fees will be created for charity outings for the four rate periods. The methodology for establishing fees will be defined in an all - inclusive process. Procedures for collecting revenue will vary per event and the reconciliation of the City Championship will be defined with the help of the Rec Trac liaison.

Auditor:	Pam Swinney
Coordinator(s):	Allen Manguson
Reviewer(s):	
Expected Completion Date:	7/30/2019
Revised Expected Completion Date:	
Actual Completion Date:	7/30/2019
Follow-Up Date:	
Action Plan Status:	Closed
Priority:	High

Categories:

Department: Parks and Recreation
Division: Coral Oaks

Action Plan Status Comments:

The methodology for developing tournament fees is addressed in the Rate Policy and Procedure. The procedures for recording tournament revenues and processing payments is found in the Coral Oaks Tournament Fee Collection P&P. Although not in detail, the procedures for reconciling city-sponsored

tournaments was addressed in the Coral Oaks City Championship Distribution and Reconciliation policy.

Recommend closure: 7/30/19

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Andrea Butola	8/6/2019	The methodology for developing tournament fees is addressed in the Rate Policy and Procedure. The procedures for recording tournament revenues and processing payments is found in the Coral Oaks Tournament Fee Collection P&P. Although not in detail, the procedures for reconciling city-sponsored tournaments was addressed in the Coral Oaks City Championship Distribution and Reconciliation policy.
2	Pam Swinney	8/2/2019	Recommend closure: 7/30/19 Status: Implemented - Recommend closing.
3	Pam Swinney	7/30/2019	The tournament policy and procedure provided by Manguson did not address the recommendation to document the reconciliation process of City Tournaments. Follow up email sent requesting update on this portion of the recommendation. (see Files - "PS Follow Up Question RE_Coral Oaks Golf Course Finding #1 a"
4	Pam Swinney	7/16/2019	7/2/19: Allen Manguson provided fee schedule, tournament template and policy and procedures (see Files - "AM Response RE_Coral Oaks Golf Course Finding #1 a"
5	Pam Swinney	7/1/2019	Reminder email sent to Allen Manguson

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AM Email RE_Updates and Excel Grid .pdf, 370272 KB, AM Email RE_Updates and Excel Grid .pdf, , 08/02/2019 11:14:35

AM Response RE_Coral Oaks Golf Course Finding #1 a.pdf, 269680 KB, AM Response RE_Coral Oaks Golf Course Finding #1 a.pdf, , 07/30/2019 12:49:13

AM Response to PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 a.pdf, 324496 KB, AM Response to PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 a.pdf, , 07/30/2019 11:16:58
Coral Oaks City Championship Distribution and Renconciliation (002).docx, 37024 KB, Coral Oaks City Championship Distribution and Renconciliation (002).docx, , 08/02/2019 05:01:45
Coral Oaks Tournament Fee Collection P&P FINAL.docx, 42544 KB, Coral Oaks Tournament Fee Collection P&P FINAL.docx, , 08/02/2019 05:01:53
Email RE_ Coral Oaks Golf Course Finding #1 a.pdf, 226048 KB, Email RE_ Coral Oaks Golf Course Finding #1 a.pdf, , 07/01/2019 10:19:22
Gift Card Policy and Procedure FINAL.docx, 43184 KB, Gift Card Policy and Procedure FINAL.docx, , 08/02/2019 05:02:02
Post Audit Review Rec 2019-01 a.docx, 21424 KB, 2019-01 A Post Audit Review Summary, , 08/05/2019 11:22:20
PS Follow Up Question RE_ Coral Oaks Golf Course Finding #1 a.pdf, 242096 KB, PS Follow Up Question RE_ Coral Oaks Golf Course Finding #1 a.pdf, , 07/30/2019 06:14:47

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:17:31 AM, Created
Pam Swinney, 6/4/2019 8:17:48 AM, Edited
Pam Swinney, 7/1/2019 1:59:45 PM, Edited
Pam Swinney, 7/16/2019 2:31:19 PM, Edited
Pam Swinney, 7/30/2019 10:16:29 AM, Edited
Pam Swinney, 8/2/2019 9:10:32 AM, In Review - Andrea Butola
Andrea Butola, 8/5/2019 3:05:28 PM, In Review - Pam Swinney
Pam Swinney, 8/5/2019 3:22:28 PM, Edited
Pam Swinney, 8/5/2019 3:22:36 PM, In Review - Andrea Butola
Pam Swinney, 8/5/2019 3:24:40 PM, Edited
Andrea Butola, 8/6/2019 9:15:42 AM, In Review - Removed
Andrea Butola, 8/6/2019 9:15:54 AM, Edited
Andrea Butola, 8/6/2019 9:16:03 AM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/06/2019 09:17 AM

Subject: Tournament Policy and Procedures Action Plan
Origination Link: Finding: Tournament Policy and Procedures
Program Name: Obj 1 Cash Receipts

Action Plan Number: 2019-01 b.

Finding:

Improvements are needed to ensure the tournament revenues are properly collected and reported in RecTrac. We reviewed a small sample of three tournaments (two private events and one city-sponsored event). Our review noted:

- Different tournament rates were applied
- Charges per player may not match the actual players listed on the roster
- Refunds of City tournament fees were issued after the entry deadline
- The City tournament fee was not consistently applied to all participants
- Transactions were miscoded in RecTrac
- Gift certificates were not properly recorded in RecTrac
- No standard contract/agreement for tournament fees and policies

Condition:

Written policies and procedures provide guidance and ensure consistency and continuity in operations. GAO's Standards for Internal Control in the Federal Government 12.01: Management should implement control activities through policies.

GAO's Standards for Internal Control in Federal Government 12.02:

"Management documents in policies the internal control responsibilities of the organization." Section 12.03 also states management should document "policies in the appropriate level of detail to allow management to effectively monitor the control activity."

Coral Oaks has a procedure for issuing gift cards for the City Championships only. This process does not apply to other tournaments.

Effect:

- Inaccurate accounting for tournament revenues
- Lack of adequate internal controls over the tournament process
- Bank Reconciliation errors that require additional follow up.

- Potential for misappropriation of cash.

Cause:

- Lack of comprehensive written policies and procedures
- Lack of user controls over changes to rates and trans codes in RecTrac
- Human error
- Lack of standard tournament contract/agreement

Recommendation:

a. Coral Oaks' should develop comprehensive policies and procedures for tournaments that clearly define the tournament process including the methodology for establishing tournament fees, the procedures for recording tournament revenues and processing payments, and the procedures for reconciling city-sponsored tournaments.

b. With the assistance of the City Attorney's office, Coral Oaks should develop a standard tournament contract/agreement that clearly defines the tournament fees and policies.

Management Response:

b. Legal will be asked via email to assist in writing and approve an outing and/ or event agreement and the golf course manager will seek agreements from other cities and communities

Auditor: Pam Swinney
Coordinator(s): Allen Manguson, Mark Moriarty
Reviewer(s):
Expected Completion Date: 7/30/2019
Revised Expected Completion Date:
Actual Completion Date: 7/30/2019
Follow-Up Date:
Action Plan Status: Closed
Priority: High

Categories:

Department: Parks and Recreation
Division: Coral Oaks

Action Plan Status Comments:

Documented the development of a standard tournament agreement. City Attorney's Office assisted and approved the new form.

Recommend Closure: 7/30/19

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
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#	Name	Date	Comment
1	Andrea Butola	8/6/2019	Documented the development of a standard tournament agreement. City Attorney's Office assisted and approved the new form.
2	Pam Swinney	8/1/2019	Recommend Closure: 7/30/19 Standard tournament agreement was developed. Confirmed with City Auditor's Office.
3	Pam Swinney	7/24/2019	Status: Recommendation implemented 7/30/19. Auditor reviewed the standard tournament contract and had several questions for Mr. Manguson. A follow up email with the questions was sent. (see Files - "PS Follow Up Questions"
4	Pam Swinney	7/16/2019	7/2/19: Allen Manguson provided copy of contract developed (see Files - "AM Response RE_ Coral Oaks Golf Course Finding #1 b"
5	Pam Swinney	7/1/2019	Reminder email sent to Allen Manguson (cc: Mark Moriarty)

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AM Reponse to PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 b.pdf, 259440 KB, AM Reponse to PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 b.pdf, , 07/31/2019 06:28:44

AM Response RE_ Coral Oaks Golf Course Finding #1 b.pdf, 228128 KB, AM Response RE_ Coral Oaks Golf Course Finding #1 b.pdf, , 07/24/2019 07:49:45

AM Response to PS 2nd Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 b.pdf, 317920 KB, AM Response to PS 2nd Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 b.pdf, , 07/31/2019 06:34:20

Coral Oaks Event Contract FINAL.docx, 19360 KB, Coral Oaks Event Contract FINAL.docx, , 08/02/2019 05:14:03

Email RE_ Coral Oaks Golf Course Finding #1 b.pdf, 226896 KB, Email RE_ Coral Oaks Golf Course Finding #1 b.pdf, , 07/01/2019 10:19:40

MM Response RE_ Event Contract for Coral Oaks Golf Course Finding #1 b.pdf, 269232 KB, MM Response RE_ Event Contract for Coral Oaks Golf Course Finding #1 b.pdf, , 08/01/2019 10:19:01

Post Audit Review Rec 2019-01 b.docx, 19952 KB, 2019-01 B Post Audit Review Summary, , 08/05/2019 11:25:16

PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 b.pdf, 234480 KB, PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #1 b.pdf, , 07/24/2019 07:49:37

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:19:24 AM, Created
Pam Swinney, 6/4/2019 8:24:40 AM, Edited
Pam Swinney, 7/1/2019 2:02:18 PM, Edited
Pam Swinney, 7/16/2019 2:33:12 PM, Edited
Pam Swinney, 7/24/2019 11:51:30 AM, Edited
Pam Swinney, 7/30/2019 10:00:10 AM, Edited
Pam Swinney, 8/1/2019 2:21:44 PM, In Review - Pam Swinney
Pam Swinney, 8/1/2019 2:22:01 PM, In Review - Andrea Butola
Pam Swinney, 8/1/2019 2:23:13 PM, Edited
Pam Swinney, 8/2/2019 9:14:21 AM, File Deleted - Coral Oaks Event Contract Clean.pdf
Andrea Butola, 8/5/2019 3:05:38 PM, In Review - Pam Swinney
Pam Swinney, 8/5/2019 3:23:49 PM, Edited
Pam Swinney, 8/5/2019 3:25:06 PM, Edited
Pam Swinney, 8/5/2019 3:25:21 PM, In Review - Andrea Butola
Andrea Butola, 8/6/2019 9:17:04 AM, In Review - Removed
Andrea Butola, 8/6/2019 9:17:38 AM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/28/2019 10:03 AM

Subject: Cashier Policies and Procedures Action Plan
Origination Link: Finding: Cashier Policies and Procedures
Program Name: Obj 1 Cash Receipts

Action Plan Number: 2019-02 a.

Finding:

Based on observations, staff interviews and testwork, we found the Cashier Policy and Procedures are not consistently followed by Coral Oaks' staff.

Using a statistical sample, we tested a sample of 40 daily collections during the audit period of October 1, 2016 to September 30, 2018. We reviewed the bank statements to verify deposits were made within 24 hours of collection. If the deposits were picked up by Loomis within 24 hours of collection (taking into account weekends and holidays), we considered the 24 hour rule satisfied. The deposit amounts were verified to the daily cash journal reports.

The following exceptions were noted:

1. We observed on multiple visits that cash drawers remained open after transactions were completed.
2. Pro Shop clerks were sharing cash drawers.
3. Two individuals do not witness the verification of daily cash receipts.
4. We found 5% of ProShop deposits and 32.5% of Knickers Pub deposits were not deposited with Loomis within 24 hours of collection.
5. We found discrepancies between actual deposits and cash/checks reported on the cash journal in 12.5% of the ProShop's deposits and 25% of Knickers' deposits.

Condition:

Government Accountability Office's Standards for Internal Control in Federal Government section 5.02 states "management enforces accountability of individuals performing their internal control responsibilities. Management holds personnel accountable through mechanisms such as performance appraisals and disciplinary actions."

City of Cape Coral's Cashier Policy and Procedures Manual 2017 requires:

- "Deposits for all departments must be to Bank of America within 24 hours."
- As part of closing activities, the policy states "all cash that you receive is to be verified by a second person with their signature at the end of each shift. Verifier must also view the deposit slip, deposit bag and the cash balancing worksheet. Verifier must initial work sheet. This dual control helps protect you should City funds be subject of loss, overage or shortage. When a second cashier or supervisor is not there to verify the deposit and paperwork, the deposit will be placed in the vault to be verified at the beginning of the next business day. If the cashier is not present to witness his/her bag being verified, 2 people must witness the verification of the original cashier's bag."

Effect:

1. Inaccurate cash reporting
2. Management lacks timely information to address discrepancies as they occur.
3. Increased risk of theft or loss of money.
4. Reduces accountability when people share cash drawers and two witnesses do not verify funds.

Cause:

1. Non-compliance with cash policies
2. Lack of controls / segregation of duties
3. No on-site management review/ comparison of Golf Course deposits to RecTrac's cash journal.

Recommendation:

- a. Coral Oak's staff should comply with all cashier policies and procedures.
- b. Coral Oak's management should perform weekly reconciliations of cash journals to cash deposits to identify and address discrepancies.

Management Response:

- a. Coral Oaks staff will adhere to The City of Cape Coral Cash Handling Policies and Procedures. The two- signature procedure has been implemented. A meeting has been held to address the cash handling policy manual and two - signature procedure.

Auditor:

Pam Swinney

Coordinator(s):

Robert Jedlicka

Reviewer(s):

Expected Completion Date:

7/30/2019

Revised Expected Completion Date:
Actual Completion Date:
Follow-Up Date: 12/2/2019
Action Plan Status: Open
Priority: High

Categories:
Department: Parks and Recreation
Division: Coral Oaks

Action Plan Status Comments:
Additional testing will be completed on cash receipts to ensure adherence to the policies and procedures no later than 12/31/2019.
Follow up date set for 12/2/2019.

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Pam Swinney	8/28/2019	Additional testing will be completed on cash receipts to ensure adherence to the policies and procedures no later than 12/31/2019. Follow up date set for 12/2/2019.
2	Pam Swinney	7/1/2019	Reminder email sent to Bod Jedlicka

Status: In Review **Review:** Pam Swinney

In Progress Editors:

Current Editors: Pam Swinney

Attachments:
Aug 1 Meeting Notes.docx, 10704 KB, Aug 1 Meeting Notes.docx, , 08/02/2019 11:11:30
Email RE_Coral Oaks Golf Course Finding #2 a.pdf, 240928 KB, Email RE_Coral Oaks Golf Course Finding #2 a.pdf, , 07/01/2019 10:20:01
Post Audit Review Rec 2019-02a.docx, 19856 KB, 2019-02 A Post Audit Review Summary, , 08/02/2019 05:21:45

Comments:

Approval:

History:
Pam Swinney, 5/23/2019 4:33:50 PM, Created
Pam Swinney, 5/23/2019 4:41:23 PM, Edited

Pam Swinney, 5/23/2019 4:42:44 PM, Edited
Pam Swinney, 6/4/2019 8:09:42 AM, Edited
Pam Swinney, 6/4/2019 8:15:20 AM, Edited
Pam Swinney, 6/4/2019 8:20:10 AM, Edited
Pam Swinney, 7/1/2019 1:56:16 PM, Edited
Pam Swinney, 8/1/2019 1:39:37 PM, Edited
Pam Swinney, 8/2/2019 2:23:17 PM, Edited
Pam Swinney, 8/28/2019 9:40:11 AM, In Review - Andrea Butola
Andrea Butola, 8/28/2019 10:03:26 AM, In Review - Pam Swinney
Pam Swinney, 8/28/2019 10:10:48 AM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/28/2019 10:44 AM

Subject: Cashier Policies and Procedures Action Plan
Origination Link: Finding: Cashier Policies and Procedures
Program Name: Obj 1 Cash Receipts

Action Plan Number: 2019-02 b.

Finding:

Based on observations, staff interviews and testwork, we found the Cashier Policy and Procedures are not consistently followed by Coral Oaks' staff.

Using a statistical sample, we tested a sample of 40 daily collections during the audit period of October 1, 2016 to September 30, 2018. We reviewed the bank statements to verify deposits were made within 24 hours of collection. If the deposits were picked up by Loomis within 24 hours of collection (taking into account weekends and holidays), we considered the 24 hour rule satisfied. The deposit amounts were verified to the daily cash journal reports.

The following exceptions were noted:

1. We observed on multiple visits that cash drawers remained open after transactions were completed.
2. Pro Shop clerks were sharing cash drawers.
3. Two individuals do not witness the verification of daily cash receipts.
4. We found 5% of ProShop deposits and 32.5% of Knickers Pub deposits were not deposited with Loomis within 24 hours of collection.
5. We found discrepancies between actual deposits and cash/checks reported on the cash journal in 12.5% of the ProShop's deposits and 25% of Knickers' deposits.

Condition:

Government Accountability Office's Standards for Internal Control in Federal Government section 5.02 states "management enforces accountability of individuals performing their internal control responsibilities. Management holds personnel accountable through mechanisms such as performance appraisals and disciplinary actions."

City of Cape Coral's Cashier Policy and Procedures Manual 2017 requires:

- "Deposits for all departments must be to Bank of America within 24 hours."
- As part of closing activities, the policy states "all cash that you receive is to be verified by a second person with their signature at the end of each shift. Verifier must also view the deposit slip, deposit bag and the cash balancing worksheet. Verifier must initial work sheet. This dual control helps protect you should City funds be subject of loss, overage or shortage. When a second cashier or supervisor is not there to verify the deposit and paperwork, the deposit will be placed in the vault to be verified at the beginning of the next business day. If the cashier is not present to witness his/her bag being verified, 2 people must witness the verification of the original cashier's bag."

Effect:

1. Inaccurate cash reporting
2. Management lacks timely information to address discrepancies as they occur.
3. Increased risk of theft or loss of money.
4. Reduces accountability when people share cash drawers and two witnesses do not verify funds.

Cause:

1. Non-compliance with cash policies
2. Lack of controls / segregation of duties
3. No on-site management review/ comparison of Golf Course deposits to RecTrac's cash journal.

Recommendation:

- a. Coral Oak's staff should comply with all cashier policies and procedures.
- b. Coral Oak's management should perform weekly reconciliations of cash journals to cash deposits to identify and address discrepancies.

Management Response:

- b. The Golf Course Manager will monitor the over / short reports and address discrepancies in accordance to the cash handling policies with staff. Deposit reconciliations are completed by the City Finance department.

Auditor:

Pam Swinney

Coordinator(s):

Allen Manguson

Reviewer(s):

Expected Completion Date:

7/30/2019

Revised Expected Completion Date:

Actual Completion Date:

Follow-Up Date: 12/2/2019
Action Plan Status: Open
Priority: High

Categories:

Department: Parks and Recreation
Division: Coral Oaks

Action Plan Status Comments:

Additional testing will be completed on new reconciliation procedure no later than 12/31/2019.

Follow up date set for 12/2/2019.

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Pam Swinney	8/28/2019	Follow up email sent to Allen to determine if the reporting issues are solved.
2	Pam Swinney	8/28/2019	8/16/19: Per Michelle Hoffmann, IT believes the reports (cash journals) not printing were due to the users shutting down RecTrac before the report ran completely.
3	Pam Swinney	8/28/2019	8/1/19: The new procedure has not been implemented due to printing issues with RecTrac. Allen and Kerry to discuss with IT to determine solution.
4	Pam Swinney	7/16/2019	Sent email with follow up questions (see Files - "PS Follow Up Questions"
5	Pam Swinney	7/16/2019	7/2/19: Allen provided updated cash handling p&p and the over/short report. (see File attached "AM Response RE_Coral Oaks Golf Course Finding #2 b"
6	Pam Swinney	7/1/2019	Reminder email sent to Allen Manguson

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AM Response RE_ Coral Oaks Golf Course Finding #2 b.pdf, 363920 KB,
AM Response RE_ Coral Oaks Golf Course Finding #2 b.pdf, , 07/16/2019
11:01:16

AM Response to PS Follow Up Questions RE_ Coral Oaks Golf Course
Finding #2 b.pdf, 212816 KB, AM Response to PS Follow Up Questions RE_
Coral Oaks Golf Course Finding #2 b.pdf, , 07/31/2019 07:05:48

Email Follow Up FW_ Rec Trac issues .pdf, 176176 KB, Email Follow Up FW_ Rec Trac issues .pdf, , 08/28/2019 06:42:58

Email RE_Coral Oaks Golf Course Finding #2 b.pdf, 240608 KB, Email RE_Coral Oaks Golf Course Finding #2 b.pdf, , 07/01/2019 10:20:11

Post Audit Review Rec 2019-02 b.docx, 19904 KB, 2019-02 B Post Audit Review Summary, , 08/28/2019 06:43:02

PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #2 b.pdf, 210064 KB, PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #2 b.pdf, , 07/16/2019 11:01:13

Comments:

Approval:

History:

Pam Swinney, 5/23/2019 4:43:30 PM, Created
Pam Swinney, 6/4/2019 8:15:40 AM, Edited
Pam Swinney, 6/4/2019 8:20:29 AM, Edited
Pam Swinney, 7/1/2019 1:57:26 PM, Edited
Pam Swinney, 7/16/2019 2:29:00 PM, Edited
Pam Swinney, 7/16/2019 3:01:38 PM, Edited
Pam Swinney, 7/16/2019 3:32:00 PM, Edited
Pam Swinney, 8/28/2019 10:22:01 AM, Edited
Pam Swinney, 8/28/2019 10:44:12 AM, Edited
Pam Swinney, 8/28/2019 10:44:59 AM, Edited
Pam Swinney, 8/28/2019 10:49:48 AM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/06/2019 08:15 AM

Subject: Evaluate Pro Lesson Teacher Split Arrangement
Action Plan
Origination Link: Finding: Evaluate Pro Lesson Teacher Split Arrangement
Program Name: Obj 1 Cash Receipts

Action Plan Number: 2019-03 a.

Finding:

In comparison to benchmark cities, Coral Oaks has more Pros on staff and provide a more generous compensation package with lesson fees. We requested information from six (6) Florida local governments to benchmark Coral Oaks' operations. The government's were selected from the Florida Benchmarking Consortium FY14/15 Annual Services Report and included City of Sebastian, Indian River County, Martin County, City of Sarasota, City of Clewiston, and St. Lucie County. Five of the six responded to our open records request. City of Clewiston did not respond to our open records request. We noted the following:

- *Two of the golf clubs had one (1) Pro on staff, two of the clubs had (2) Pros on staff, and one club had third party contract for Pros and lessons

- *Coral Oaks pays 90% of lesson fees to the Pro compared to 75% City of Sebastian and 80% City of Sarasota

- *Two of the five require the Pros to give lessons after work hours

- *One Pro receives salary only

- *One Pro only receives % of lesson fees for individual lessons (all golf clinics and camps lesson fees remain with the Club)

Coral Oaks employs four Golf Pros to assist with individual and group golf lessons. The Pros salaries account for 20.7% and 19.2% of total payroll cost for calendar years 2017 and 2018, respectively. Lessons are scheduled directly with the Pro and occur during their normal scheduled working hours. The pros receive 90% of the lesson fee as a supplemental compensation. Our review of personnel records, found MOUs/contracts, approving the supplemental income, were not executed and approved by the Department Administrator for three of the four employees. In addition, the Human Resource department did not have a "Status Change Notice" form on file which authorizes the addition of the teacher split pay code in Payroll.

(see Exhibit in Finding Development Sheet attached)

Condition:

AR 34 Personnel Records - records related to changes in employee's rate of pay are required to be maintained in Human Resources official personnel file.

GAO Standards for Internal Control in the Federal Government states "Management divides or segregates key duties and responsibilities among different people to reduce the risk of error, misuse, or fraud."

Effect:

- High labor cost
- Unauthorized supplemental income
- Lack of segregation of duties and lack of controls could result in lesson fees not properly reported in RecTrac
- Inefficient and undocumented process for recording lessons and processing payroll
- Possible staffing scheduling conflicts

Cause:

- Supplemental income was not properly documented or approved
- A lack of segregation of duties because each Pro maintains a personal calendar of lessons. In addition, the Pro handles all aspects of the transaction from scheduling the lesson to collecting fees and recording the transactions in RecTrac.

Recommendation:

- a. Management should evaluate and determine if the number of Pros on staff is necessary and if the supplemental compensation is appropriate and in the best interest of the City.
- b. HR Management should develop procedures to define appropriate documentation and authorization needed for supplemental income (e.g. teacher/split). In addition, implement internal controls to ensure contracts are in place prior to payroll adjustments for supplemental income.
- c. Utilize online scheduling for golf lessons to improve accountability and ensure lessons are properly recorded in RecTrac. The process should include proper segregation of duties to ensure contract MOU stipulations are met (max 4 lessons per week).

Management Response:

- a. An evaluation was completed by golf course staff using 33 municipal courses throughout the state of Florida. 9 courses replied of which 6 of those stated they have more than 2 golf professionals on staff. The supplemental compensation will be 90/10 for Golf Professional Manager and the other 3 golf professionals on staff will receive 80/20 which is an appropriate reimbursement and an industry

standard. Coral Oaks will continue to use the 4 professionals at the newly established rates. The revenues created from the golfer being or becoming a long term or regular customer provides a facility wide revenue source greater than the lesson compensation.

Auditor: Pam Swinney
Coordinator(s): Kerry Runyon
Reviewer(s):
Expected Completion Date: 7/30/2019
Revised Expected Completion Date:
Actual Completion Date: 7/30/2019
Follow-Up Date:
Action Plan Status: Closed
Priority: High

Categories:

Department: Parks and Recreation

Division: Coral Oaks

Action Plan Status Comments:

Per Director of Parks and Recreation, Kerry Runyon, the evaluation was performed, and management decided to retain all four golf pros. All golf pros have signed contracts to provide golf lessons. Auditor verified contracts were executed. The fee split rate was decreased from 90/10 to 80/20 for all pros except Mr. Manguson. Fully implemented. Recommend closure. 7/30/2019.

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Pam Swinney	7/24/2019	Recommendation implemented.
2	Pam Swinney	7/24/2019	Requested via email confirmation from Kerry Runyan regarding the decision to contract with the 4 golf pros for golf lessons.
3	Pam Swinney	7/24/2019	Auditor reviewed contracts provided. Director of Parks & Recreation has retained all four golf professionals. Manguson receives 90% of golf lesson fees while the other three (Cook, Dunn and Jedlicka) receive 80% of lesson fees. All four contracts stipulate no more than 4 lessons per week.
4	Pam Swinney	7/16/2019	7/1/19: Kerry Runyon requested copies of the agreements be forwarded to audit (see Files - "KR Response RE_Coral Oaks Golf Course Finding #3 a").
5	Pam Swinney	7/1/2019	Reminder email sent to Kerry Runyan

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

Email RE_Coral Oaks Golf Course Finding #3 a.pdf, 247440 KB, Email RE_Coral Oaks Golf Course Finding #3 a.pdf, , 07/01/2019 10:20:30

KR Response RE_Coral Oaks Golf Course Finding #3 a.pdf, 280816 KB, KR Response RE_Coral Oaks Golf Course Finding #3 a.pdf, , 07/24/2019 10:03:08

Post Audit Review Rec 2019-03 a.docx, 19968 KB, 2019-03 A Post Audit Review Summary, , 08/02/2019 05:28:43

PS Follow Up RE_Coral Oaks Golf Course Finding #3 a.pdf, 282720 KB, PS Follow Up RE_Coral Oaks Golf Course Finding #3 a.pdf, , 08/01/2019 10:29:40

Runyan Response to PS Follow Up Re_Coral Oaks Golf Course Finding #3 a.pdf, 174464 KB, Runyan Response to PS Follow Up Re_Coral Oaks Golf Course Finding #3 a.pdf, , 08/01/2019 10:26:18

Comments:**Approval:****History:**

Pam Swinney, 6/4/2019 8:21:48 AM, Created
Pam Swinney, 7/1/2019 11:25:25 AM, Edited
Pam Swinney, 7/16/2019 2:40:23 PM, Edited
Pam Swinney, 7/24/2019 2:01:37 PM, Edited
Pam Swinney, 7/24/2019 2:06:24 PM, In Review - Pam Swinney
Pam Swinney, 7/24/2019 2:07:25 PM, In Review - Andrea Butola
Pam Swinney, 8/1/2019 2:30:15 PM, Edited
Andrea Butola, 8/5/2019 12:36:01 PM, Edited
Andrea Butola, 8/5/2019 2:59:38 PM, Edited
Andrea Butola, 8/5/2019 3:00:02 PM, In Review - Removed
Andrea Butola, 8/5/2019 3:03:39 PM, Edited
Andrea Butola, 8/6/2019 8:15:56 AM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/06/2019 09:21 AM

Subject: Evaluate Pro Lesson Teacher Split Arrangement
Action Plan
Origination Link: Finding: Evaluate Pro Lesson Teacher Split Arrangement
Program Name: Obj 1 Cash Receipts

Action Plan Number: 2019-03 b.

Finding:

In comparison to benchmark cities, Coral Oaks has more Pros on staff and provide a more generous compensation package with lesson fees. We requested information from six (6) Florida local governments to benchmark Coral Oaks' operations. The government's were selected from the Florida Benchmarking Consortium FY14/15 Annual Services Report and included City of Sebastian, Indian River County, Martin County, City of Sarasota, City of Clewiston, and St. Lucie County. Five of the six responded to our open records request. City of Clewiston did not respond to our open records request. We noted the following:

- *Two of the golf clubs had one (1) Pro on staff, two of the clubs had (2) Pros on staff, and one club had third party contract for Pros and lessons

- *Coral Oaks pays 90% of lesson fees to the Pro compared to 75% City of Sebastian and 80% City of Sarasota

- *Two of the five require the Pros to give lessons after work hours

- *One Pro receives salary only

- *One Pro only receives % of lesson fees for individual lessons (all golf clinics and camps lesson fees remain with the Club)

Coral Oaks employs four Golf Pros to assist with individual and group golf lessons. The Pros salaries account for 20.7% and 19.2% of total payroll cost for calendar years 2017 and 2018, respectively. Lessons are scheduled directly with the Pro and occur during their normal scheduled working hours. The pros receive 90% of the lesson fee as a supplemental compensation. Our review of personnel records, found MOUs/contracts, approving the supplemental income, were not executed and approved by the Department Administrator for three of the four employees. In addition, the Human Resource department did not have a "Status Change Notice" form on file which authorizes the addition of the teacher split pay code in Payroll.

(see Exhibit in Finding Development Sheet attached)

Condition:

AR 34 Personnel Records - records related to changes in employee's rate of pay are required to be maintained in Human Resources official personnel file.

GAO Standards for Internal Control in the Federal Government states "Management divides or segregates key duties and responsibilities among different people to reduce the risk of error, misuse, or fraud."

Effect:

- High labor cost
- Unauthorized supplemental income
- Lack of segregation of duties and lack of controls could result in lesson fees not properly reported in RecTrac
- Inefficient and undocumented process for recording lessons and processing payroll
- Possible staffing scheduling conflicts

Cause:

- Supplemental income was not properly documented or approved
- A lack of segregation of duties because each Pro maintains a personal calendar of lessons. In addition, the Pro handles all aspects of the transaction from scheduling the lesson to collecting fees and recording the transactions in RecTrac.

Recommendation:

- a. Management should evaluate and determine if the number of Pros on staff is necessary and if the supplemental compensation is appropriate and in the best interest of the City.
- b. HR Management should develop procedures to define appropriate documentation and authorization needed for supplemental income (e.g. teacher/split). In addition, implement internal controls to ensure contracts are in place prior to payroll adjustments for supplemental income.
- c. Utilize online scheduling for golf lessons to improve accountability and ensure lessons are properly recorded in RecTrac. The process should include proper segregation of duties to ensure contract MOU stipulations are met (max 4 lessons per week).

Management Response:

- b. The Teacher/City Split procedure has not been formally documented. Human Resources will work with Parks and Recreation to develop procedures and address internal controls. Concurrently, Human Resources will work with the Parks and Recreation Department and the City Attorney's Office to rewrite or

create employment agreements, or supplemental lesson agreements, for the applicable staff.

Auditor: Pam Swinney
Coordinator(s): Angela Cline
Reviewer(s):
Expected Completion Date: 6/30/2019
Revised Expected Completion Date:
Actual Completion Date: 7/12/2019
Follow-Up Date:
Action Plan Status: Closed
Priority: High

Categories:

Department: Parks and Recreation
Division: Coral Oaks

Action Plan Status Comments:

HR and Parks & Recreation have developed a policy and procedure, Fee Split Procedure. The policy will not be an AR since it only applies to the Parks & Recreation Department.

Recommend closing: 7/12/19 (date policy provided)

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Andrea Butola	8/6/2019	HR and Parks & Recreation have developed a policy and procedure, Fee Split Procedure. The policy will not be an AR since it only applies to the Parks & Recreation Department.
2	Pam Swinney	7/25/2019	Recommend closing: 7/12/19 (date policy provided) HR has requested, via email, approval from City Manager's Office of AR#77
3	Pam Swinney	7/24/2019	Because no response to 7/16/19 email, auditor called Angie Cline (2:15 pm) and left a message requesting response regarding the timeline of the AR. Auditor requested response by the end of the day.
4	Pam Swinney	7/24/2019	7/16/19 at 3:35pm Auditor requested, via email, the timeline for the new AR (see file attached "PS Follow Up RE_New AR timeline Finding #3 b"
5	Pam Swinney	7/24/2019	7/16/19 at 3:25pm Angie Cline responded to

#	Name	Date	Comment
			follow up question email. (see file attached "AC Response RE_Draft Policy Follow Up Questions")
6	Pam Swinney	7/16/2019	Reviewed the policy and procedure and sent email with questions (see File attached "Email RE: Draft Policy Follow Up Questions").
7	Pam Swinney	7/16/2019	7/12/19: Policy provided for review (see File attached Email RE: Draft Policy).
8	Pam Swinney	7/16/2019	7/10: No response from previous request. Sent a follow-up email to Angela Cline (see File attached 2nd Request for Response)
9	Pam Swinney	7/1/2019	Email sent to Angela Cline requesting policies and procedures.

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AC Response RE_ Draft Policy Follow Up Questions.pdf, 164576 KB, AC Response RE_ Draft Policy Follow Up Questions.pdf, , 08/06/2019 04:16:50

Email RE_ Draft Policy.pdf, 159840 KB, Email RE_ Draft Policy.pdf, , 08/01/2019 10:38:21

Email RE_2nd Request for Response.pdf, 159776 KB, Email RE_2nd Request for Response.pdf, , 07/16/2019 10:23:18

Email RE_Coral Oaks Golf Course Finding #3 b.pdf, 155296 KB, Email RE_Coral Oaks Golf Course Finding #3 b.pdf, , 07/01/2019 10:20:57

Email RE_Draft Policy Follow Up Questions.pdf, 148576 KB, Email RE_Draft Policy Follow Up Questions.pdf, , 08/01/2019 10:35:25

Fee Split Procedure 06.18.2019.docx, 15888 KB, Fee Split Procedure 06.18.2019.docx, , 08/01/2019 10:35:41

Fwd_ AR #77 - Fee Split Procedure.pdf, 190160 KB, Fwd_ AR #77 - Fee Split Procedure.pdf, , 08/06/2019 04:12:48

Post Audit Review 2019-03 b.docx, 20128 KB, 2019-03 B Post Audit Review Summary, , 08/06/2019 04:14:40

PS Follow up RE_New AR timeline Finding #3 b.pdf, 148016 KB, PS Follow up RE_New AR timeline Finding #3 b.pdf, , 07/24/2019 12:28:09

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:22:41 AM, Created
Pam Swinney, 6/4/2019 8:25:11 AM, Edited
Pam Swinney, 7/1/2019 11:24:43 AM, Edited
Pam Swinney, 7/16/2019 2:24:01 PM, Edited
Pam Swinney, 7/24/2019 4:37:16 PM, Edited
Pam Swinney, 7/25/2019 11:12:15 AM, Edited
Pam Swinney, 8/1/2019 2:38:16 PM, File Deleted - Runyan Response to
PS Follow Up Re_ Coral Oaks Golf Course Finding 3 a.pdf
Pam Swinney, 8/6/2019 8:16:39 AM, Edited
Pam Swinney, 8/6/2019 8:16:54 AM, In Review - Andrea Butola
Andrea Butola, 8/6/2019 9:20:25 AM, In Review - Removed
Andrea Butola, 8/6/2019 9:21:28 AM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/28/2019 10:40 AM

Subject: Evaluate Pro Lesson Teacher Split Arrangement
Action Plan
Origination Link: Finding: Evaluate Pro Lesson Teacher Split Arrangement
Program Name: Obj 1 Cash Receipts

Action Plan Number: 2019-03 c.

Finding:

In comparison to benchmark cities, Coral Oaks has more Pros on staff and provide a more generous compensation package with lesson fees. We requested information from six (6) Florida local governments to benchmark Coral Oaks' operations. The government's were selected from the Florida Benchmarking Consortium FY14/15 Annual Services Report and included City of Sebastian, Indian River County, Martin County, City of Sarasota, City of Clewiston, and St. Lucie County. Five of the six responded to our open records request. City of Clewiston did not respond to our open records request. We noted the following:

- *Two of the golf clubs had one (1) Pro on staff, two of the clubs had (2) Pros on staff, and one club had third party contract for Pros and lessons

- *Coral Oaks pays 90% of lesson fees to the Pro compared to 75% City of Sebastian and 80% City of Sarasota

- *Two of the five require the Pros to give lessons after work hours

- *One Pro receives salary only

- *One Pro only receives % of lesson fees for individual lessons (all golf clinics and camps lesson fees remain with the Club)

Coral Oaks employs four Golf Pros to assist with individual and group golf lessons. The Pros salaries account for 20.7% and 19.2% of total payroll cost for calendar years 2017 and 2018, respectively. Lessons are scheduled directly with the Pro and occur during their normal scheduled working hours. The pros receive 90% of the lesson fee as a supplemental compensation. Our review of personnel records, found MOUs/contracts, approving the supplemental income, were not executed and approved by the Department Administrator for three of the four employees. In addition, the Human Resource department did not have a "Status Change Notice" form on file which authorizes the addition of the teacher split pay code in Payroll.

(see Exhibit in Finding Development Sheet attached)

Condition:

AR 34 Personnel Records - records related to changes in employee's rate of pay are required to be maintained in Human Resources official personnel file.

GAO Standards for Internal Control in the Federal Government states "Management divides or segregates key duties and responsibilities among different people to reduce the risk of error, misuse, or fraud."

Effect:

- High labor cost
- Unauthorized supplemental income
- Lack of segregation of duties and lack of controls could result in lesson fees not properly reported in RecTrac
- Inefficient and undocumented process for recording lessons and processing payroll
- Possible staffing scheduling conflicts

Cause:

- Supplemental income was not properly documented or approved
- A lack of segregation of duties because each Pro maintains a personal calendar of lessons. In addition, the Pro handles all aspects of the transaction from scheduling the lesson to collecting fees and recording the transactions in RecTrac.

Recommendation:

- a. Management should evaluate and determine if the number of Pros on staff is necessary and if the supplemental compensation is appropriate and in the best interest of the City.
- b. HR Management should develop procedures to define appropriate documentation and authorization needed for supplemental income (e.g. teacher/split). In addition, implement internal controls to ensure contracts are in place prior to payroll adjustments for supplemental income.
- c. Utilize online scheduling for golf lessons to improve accountability and ensure lessons are properly recorded in RecTrac. The process should include proper segregation of duties to ensure contract MOU stipulations are met (max 4 lessons per week).

Management Response:

- c. All Golf Schools will be booked through the Rec Trac program. Individual and same day request lessons will have to be registered onsite by a staff member other than the instructor if customers are not able or willing to book their lessons online.

Auditor: Pam Swinney
Coordinator(s): Allen Manguson
Reviewer(s):
Expected Completion Date: 8/31/2019
Revised Expected Completion Date:
Actual Completion Date:
Follow-Up Date: 1/6/2020
Action Plan Status: Open
Priority: High

Categories:

Department: Parks and Recreation
 Division: Coral Oaks

Action Plan Status Comments:

Additional testing will be completed no later than 1/31/2020 to ensure the new procedures were implemented
 Follow up date set for 1/6/2020.

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Pam Swinney	8/28/2019	Follow up email sent to Allen for status update on individual lesson registration.
2	Pam Swinney	8/28/2019	8/1/19: Per Allen, golf schools will be registered online thru RecTrac. The Rec Trac liaison and Vermont systems are attempting to devise a plan for individual lessons.
3	Pam Swinney	8/1/2019	Courtesy reminder email sent to Manguson

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AM Response RE_ Coral Oaks Golf Course Finding #3 c.pdf, 205472 KB,
 AM Response RE_ Coral Oaks Golf Course Finding #3 c.pdf, , 08/02/2019
 06:45:58

Email Follow Up Question RE_ Coral Oaks Golf Course Finding #3 c.pdf,
 207776 KB, Email Follow Up Question RE_ Coral Oaks Golf Course Finding #3
 c.pdf, , 08/28/2019 06:40:03

Email RE_ Coral Oaks Golf Course Finding #3 c.pdf, 251024 KB, Email
 RE_ Coral Oaks Golf Course Finding #3 c.pdf, , 08/01/2019 10:51:06

Post Audit Review Rec 2019-03 c.docx, 19840 KB, 2019-03 C Post Audit
 Review Summary, , 08/02/2019 06:43:28

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:26:12 AM, Created
Pam Swinney, 8/1/2019 2:52:13 PM, Edited
Pam Swinney, 8/1/2019 2:52:59 PM, Edited
Pam Swinney, 8/28/2019 10:33:48 AM, Edited
Pam Swinney, 8/28/2019 10:40:26 AM, Edited
Pam Swinney, 8/28/2019 10:58:54 AM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/06/2019 01:18 PM

Subject: Performance Indicators Action Plan
Origination Link: Finding: Performance Indicators
Program Name: Obj 2 Performance Indicators

Action Plan Number: 2019-04 b.

Finding:

Currently, Coral Oaks management tracks and compares monthly and yearly rounds played and gross revenues for green fees, cart rental fees, annual pass cards, tournaments, merchandise, food and beverage. Although these metrics are tracked, management has not benchmarked the results to pre-determined target goals or industry standards. Tracking other industry standard performance indicators, such as cost of sales and cost of labor, would provide management additional tools for evaluating performance and managing cost.

In addition, our review of the methodology used to compile this information found errors and inefficiencies including:

- Not all rounds played were included in the report
- Manually doubling the 2 for 1 discount results in overreporting rounds played because the rounds are reported on another transaction code.
- Transaction codes related to rounds played are not coded in RecTrac as service code "GFee"; therefore, rounds played are not accurately reported on the "Rounds Report"
- Manual adjustments to "Tran Code Activity Report" reduces accuracy of reporting rounds played each month

Due to lack of available data, we only evaluated four of the five key performance indicators (see Criteria Section below) for Coral Oaks' operations in Fiscal Years 2017 and 2018. It is important to note, in order to account for the various rate changes that occur during the year, we determined the Rounds Played Yield Variance for each applicable rate period. The results are as follows (see Finding 2019-04 Performance Indicators.doc in the files tab)

Condition:

GAO's Standards for Internal Control in the Federal Government Section OV2.17 states "management, as part of designing an internal control system, defines the objectives in specific and measurable terms to enable management to identify, analyze, and respond to risks related to achieving those objectives."

Evaluating key performance indicators provides the necessary tools to effectively manage the golf course operations. Global Golf Advisors identified several key benchmarking standards in the golf industry for public facilities including:

1. Tee time utilization: rounds played compared to rounds available
2. Rounds played yield variance: how much does each round yield, on average, compared to the highest yielding round
3. Cost of sales metric for the restaurant
4. Cost of sales metric for the Pro Shop
5. Labor cost as a percentage of total operating cost

Data used to calculate performance indicators should be accurate and complete.

Effect:

- Inefficient use of RecTrac
- Management lacks adequate information to properly manage operations
- Costs not appropriately monitored

Cause:

- Performance indicator goals are not defined to meet operating objectives
- Incomplete data
- Manual adjustments
- RecTrac not fully utilized

Recommendation:

- a. Utilize RecTrac to accurately track performance indicator data and reduce or eliminate manual calculations.
- b. Develop performance indicators to ensure management has adequate information to evaluate operations. Management should document performance indicators used, define methodology, and set target goals to meet operating objectives.
- c. Monitor performance indicators quarterly, at a minimum.

Management Response:

- b. Performance indicators of round yield, labor costs and cogs will be on monthly reports utilizing Rec Trac and JDE. Target goals of 65% for round yield, 50% to 55% labor costs and 28% to 34% Cost of Goods Sold.

Auditor:

Pam Swinney

Coordinator(s): Allen Manguson
Reviewer(s):
Expected Completion Date: 7/30/2019
Revised Expected Completion Date:
Actual Completion Date: 7/30/2019
Follow-Up Date:
Action Plan Status: Closed
Priority: Medium

Categories:

Department: Parks and Recreation

Division: Coral Oaks

Action Plan Status Comments:

Management has selected several performance indicators to track. Those included on the monthly report:

Round Yield – Target 65% to 75% (GGA 70-80%; NGF 65%)

Golf Shop COGS – Target 62% to 69% (GGA 65-75%)

Knickers COGS – Target 26% to 36% (GGA 26-36%)

Golf Shop Labor – Target 45% to 55% (no source given)

Knickers Labor – Target 38% to 50% (GGA 38 – 50%)

Maintenance Labor – Target 45% to 55% (USGA 50-60%)

Total Labor Cost – Target 52% to 58% (GGA 52-58%)

Performance indicators are documented on a monthly report.

Note: GGA is the performance metrics provided by auditor. NGF was an email from a representative stating the rate they use when evaluating municipal golf courses. USGA was an article attached regarding golf maintenance.

Recommend closure: 7/30/19

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Andrea Butola	8/6/2019	Management has selected several performance indicators to track. Those included on the monthly report: Round Yield – Target 65% to 75% (GGA 70-80%; NGF 65%) Golf Shop COGS – Target 62% to 69% (GGA 65-75%) Knickers COGS – Target 26% to 36% (GGA 26-36%) Golf Shop Labor – Target 45% to 55% (no source given) Knickers Labor – Target 38% to 50% (GGA 38 – 50%)

#	Name	Date	Comment
			Maintenance Labor – Target 45% to 55% (USGA 50-60%) Total Labor Cost – Target 52% to 58% (GGA 52-58%)
			Performance indicators are documented on a monthly report. Note: GGA is the performance metrics provided by auditor. NGF was an email from a representative stating the rate they use when evaluating municipal golf courses. USGA was an article attached regarding golf maintenance.
2	Pam Swinney	8/2/2019	Recommend closure: 7/30/19 Status: Complete - recommend close
3	Pam Swinney	7/30/2019	Review of monthly report provided indicates three sources for developing metrics. Sent email requesting source documents and methodology for setting the target goals. (see Files - "PS Follow Up RE_Coral Oaks Golf Course Finding #4"
4	Pam Swinney	7/16/2019	7/2/19: Allen Manguson provided examples of reporting metrics in place (see Files - "AM Response RE_ Coral Oaks Golf Course Finding #4").
5	Pam Swinney	7/1/2019	Reminder email sent to Allen Manguson.

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AB Follow Up RE_ Coral Oaks Golf Course Finding #4 b.pdf, 213808 KB, AB Follow Up RE_ Coral Oaks Golf Course Finding #4 b.pdf, , 08/01/2019 11:10:28

AM 2nd Response to PS and AB Follow Up Questions Finding # 4 b.pdf, 203120 KB, AM 2nd Response to PS and AB Follow Up Questions Finding # 4 b.pdf, , 08/02/2019 11:13:53

AM Response to PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #4 b.pdf, 210608 KB, AM Response to PS Follow Up Questions RE_ Coral Oaks Golf Course Finding #4 b.pdf, , 08/01/2019 11:10:37

Post Audit Review Rec 2019-04 b.docx, 20528 KB, 2019-04 B Post Audit Review Summary, , 08/05/2019 11:29:19

PS Follow Up RE_ Coral Oaks Golf Course Finding #4.pdf, 208800 KB, PS Follow Up RE_ Coral Oaks Golf Course Finding #4.pdf, , 08/01/2019 11:11:41

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:27:53 AM, Created
Pam Swinney, 7/1/2019 2:05:43 PM, Edited
Pam Swinney, 7/16/2019 2:36:35 PM, Edited
Pam Swinney, 7/30/2019 10:34:34 AM, Edited
Pam Swinney, 8/1/2019 3:03:32 PM, File Deleted - Email RE_Coral Oaks Golf Course Finding 4.pdf
Pam Swinney, 8/1/2019 3:03:51 PM, File Deleted - AM Response RE_Coral Oaks Golf Course Finding 4.pdf
Pam Swinney, 8/1/2019 3:03:59 PM, File Deleted - PS Follow Up RE_Coral Oaks Golf Course Finding 4.pdf
Pam Swinney, 8/2/2019 11:52:16 AM, In Review - Andrea Butola
Andrea Butola, 8/5/2019 3:04:21 PM, In Review - Pam Swinney
Pam Swinney, 8/5/2019 3:29:25 PM, In Review - Andrea Butola
Andrea Butola, 8/6/2019 1:18:22 PM, In Review - Removed
Andrea Butola, 8/6/2019 1:18:33 PM, Edited
Andrea Butola, 8/6/2019 1:18:48 PM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/06/2019 01:25 PM

Subject: Rate Methodology Action Plan
Origination Link: Finding: Rate Methodology
Program Name: Obj 2 Performance Indicators

Action Plan Number: 2019-06 a.

Finding:

The methodology for establishing the various rates and discounts is not clearly defined or formally documented.

Using the data from Rec Trac, we selected several transaction codes to analyze the usage and potential exceptions that could affect revenues. Because there are no documented rate policies, we made certain assumptions when analyzing the data. For instance, the transaction code "18 Daily Play PM", we assumed the PM rate would start at noon. Therefore, any transactions coded prior to noon were potential exceptions. To account for the possibility the golfer arrived earlier than their tee time, we gave a 30-minute grace period. The exceptions of 13.54% and 15.87% for fiscal year 2017 and 2018, respectively, includes transactions that occurred prior to 11:30 am. Please see criteria below for additional assumptions used in our analysis. The following exceptions indicate the various transaction codes were not consistently applied.

(see Table in attached 2019-06 Finding Development Sheet)

Condition:

CRITERIA: (Describe "what should be required or expected: e.g. laws, regulations, contracts, agreements, etc.)

Written policies and procedures provide guidance and ensure consistency and continuity in operations. Government Accountability Office's (GAO) Standards for Internal Control in the Federal Government 12.01 states management should implement control activities through policies.

GAO's Standards for Internal Control in Federal Government 12.02 states "management documents in policies the internal control responsibilities of the organization." Section 12.03 also states management should document "policies in the appropriate level of detail to allow management to effectively monitor the control activity."

Assumptions in Transaction Code Analysis:

1. June after 11 used prior to appropriate time – considered an exception if used prior to 10:30 am.
2. \$10 Off AM Rate used in PM – considered an exception if used after 12:00 pm
3. Twilight Daily used prior to Twilight Hour – considered exception if used prior to 1:45 pm.

Effect:

- Loss of potential revenues
- Incorrect rates charged to customers (both over/under)

Cause:

- Rate methodology is not formally documented
- No policies and procedures
- Pro Shop Clerks have ability to override rates in RecTrac
- Re-use of transaction codes
- Rate changes and discounts are constantly changing

Recommendation:

- a. Develop and document a rate methodology that ensures the rate structure meets operational goals.
- b. In conjunction with monitoring performance indicators (see Finding 19-04 Key Performance Indicators), review monthly revenue data to ensure appropriate rates were charged.
- c. Implement internal controls to ensure rates are used as intended and changes in RecTrac are performed by individuals at a supervisory level.

Management Response:

- a. A Rate methodology procedure will be created using cost per round, comparable course local rates, daily play vs pass play revenues, historical data and revenue yields.

Auditor:	Pam Swinney
Coordinator(s):	Allen Manguson
Reviewer(s):	
Expected Completion Date:	8/31/2019
Revised Expected Completion Date:	
Actual Completion Date:	8/2/2019
Follow-Up Date:	
Action Plan Status:	Closed
Priority:	High

Categories:

Department: Parks and Recreation
Division: Coral Oaks

Action Plan Status Comments:

Management has developed the Rate Policy and Procedure.

Recommend closure: 8/2/19

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Andrea Butola	8/6/2019	Management has developed the Rate Policy and Procedure.
2	Pam Swinney	8/2/2019	Recommend closure: 8/2/19 Status: Implemented - Ready to close.
3	Pam Swinney	8/2/2019	Updated Rate Policy and Procedure provided.
4	Pam Swinney	8/1/2019	Reminder email sent to Manguson
5	Pam Swinney	7/24/2019	7/2/19: Per email from Manguson, a copy of the rate policy and procedure was provided. (see file attached "AM Response RE_Coral Oaks Golf Course Finding #6 c"

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AM Response RE_Coral Oaks Golf Course Finding #6 a.pdf, 206064 KB, AM Response RE_Coral Oaks Golf Course Finding #6 a.pdf, , 08/02/2019 10:14:47

Email RE_Coral Oaks Golf Course Finding #6 a.pdf, 249680 KB, Email RE_Coral Oaks Golf Course Finding #6 a.pdf, , 08/02/2019 04:14:28

Post Audit Review Rec 2019-06 a.docx, 19712 KB, 2019-06 A Post Audit Review Summary, , 08/05/2019 11:27:15

Rate Policy and Procedure Final.docx, 44736 KB, Rate Policy and Procedure Final.docx, , 08/02/2019 04:41:23

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:30:30 AM, Created
Pam Swinney, 7/24/2019 4:50:14 PM, Edited
Pam Swinney, 8/1/2019 3:23:59 PM, Edited
Pam Swinney, 8/2/2019 8:43:31 AM, Edited
Pam Swinney, 8/2/2019 8:43:37 AM, In Review - Andrea Butola
Andrea Butola, 8/5/2019 3:04:55 PM, In Review - Pam Swinney
Pam Swinney, 8/5/2019 3:27:19 PM, In Review - Andrea Butola
Andrea Butola, 8/6/2019 1:23:58 PM, In Review - Removed
Andrea Butola, 8/6/2019 1:25:30 PM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/06/2019 01:25 PM

Subject: Rate Methodology Action Plan
Origination Link: Finding: Rate Methodology
Program Name: Obj 2 Performance Indicators

Action Plan Number: 2019-06 a.

Finding:

The methodology for establishing the various rates and discounts is not clearly defined or formally documented.

Using the data from Rec Trac, we selected several transaction codes to analyze the usage and potential exceptions that could affect revenues. Because there are no documented rate policies, we made certain assumptions when analyzing the data. For instance, the transaction code "18 Daily Play PM", we assumed the PM rate would start at noon. Therefore, any transactions coded prior to noon were potential exceptions. To account for the possibility the golfer arrived earlier than their tee time, we gave a 30-minute grace period. The exceptions of 13.54% and 15.87% for fiscal year 2017 and 2018, respectively, includes transactions that occurred prior to 11:30 am. Please see criteria below for additional assumptions used in our analysis. The following exceptions indicate the various transaction codes were not consistently applied.

(see Table in attached 2019-06 Finding Development Sheet)

Condition:

CRITERIA: (Describe "what should be required or expected: e.g. laws, regulations, contracts, agreements, etc.)

Written policies and procedures provide guidance and ensure consistency and continuity in operations. Government Accountability Office's (GAO) Standards for Internal Control in the Federal Government 12.01 states management should implement control activities through policies.

GAO's Standards for Internal Control in Federal Government 12.02 states "management documents in policies the internal control responsibilities of the organization." Section 12.03 also states management should document "policies in the appropriate level of detail to allow management to effectively monitor the control activity."

Assumptions in Transaction Code Analysis:

1. June after 11 used prior to appropriate time – considered an exception if used prior to 10:30 am.
2. \$10 Off AM Rate used in PM – considered an exception if used after 12:00 pm
3. Twilight Daily used prior to Twilight Hour – considered exception if used prior to 1:45 pm.

Effect:

- Loss of potential revenues
- Incorrect rates charged to customers (both over/under)

Cause:

- Rate methodology is not formally documented
- No policies and procedures
- Pro Shop Clerks have ability to override rates in RecTrac
- Re-use of transaction codes
- Rate changes and discounts are constantly changing

Recommendation:

- a. Develop and document a rate methodology that ensures the rate structure meets operational goals.
- b. In conjunction with monitoring performance indicators (see Finding 19-04 Key Performance Indicators), review monthly revenue data to ensure appropriate rates were charged.
- c. Implement internal controls to ensure rates are used as intended and changes in RecTrac are performed by individuals at a supervisory level.

Management Response:

- a. A Rate methodology procedure will be created using cost per round, comparable course local rates, daily play vs pass play revenues, historical data and revenue yields.

Auditor:	Pam Swinney
Coordinator(s):	Allen Manguson
Reviewer(s):	
Expected Completion Date:	8/31/2019
Revised Expected Completion Date:	
Actual Completion Date:	8/2/2019
Follow-Up Date:	
Action Plan Status:	Closed
Priority:	High

Categories:

Department: Parks and Recreation
Division: Coral Oaks

Action Plan Status Comments:

Management has developed the Rate Policy and Procedure.

Recommend closure: 8/2/19

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Andrea Butola	8/6/2019	Management has developed the Rate Policy and Procedure.
2	Pam Swinney	8/2/2019	Recommend closure: 8/2/19 Status: Implemented - Ready to close.
3	Pam Swinney	8/2/2019	Updated Rate Policy and Procedure provided.
4	Pam Swinney	8/1/2019	Reminder email sent to Manguson
5	Pam Swinney	7/24/2019	7/2/19: Per email from Manguson, a copy of the rate policy and procedure was provided. (see file attached "AM Response RE_Coral Oaks Golf Course Finding #6 c"

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AM Response RE_Coral Oaks Golf Course Finding #6 a.pdf, 206064 KB, AM Response RE_Coral Oaks Golf Course Finding #6 a.pdf, , 08/02/2019 10:14:47

Email RE_Coral Oaks Golf Course Finding #6 a.pdf, 249680 KB, Email RE_Coral Oaks Golf Course Finding #6 a.pdf, , 08/02/2019 04:14:28

Post Audit Review Rec 2019-06 a.docx, 19712 KB, 2019-06 A Post Audit Review Summary, , 08/05/2019 11:27:15

Rate Policy and Procedure Final.docx, 44736 KB, Rate Policy and Procedure Final.docx, , 08/02/2019 04:41:23

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:30:30 AM, Created
Pam Swinney, 7/24/2019 4:50:14 PM, Edited
Pam Swinney, 8/1/2019 3:23:59 PM, Edited
Pam Swinney, 8/2/2019 8:43:31 AM, Edited
Pam Swinney, 8/2/2019 8:43:37 AM, In Review - Andrea Butola
Andrea Butola, 8/5/2019 3:04:55 PM, In Review - Pam Swinney
Pam Swinney, 8/5/2019 3:27:19 PM, In Review - Andrea Butola
Andrea Butola, 8/6/2019 1:23:58 PM, In Review - Removed
Andrea Butola, 8/6/2019 1:25:30 PM, Edited,

ActionPlan - 19-01 Parks & Recreation- Coral Oaks Golf Course Operations

Created By: Pam Swinney - 08/02/2019 02:22 PM

Subject: Rate Methodology Action Plan
Origination Link: Finding: Rate Methodology
Program Name: Obj 2 Performance Indicators

Action Plan Number: 2019-06 c.

Finding:

The methodology for establishing the various rates and discounts is not clearly defined or formally documented.

Using the data from Rec Trac, we selected several transaction codes to analyze the usage and potential exceptions that could affect revenues. Because there are no documented rate policies, we made certain assumptions when analyzing the data. For instance, the transaction code "18 Daily Play PM", we assumed the PM rate would start at noon. Therefore, any transactions coded prior to noon were potential exceptions. To account for the possibility the golfer arrived earlier than their tee time, we gave a 30-minute grace period. The exceptions of 13.54% and 15.87% for fiscal year 2017 and 2018, respectively, includes transactions that occurred prior to 11:30 am. Please see criteria below for additional assumptions used in our analysis. The following exceptions indicate the various transaction codes were not consistently applied.

(see Table in attached 2019-06 Finding Development Sheet)

Condition:

CRITERIA: (Describe "what should be required or expected: e.g. laws, regulations, contracts, agreements, etc.)

Written policies and procedures provide guidance and ensure consistency and continuity in operations. Government Accountability Office's (GAO) Standards for Internal Control in the Federal Government 12.01 states management should implement control activities through policies.

GAO's Standards for Internal Control in Federal Government 12.02 states "management documents in policies the internal control responsibilities of the organization." Section 12.03 also states management should document "policies in the appropriate level of detail to allow management to effectively monitor the control activity."

Assumptions in Transaction Code Analysis:

1. June after 11 used prior to appropriate time – considered an exception if used prior to 10:30 am.
2. \$10 Off AM Rate used in PM – considered an exception if used after 12:00 pm
3. Twilight Daily used prior to Twilight Hour – considered exception if used prior to 1:45 pm.

Effect:

- Loss of potential revenues
- Incorrect rates charged to customers (both over/under)

Cause:

- Rate methodology is not formally documented
- No policies and procedures
- Pro Shop Clerks have ability to override rates in RecTrac
- Re-use of transaction codes
- Rate changes and discounts are constantly changing

Recommendation:

- a. Develop and document a rate methodology that ensures the rate structure meets operational goals.
- b. In conjunction with monitoring performance indicators (see Finding 19-04 Key Performance Indicators), review monthly revenue data to ensure appropriate rates were charged.
- c. Implement internal controls to ensure rates are used as intended and changes in RecTrac are performed by individuals at a supervisory level.

Management Response:

c. We will implement time constraints on sales items in the Rec Trac Point of Sale system. Acceptable time parameters will be set for each rate timeframe. Daily PM Rate to be sold no earlier than 10:30 AM. Twilight or 2 pm rate not to be sold earlier than 1:30 PM. Late Twilight or 4 PM rate not to be sold earlier than 3:30 PM. We are considering taking the twilight term out of the rate title. Documentation to be recorded in 1 location.

Auditor:

Pam Swinney

Coordinator(s):

Allen Manguson

Reviewer(s):

Expected Completion Date:

7/30/2019

Revised Expected Completion Date:

Actual Completion Date:

Follow-Up Date:

12/2/2019

Action Plan Status:

Open

Priority: High

Categories:

Department: Parks and Recreation

Division: Coral Oaks

Action Plan Status Comments:

Additional testing will be completed on cash receipts to ensure adherence to the policies and procedures no later than 12/31/2019.

Follow up date set for 12/2/2019.

History of Action Plan Status Comments (Most Recent to Oldest):

#	Name	Date	Comment
1	Pam Swinney	8/28/2019	Additional testing will be completed on cash receipts to ensure adherence to the policies and procedures no later than 12/31/2019. Follow up date set for 12/2/2019.
2	Pam Swinney	7/24/2019	7/2/19: Per email from Manguson, Mr. Jedlicka is monitoring time of transactions to ensure rates are properly applied. A copy of the rate policy and procedure was provided. (see file attached "AM Response RE_Coral Oaks Golf Course Finding #6 c"
3	Pam Swinney	7/1/2019	Reminder email sent to Allen Manguson.

Status: In Progress

Review:

In Progress Editors:

Current Editors: Roles: Default

Attachments:

AM Response RE_ Coral Oaks Golf Course Finding #6 c.pdf, 245696 KB, AM Response RE_ Coral Oaks Golf Course Finding #6 c.pdf, , 08/02/2019 10:22:23

Email RE_Coral Oaks Golf Course Finding #6 c.pdf, 245328 KB, Email RE_Coral Oaks Golf Course Finding #6 c.pdf, , 07/01/2019 10:22:24

PAR Summary.docx, 19632 KB, 2019-06 C Post Audit Review Summary, , 08/02/2019 10:22:16

Comments:

Approval:

History:

Pam Swinney, 6/4/2019 8:31:46 AM, Created
Pam Swinney, 7/1/2019 2:12:28 PM, Edited
Pam Swinney, 7/24/2019 4:46:34 PM, Edited
Pam Swinney, 8/2/2019 2:22:36 PM, Edited
Pam Swinney, 8/28/2019 1:38:56 PM, Edited,

Item Number:	5.E.
Meeting Date:	9/24/2019
Item Type:	Business

AGENDA REQUEST FORM
CITY OF CAPE CORAL



TITLE:

Golf Advisory Report Financial Update

SUMMARY:

ADDITIONAL INFORMATION:

ATTACHMENTS:

Description	Type
▢ Golf Advisory Report Financial Update	Backup Material

Golf Advisory Report
September 24, 2019
Agenda Item-New Business

4. A. State of the course

- The lack of a superintendent is beginning to show, while the putting surfaces are improving the weed control and fertilizer programs have suffered.
- The City Auditor completed an Operations Audit of the golf course that was conducted December thru May. The Audit is closed, and the Action plans have been completed. Follow up on the Action plans and will be conducted over the next two years.
- Last year we were battling with Yamaha regarding the Global Positioning System and Geo Fencing with touchscreen monitors. Yamaha/Yamatrac was not acknowledging the failures and did not provide a suitable resolution. Coral Oaks was able to implement a 60 - month contract with EZ GO Textron to have new carts for the Peak Season with reliable product.
- Events scheduled for fall are, The City Championship Oct 18, 19, 20., Oasis Charter High Boosters fundraiser Saturday Nov. 2nd, The Cape Coral Animal Shelter fundraiser Sat Nov. 16 and Ricky Pigott Memorial Sunday Nov. 17 and December 7th will be the Cape Coral Junior Golf Association Scholarship tournament and fundraiser.

As a result of the Audit new reporting mechanisms are in place the round and revenue numbers are below. **FY 19 3rd QTR**

FY 18 to FY 19 3rd QTR	April	April	Monthly	Mo %	May	May	Monthly	June	June	Monthly	Totals	Totals	Current	
	2018	2019	O / U	2019	2018	2019	O / U	2018	2019	O / U	Last Year	Current	Over / Under	
Passholder Round Totals	1204	859	-345	-28.65%	873	766	-107	750	461	-289	2,827	2086	-741	-26.21%
Daily Play Total	3047	3393	346	11.36%	1794	2120	326	1621	1349	-272	6,462	6862	400	6.19%
Speciality Round Totals	1452	1272	-180	-12.40%	1059	1004	-55	1417	1719	302	3,928	3995	67	1.71%
Totals	5,703	5,524	-179	-3.14%	3,726	3,890	164	3,788	3,529	-259	13,217	12,943	-274	-2.07%

Rec Trac 3rd QTR Revenues - Sales Tax / Gratuities Deducted

FY 19 3nd QTR	FY 19	FY 18 3nd QTR	FY 18	O/U \$	O/U %
Greens Fees	\$184,886	Greens Fees	\$162,124	\$22,762	12.31%
Cart Rental Fee	\$122,812	Cart Rental Fee	\$114,670	\$8,142	6.63%
Annual Pass Card	\$8,012	Annual Pass Card	\$2,910	\$5,102	63.68%
Merchandise	\$20,502	Merchandise	\$19,732	\$770	3.76%
Knickers Pub	\$70,044	Knickers Pub	\$61,114	\$8,930	12.75%
Total	\$449,673	Total	\$415,653	\$34,020	7.57%

FY 18 to FY 19 4th QTR	August	August	Monthly	Mo %
Passholder Round Totals	794	513	-281	-35.39%
Daily Play Totals	1726	1560	-166	-9.62%
Speciality Round Totals	885	874	-11	-1.24%
Totals	3,405	2,947	-458	-13.45%

- August FY 19 (2947) rounds decrease is a direct result of the lightning detection system. Coral Oaks received 62 lightning warnings and spent in excess of 100 playable hours without rain under lightning delay for August FY 19. These delays cause frustration and apathy among the customers. A 6 - mile parameter should be considered for the golf course. The 10 - mile parameter is wide ranging and does not take into consideration the directional movement of the past storm or current strike. A strike in Suncoast estates with a westerly wind or a strike at Burnt Store Marina with a southerly wind should not create extended delays for Coral Oaks and has many times this past summer. Course Conditions were Good with the putting surfaces improving. Coral Oaks hosted the Storm Smart Honor Flight Golf Charity and helped raise \$80,000. While discussions continue regarding cuts to golf course costs, administration and council need to begin to prioritize investment into the Coral Oaks facility.
- The Budget Review Committee and Council raised questions regarding golf course expenditures and the future of the golf course. The Mayor and City Manager requested a plan for subsidy reduction. The Parks Director and City Business Manager can provide an update on the status.

4. B. Financial Update

- FY 19 Revenues through August 31, 2019 – \$2,390,889 compared to FY 18 Revenue through August 31, 2018 - \$2,304,622. CO is on pace to exceed FY 18 highest ever revenue
- Revenues verified by JDE City of Cape Coral financial reports.
- FY 19 Expenditures through August 31 2,551,216 compared to FY 18 Expenditures through August 31 - \$2,667,742 These FY 19 expenditures include Interfund service payment \$329,962, Facilities charges of \$26,926, and UALL Pension \$ 226,679. These fees total \$583,567 which create the loss for the golf course and assist the General Fund. Expenditures verified by JDE City of Cape Coral Financial Reports

4. C Maintenance overview.

- Fairway, and Rough aerification was completed one time this summer.
- Fairway verti - cutting took place in July.
- Last green's aerification was done on September 4th
- A Curfew Application for fairway nematode control was completed on September 10th.
- Fertilizer application was applied in July, another for October scheduled on all areas
- Weed control will be addressed in the FY 20 budget

4. D Marketing Programs.

- Facebook and Twitter campaigns are being used to promote the upcoming events along with E blasts and Promotional boosts. Radios ads are currently running
- Coral Oaks has completed a schedule for radio and television ads for all of FY 19. These ads will be strategically placed throughout the year.

Item Number:	7.F.
Meeting Date:	9/24/2019
Item Type:	Date and Time of Next Meeting

**AGENDA REQUEST
FORM**
CITY OF CAPE CORAL



TITLE:

Tuesday, November 19, 2019, 3:00 p.m. Conference Room 220A

SUMMARY:

ADDITIONAL INFORMATION: