



Jerry E. Abramson
Mayor

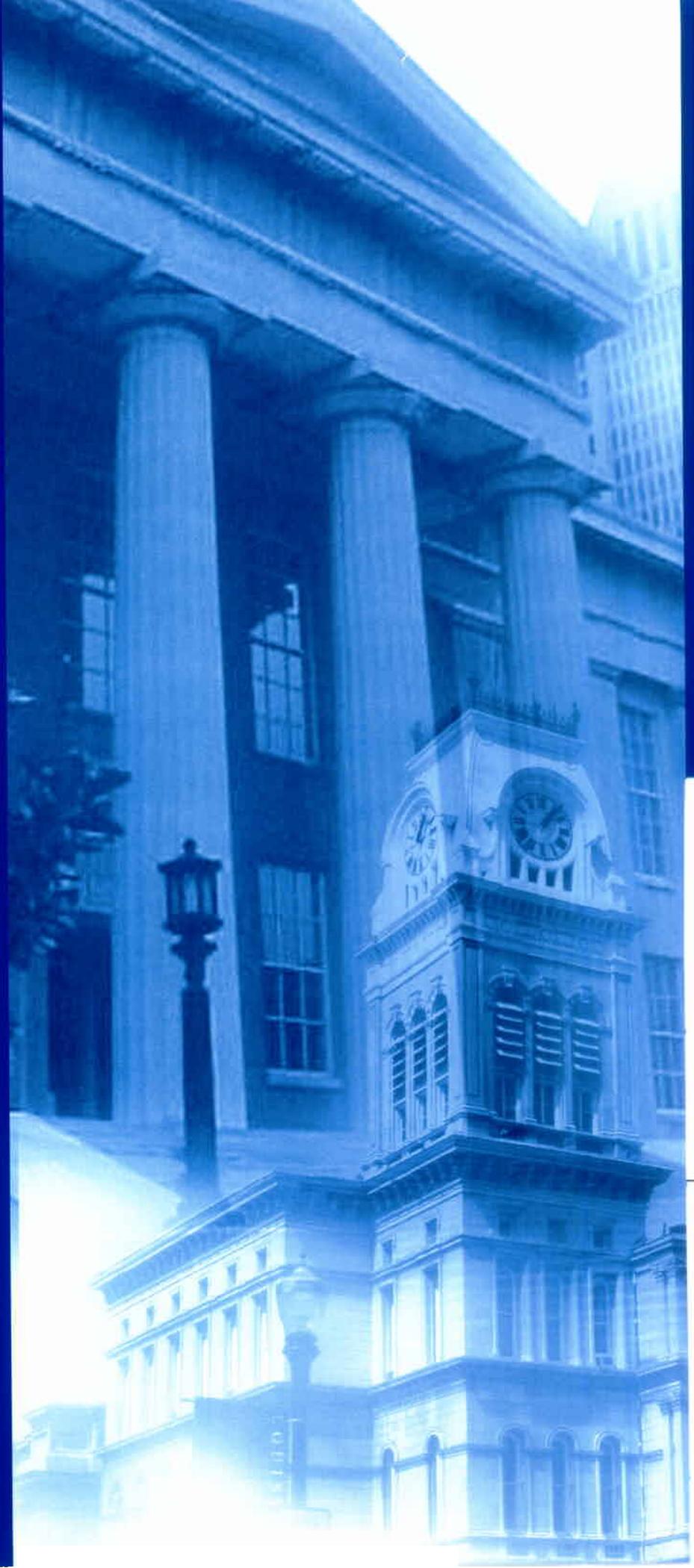
26 Member
Metro Council

The Office of Internal Audit provides independent, objective assurance and consulting services that adds value to and improves Louisville Metro Government.

Office of Internal Audit

Metro Parks

Golf Course Activity



Audit Report

Office of Internal Audit

Metro Parks

Golf Course Activity

December 2003



Metro Parks

Golf Course Activity

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JERRY E. ABRAMSON
MAYOR

RON WESTON
PRESIDENT, METRO COUNCIL

LOUISVILLE, KENTUCKY
OFFICE OF INTERNAL AUDIT

MICHAEL S. NORMAN, CIA
CHIEF AUDIT EXECUTIVE

Transmittal Letter

December 30, 2003

The Honorable Jerry E. Abramson
Mayor of Louisville Metro
Louisville Metro Hall

Re: Audit of Metro Parks Department Golf Courses

Scope and Opinion

We have examined the operating records and procedures of golf course activity administered by the Metro Parks Department. This included the activity directly managed by Golf Professionals in accordance with License Agreements. The primary focus of the audit was the revenue collection, reporting, and monitoring procedures.

As a part of our examination, we performed an evaluation of the internal control structure. Our examination was conducted in accordance with Government Auditing Standards issued by the Comptroller General of the United States and with the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

The objective of internal control is to provide reasonable, but not absolute, assurance regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations
- Safeguarding of assets

There are inherent limitations in any system of internal control. Errors may result from misunderstanding of instructions, mistakes of judgment, carelessness, or other personnel factors. Some controls may be circumvented by collusion. Similarly, management may circumvent control procedures by administrative oversight.

The operating procedures associated with Metro Parks golf course activity were reviewed through interviews with key personnel. Compliance with the Golf Professional

License Agreements, along with revenue collection, reporting, and monitoring was reviewed. The specific topics reviewed were General Administration and Compliance. The scope and methodology of the areas reviewed will be addressed in the Observations and Recommendations section of this report. Our examination would not reveal all weaknesses because it was based on selective review of data.

The internal control rating for each area reviewed is on page 4. These ratings quantify our opinion regarding the internal controls used in managing the activity and identify areas requiring corrective action.

It is our opinion that the internal control structure for the general administration of golf course activity is weak, and the internal control structure for compliance with policies and procedures is satisfactory. There were some opportunities noted to improve the effectiveness of the internal control structure.

- Monitoring of golf course activity could be improved. There are inherent risks associated with the golf course revenue due to it being a service-oriented, cash business. Therefore, intentional errors, such as underreporting revenue, can occur prior to the transaction entering the system (e.g., cash register) without being detected. Due to this, strong compensating controls, such as monitoring and on-site verifications, need to be in place to help mitigate the inherent risks.
- The current License Agreements expire in December 2003 so there is an opportunity for Parks Management to review the current arrangement with the Golf Professionals. The focus should be determining the best practices for operating municipal golf courses and implementing those that are feasible. Particular focus may be the administrative costs associated with the clubhouse revenue, of which Parks receives various percentages from the Golf Professionals.
- The current License Agreements do not require complete operating information (e.g., clubhouse expenses). This makes it difficult to assess overall golf course activity. The Golf Professionals were cooperative in providing expense information for their respective operations.
- The reporting of individual golf course activity and related information could be improved, especially for golf cart activity. Golf cart activity comprises approximately 70% of the clubhouse revenue paid to Metro Parks. The completeness and accuracy of the reports submitted by each course is essential for accountability, as well as, monitoring of overall golf activity.

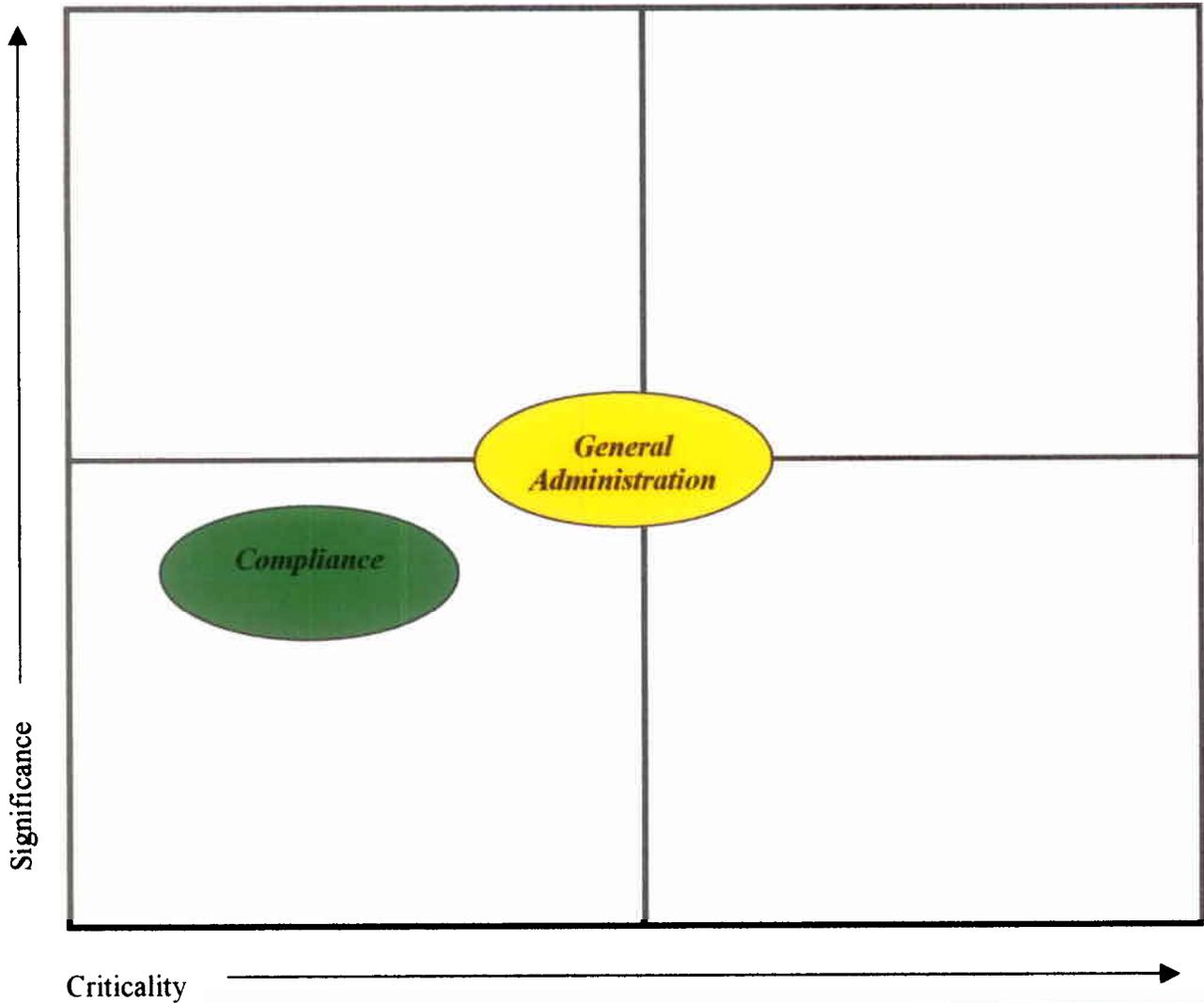
The implementation of the recommendations in this report will help improve the internal control structure and effectiveness of golf course activity administered by the Metro Parks Department.



Michael S. Norman, CIA
Chief Audit Executive

cc: Louisville Metro Council Audit Committee
Louisville Metro Council Members
Deputy Mayors
Secretary of the Cabinet for Neighborhoods, Parks and Cultural Affairs
Director of Metro Parks and Recreation

Internal Control Rating



<i>Legend</i>			
<u>Criteria Issues</u>	<u>Satisfactory</u> Not likely to impact operations.	<u>Weak</u> Impact on operations likely contained.	<u>Inadequate</u> Impact on operations likely widespread or compounding.
<u>Controls</u>	Effective.	Opportunity exists to improve effectiveness.	Do not exist or are not reliable.
<u>Policy Compliance</u>	Non-compliance issues are minor.	Non-compliance issues may be systemic.	Non-compliance issues are pervasive, significant, or have severe consequences.
<u>Image</u>	No, or low, level of risk.	Potential for damage.	Severe risk of damage.
<u>Corrective Action</u>	May be necessary.	Prompt.	Immediate.

Introduction

Metro Parks is responsible for the operation of nine municipal golf courses, six 18-hole and three 9-hole courses. While Metro Parks is responsible for the care and maintenance of the grounds, contract Golf Professionals are responsible for the daily management of the clubhouse and golf play. These contractors perform the customer service and retail operations at each facility. This involves golf course fees collected solely for Metro Parks, along with various types of clubhouse revenues that are shared by Metro Parks and the Golf Professionals. The contracts specify the license fees due Metro Parks for these revenues.

The fiscal year 2003 operating budget for Metro Parks golf courses was approximately \$3.2 million, with budgeted operating revenues of approximately \$3.4 million. Metro Parks administration charges the Golf Division for indirect costs to help offset support services associated with golf.

Various members of the Metro Council requested the audit.

Summary of Audit Results

I. Current Audit Results

See Observations and Recommendations section of this report.

II. Prior Audit Issues

The Office of Internal Audit has performed past reviews and analysis of golf activity, with the most recent being issued in September 1999. This is the first review in which former County golf courses (i.e., Bobby Nichols, Charlie Vettiner, Long Run, and Sun Valley) were included. Unless otherwise noted, all prior weaknesses have been satisfactorily addressed.

III. Statement of Auditing Standards

Our audit was performed in accordance with Government Auditing Standards issued by the Comptroller General of the United States and with the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

IV. Statement of Internal Control

We conducted a formal study of the internal control structure in order to obtain a sufficient understanding to support our final opinion.

V. Statement of Irregularities, Illegal Acts, and Other Noncompliance

Our examination did not disclose any instances of irregularities, any indications of illegal acts, and nothing came to our attention during the examination that would indicate

evidence of such. Any significant instances of noncompliance with laws and regulations are reported in the Observations and Recommendations section of this report.

VI. Views of Responsible Officials

An exit conference was held at the Metro Parks administrative office on October 27, 2003. Attending were Mike Heitz, Barbara Kalkhof and Marty Storch representing Metro Parks; Mike Norman and Mark Doran representing Internal Audit. Final audit results were discussed.

The views of the Metro Parks officials are included as responses in the Observations and Recommendations section of the report.

Observations and Recommendations

General Administration

Scope

The operating procedures for administering golf course activity were reviewed through interviews with key personnel. The primary focus was to gain an understanding of the administration, processing, reporting, records management, and monitoring associated with golf activity, mainly revenue.

In addition Metro Parks staff and the contract Golf Professionals provided fiscal reports of information associated with golf activity for the period January 1, 2002 through June 30, 2003. This information was used to prepare an analysis of information for all of the Metro Parks' golf courses.

Observations

There were several problems noted with the general administration of golf course activity. As a result, the internal control structure is weakened and its effectiveness impaired. Examples include the following.

- Monitoring is one of the most significant internal controls for the golf course activity. Metro Parks internal revenue reports are prepared to compile golf revenue information. These reports are used to reconcile the detailed records submitted by each golf course and verify the accuracy of funds received. Ultimately, the reports provide information for monitoring purposes. The usefulness of this information may be limited by the following factors.
 - The golf courses function on a cash basis. There are inherent risks associated with this type of business operation (e.g., completeness of activity reported). There are no inventories or records of goods sold to support / reconcile revenue activity. Therefore, it is necessary that an appropriate level of compensating controls be in place to help ensure the activity is properly reported.
 - Metro Parks provides course rangers for each location. One of their functions is to help verify that players have proper receipts for fees. If done properly, this independent monitor can be an integral part of the compensating controls for golf courses. However, it is not clear if the rangers understand the importance of this function, instead dedicating their resources to monitoring pace of play.
 - Metro Parks uses several internal reports to record and monitor golf information. Many of these reports share data through computerized links. A few cases were noted in which supplementary reports did not agree with the summary information. While none of these discrepancies appeared to be significant, they weaken the reliability of the reports.

Similar problems have been noted in prior reviews.

- Based on the described procedures and the information provided by the Metro Parks Department, there appears to be routine activity reporting and monitoring of golf course activity. However, the following weaknesses were noted.
 - Individual golf cart rental activity is recorded using pre-numbered Metro Parks Transportation Agreements. These forms are logged and distributed to the courses by the Golf Administrator. It is not clear if routine monitoring includes verifying that all tickets are returned and that any missing receipts are accounted for.
 - Cart rental payments are not input into the cash registers at all of the golf courses. The rental agreements are the only record supporting their use and related revenue. Revenue from cart rentals is approximately 70% of the total clubhouse revenue paid to Metro Parks by the Golf Professionals.
 - Golf cart rental charges are not consistent at the golf courses. While Metro Government determines course fees (e.g., green fees, annual passes), the clubhouse charges (e.g., cart fees, concessions) are determined by the individual Golf Professionals.
 - The current fee schedule provided by Metro Parks does not agree with the fee schedule included with the Metro Golf policies and procedures. For example, there are differences in the amounts charged for annual pass user fees. This may be confusing for the course personnel and Parks staff responsible for processing and monitoring this activity.
 - Some cash registers for golf fees may not be capable of recording information to adequately segregate and account for activity. The cash registers may be older models that do not possess enough categories to sufficiently account for the various types of revenues.

- Metro Parks' internal revenue reports were used to perform analytical reviews of each course's performance. These analyses resulted in the anticipated outcomes, except for Seneca golf course.
 - In comparison to total rounds played, Seneca's reported clubhouse revenue ranked less than similar courses. While Seneca had the most rounds played, it ranked 4th in total revenue paid to Metro Parks. This included revenues from golf cart rentals, merchandise, and concessions.
 - While private cart use is not high, pull cart usage appears to be a popular alternative. If this is the case, one may expect concession receipts to be higher.
 - Seneca does report a high level of annual pass play. This would contribute to less golf course revenue.
 - *Prior reviews also noted similar types of outcomes for Seneca.* This may be the result of the nature of play at the course.

- The current Golf Professional Lease Agreements do not require that complete financial information be provided. This hinders the ability to analyze overall golf course operations, and determine the most beneficial arrangement for administering the courses.

In order to fully analyze golf course operations, each Golf Professional was requested to provide complete business financial data, including expenses. The sources of information included calendar year 2002 federal tax forms and internal reports. Each Golf Professional provided this information on a voluntary basis since it was not required in the License Agreement.

The information was presented in different formats depending on the type of structure the Golf Professional employs. Some are structured solely as individuals; others are "S" corporations, etc. Information is not consistently categorized among the various structures, and the individual preparer can influence presentations of information. For example, the range of expenses reported was \$49,758 to \$427,189; and the range of net profit was \$(491) to \$137,719. No further audit procedures were performed on this information, and no opinion as to their validity is offered. The ranges are noted for illustrative reasons only and should not be used for analytical purposes, nor should any conclusions be inferred from them.

Due to the factors noted above, performing a fundamentally sound analysis using this information was not feasible.

Recommendations

Appropriate Metro Parks personnel should take corrective action to address the concerns noted. Specific recommendations include the following.

- ✓ The current License Agreements for the Golf Professionals expire in December 2003. This provides the opportunity to explore alternatives prior to entering into new agreements. This includes determining the best practices for municipal golf course operations and incorporating them into the agreements.
 - Each course could be assessed independently. A blanket revenue sharing scale with uniform rates for same-size courses (18-hole and 9-hole) may not be the most beneficial arrangement for Metro Government. Rates should consider levels of activity and the resulting financial outcomes.
 - Instead of the Requests for Proposals being in the form of "offers" to prospective course operators, the feasibility of potential contractors bidding on locations in a competitive manner should be explored. This includes the bidders providing the revenue sharing terms.
 - Management may want to consider a tiered revenue scale. This could include a fixed annual payment to Metro Parks, along with additional revenue sharing based on performance. This may allow elimination of some of the administrative costs associated with tracking all of the clubhouse activity. For example, the percentage from golf cart rentals could be increased and the others (e.g., concessions) eliminated. This would decrease the administrative burden for both Parks and the Golf Professionals.
 - Secondary issues / benefits performed by course operators should be considered. This includes non-daily operating activities and community services with no direct monetary benefit (e.g., donated time for junior golf).
 - The overall mission of Metro Parks' golf courses needs to be considered. While golf operations should strive to be self-supporting, revenue maximization may not be the ultimate goal. Therefore, it may not be possible

to have an agreement in which the operators have input in setting green fees. This may constrain Parks' flexibility in implementing best practices.

- In order to fully evaluate the alternatives, Metro Parks should require the consistent reporting of all clubhouse activity (i.e., revenues and expenses). This could be in the form of a quarterly operating report with general categories (e.g., cart rentals, employee wages, benefits, cost of goods sold, etc.). Having this information will help Metro Parks ensure the feasibility of whatever arrangement is implemented.
- ✓ Proper reconciliation and monitoring is an integral component of the control structure. It is imperative that Metro Parks staff review the golf activity information on a regular basis. This includes verification of receipts to the revenue records and, ultimately, to the financial statements. Monitoring should include comparisons of course-to-course, as well as each course's historical activity. As such, Metro Parks should perform further review and analysis of Seneca to determine if it is performing as expected. The reason(s) for the unexpected outcomes should be documented.
- ✓ Metro Parks should ensure the rangers understand their roles as independent monitors. It is important that Parks exercises appropriate oversight and management of the rangers so that they do not perceive themselves as clubhouse employees. Adequate training should be provided so that these individuals understand the importance of their roles.
- ✓ Depending on the operating arrangement implemented, Metro Parks may need to purchase new cash registers for some of the courses. In the interim, the feasibility of reprogramming the cash registers should be investigated. It may be cost prohibitive to address this issue until the operating arrangement is determined.
- ✓ Golf cart rental receipts are the highest contributors of clubhouse revenue paid to Metro Parks. The following specific issues should be considered.
 - The current system used to record and monitor golf cart rental revenue should be used as intended. This includes the verification of Transportation Agreement receipts submitted to ensure completeness and accuracy of information reported.
 - All activity, including golf cart rentals, should be input into the appropriate cash register.
 - Metro Parks should evaluate the cart rental rates to determine if the rates charged are the most appropriate. This evaluation should consider the types of play (e.g., annuals, seniors / juniors, private cart usage, etc.) for each facility.
- ✓ The documented policies and procedures for the Golf Division should be routinely edited and updated to reflect current information. These should be distributed to all applicable personnel. This manual should include sufficient detail for each area of responsibility, copies of forms used and policies followed in the processing of activity. These should include applicable clubhouse operations, revenue management, and all fees.
- ✓ Appropriate legal guidance should be obtained regarding the former City golf ordinance, specifically the portion requiring presentation of the policies and procedures on an annual basis.

Metro Park's Response

- Metro Parks extended the current License Agreement for the Golf Professional for a 1- year period. Legally we were required to extend the contract with the same terms and conditions as the current contract.

During the next six months, we will explore best practices of municipal golf courses throughout the country. We will then prepare a Request for Proposal for the operations of the golf courses. We will form a committee to evaluate the proposals with a target date of awarding the contract(s) no later than the end of September.

Points that were made in the recommendations will be considered in the development and evaluation process. Recommendations on a “tiered revenue scale” and ways of eliminating fees that are low value and high administrative costs are particularly on target. Also, the need to keep golf at a controllable and affordable rate for citizens also will have a high value, since this is part of our mission.

It should be noted that the Golf Division covers all operating expenses with revenue generated from golf fees and revenue from the License Agreements. This Division also “pays” an indirect cost, to the Parks Department of approximately \$300,000 to cover the administrative work performed by the other divisions. Any excess funds at the end of the fiscal year are transferred into a golf capital account.

Legally, we were not allowed to change any of the terms of the current contract in our extension. However, meetings were held with the current golf pros and general agreement was found that we would request some type of revenue/expense statements during the extension period.

- We concur with that proper reconciliation and monitoring is integral to any control system. More information is flowing between the business office and the golf division. We will implement a report to go to the Administrator of Golf to identify any potential problems or anomalies.
- We will emphasize all of the Golf Ranger job duties during this year's orientation, not just the ones that ensure that the patrons move through the course at an even pace.
- In January 2004, we are going to actively review the types of cash registers that are available for purchase at each of the golf courses. Since it is our intent to bid and purchase the registers prior to the beginning of golf season, it would not be practical to explore reprogramming of the current registers at this time. If it is cost prohibitive to purchase new registers, we will explore reprogramming them.
- We are currently preparing a “fee equalization” ordinance to present to the Metro Council. The former City and County had slight differences in their fee structure. Passage of this ordinance will allow all courses to operate under the same fee structure. This should make it easier to track the information and reduce clerical errors. The policies and procedures manual will be updated for the Golf Division. We will also seek a legal opinion on whether or not the former City Ordinance requiring review of the policies and procedures for the Golf Division is still active.

Compliance

Scope

The operating procedures for administering golf course activity were reviewed through interviews with key personnel. The primary focus was to gain an understanding of the administration, processing, reporting, records management, and monitoring associated with golf fiscal activity, mainly revenue.

Golf Professionals are responsible for the daily management of the clubhouse and golf play. These contractors perform the customer service and retail operations at each facility. This involves golf course green fees collected solely for Metro Parks, along with various types of clubhouse revenues that are shared by Metro Parks and the Golf Professionals (e.g., golf carts, concessions, merchandise, etc.). The contracts specify the license fees due Metro Parks for these revenues.

A sample of revenue reports for each golf course was judgmentally selected for the effective period of July 1, 2002 through June 30, 2003. The review consisted of examining activity reports submitted to Metro Parks; cash register receipts, cart rental agreements, along with related deposit receipts and bank statements. The review assessed the completeness, accuracy, and timeliness of golf receipts processing and the associated reports.

Observations

There were some problems noted with general compliance with policies and guidelines (e.g., License Agreements). However, the overall internal control structure is satisfactory. Examples of concerns include the following.

- Golf course activity reports were examined for completeness, accuracy and timeliness. A sample of seven days from each of the nine courses was reviewed. This included the review of daily activity green fees and clubhouse / pro shop reports, cart rental agreements, cash register readings, bank deposits and banks statements.
 - Some problems were noted with the information recorded on the daily activity reports.
 - Register tapes were not available for all activity examined. At two courses register tapes for clubhouse activity had been discarded. At one of these courses, staff explained that the Golf Professional does not submit register tapes to Metro Parks or retain them in his files. Instead, sales (e.g., merchandise, concessions, etc.) are maintained in a logbook. This made it impossible to verify cash register tapes with information recorded on the daily report.
 - In some cases, the cash register tapes did not agree with the information recorded on the daily activity reports.
 - There were some instances in which the daily reports were miscalculated. These resulted in incorrect amounts being paid to Metro Parks. This ranged from an underpayment of \$.55 to Metro Parks to an overpayment of \$40.26.

- One course recorded junior annual pass play activity in the cash register but no revenue was paid to Metro Parks for it. This appears to have occurred because the course enters the junior annual pass number into the cash register, which makes it appear that revenue was collected. This distorts the revenue information and weakens its reliability.
 - There were instances noted in which voided transactions were not adequately documented.
 - At one course, the Golf Professional's staff did not sign four of seven of the daily reports examined. This is required by Parks Golf policies and procedures.
- There were several types of problems associated with golf cart rentals.
 - It is not always possible to recalculate the amount due from carts. The agreements don't indicate whether rental is for one or two persons. Also, the agreements aren't always marked as to number of holes for the rental.
 - At one course, some cart rental agreements were missing. This made it impossible to verify the information recorded on the daily report.
 - For one course, the starting rental agreement number was incorrect on the daily activity report. This appeared to be a clerical error.
 - There were several instances in which courses did not deposit revenue receipts with the bank timely (within one business day) as required by the license agreements.
 - There were a few cases in which the information recorded on the golf course daily reports did not agree with the Metro Parks internal report. This could indicate that Metro Parks may not adequately reconcile records and monitor reports.

Similar problems have been noted in prior reviews.

Recommendations

Appropriate Metro Parks personnel should take corrective action to address the concerns noted. Specific recommendations include the following.

- ✓ A major component of any reporting system is proper reconciliation and monitoring. It is imperative that Metro Parks staff reviews the golf activity information on a regular basis especially since this type of reporting and activity is susceptible to clerical errors. This includes verification of receipts to the revenue records and, ultimately, to the bank and financial statements.
- ✓ Metro Parks personnel should monitor daily activity reports to ensure golf revenues are being properly administered and reported. This should include reviewing register tapes and detail reports for accuracy and completeness of gross receipts, along with the calculation of the amounts due Parks. Also, the accuracy and timeliness of bank deposits and financial statement postings should be monitored.

- ✓ Any exceptions should be thoroughly investigated and the resolution properly documented. This includes supervisory approval when necessary.
- ✓ The Golf Professionals should maintain all documentation, especially detail cash register tapes, as required in the license agreements.
- ✓ Consideration should be given to modifying the Cart Rental Agreements to ensure all necessary information is captured. This will allow review by Metro Parks to ensure the proper fees were collected, without having to rely solely on the amount recorded on the agreement.
- ✓ Deposits should be submitted timely. Timeliness should consider license agreement requirements, along with applicable Metro Parks policies and procedures.
- ✓ Annual pass numbers should not be entered into the cash registers unless there is a tracking benefit to doing so.

Metro Park's Response

- Many of the findings related to this section could be classified as clerical errors. We have recently emphasized the need to reconcile the reports to the information that is provided. This, along with appropriate oversight should correct many of the problems. Hopefully when we award new license agreements we will also be able to simplify the process. We spend an equal amount of time on the "small ticket items" as we do on the larger revenue producing categories.
- The need to maintain all documents and approve daily reports was discussed at several meetings with the Golf Professionals. The Golf Administrator will be notified of any discrepancies.
- As we explore the purchase of cash registers we intend to see whether or not cart rental agreements can be printed at the point of sale. This would incorporate all of the information needed to provide an audit trail. If this is not possible, or too expensive, we will modify the Cart Rental Agreements to ensure that the necessary information is collected. We will also have the Golf Desk document any missing numbers on the Cart Rental Agreements. Golf Professionals have been reminded that any voided forms must be turned in with their daily reports.
- Deposits are routinely made daily. Delayed deposits might occur on a weekend or holiday, or when the golf play is so low that the funds collected are not enough to make a deposit. We are considering revising the policy to allow the Golf Professionals to hold deposits until they reach \$1,000, which is the current policy for the rest of the Parks Department.

Appendix

The following contains analytical information regarding golf course play and revenue. It is intended for informational purposes only. The information presented is as follows:

Table 1: FY 2003 Individual Golf Course Contributions to Total Golf Activity
This details the play and revenue for each course in comparison to overall activity.

Table 2: FY 2003 Individual Golf Course Attributes
This details average revenue and type of play for each course.

Table 1 - Fiscal 2003 Individual Course Contributions to Total Golf Activity

18-Hole Courses						
Individual Course as % of Total Activity	Seneca	Shawnee	Iroquois	Sun Valley	Charlie Vettiner	Long Run
% of Total Rounds	16.2%	15.7%	14.0%	10.7%	10.2%	9.1%
% of Total Golf Course Revenue	16.1%	16.7%	14.8%	10.4%	11.9%	9.2%
% of Total Clubhouse Revenue	13.4%	20.4%	16.7%	11.9%	11.0%	7.4%
% Golf Cart Revenue	14.0%	17.2%	18.0%	11.9%	11.4%	9.5%
% Merchandise Revenue	8.2%	28.4%	10.2%	17.8%	11.4%	1.6%
% Concession Revenue	14.2%	20.9%	18.0%	10.4%	10.9%	5.8%
% Pull Cart Revenue	22.5%	16.0%	4.0%	0.0%	5.3%	0.0%
% of Total Revenue	14.7%	18.7%	15.8%	11.2%	11.5%	8.2%
% of Total Revenue Paid to Parks	14.3%	20.0%	17.6%	11.3%	15.9%	8.2%

9-Hole Courses			
Individual Course as % of Total Activity	Crescent Hill	Cherokee	Bobby Nichols
% of Total Rounds	9.0%	8.2%	7.1%
% of Total Golf Course Revenue	9.5%	7.2%	4.1%
% of Total Clubhouse Revenue	5.8%	8.3%	5.1%
% Golf Cart Revenue	5.7%	7.4%	4.9%
% Merchandise Revenue	5.5%	15.2%	1.8%
% Concession Revenue	5.7%	7.6%	6.5%
% Pull Cart Revenue	23.9%	8.4%	20.0%
% of Total Revenue	7.6%	7.8%	4.6%
% of Total Revenue Paid to Parks	4.0%	5.1%	3.6%

Table 2 - Fiscal 2003 Individual Course Attributes

18-Hole Courses						
Individual Course Information	Seneca	Shawnee	Iroquois	Sun Valley	Charlie Vettiner	Long Run
Average Revenue per Round (Total)	\$15.57	\$20.38	\$19.35	\$17.94	\$19.32	\$15.56
Average Revenue per Round (Clubhouse)	\$7.46	\$11.72	\$10.76	\$10.03	\$9.78	\$7.29
Average Cart Fee per Round (18 & 9-hole)	\$4.58	\$5.83	\$6.81	\$5.91	\$5.94	\$5.52
Average Merchandise Revenue per Round	\$0.52	\$1.87	\$0.75	\$1.72	\$1.16	\$0.18
Average Concession Revenue per Round	\$2.17	\$3.31	\$3.18	\$2.41	\$2.65	\$1.59
Average Pull Cart Revenue per Round	\$0.09	\$0.06	\$0.02	\$0.00	\$0.03	\$0.00
Average Range Revenue per Round	\$0.09	\$0.66	\$0.00	\$0.00	\$0.00	\$0.00
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% of Course Rounds - Senior	15.4%	15.9%	10.9%	19.7%	8.9%	14.1%
% of Course Rounds - Junior	0.0%	0.0%	0.0%	0.0%	0.7%	0.1%
% of Course Rounds - Annuals	21.4%	15.2%	21.1%	23.7%	27.2%	13.3%
% of Course Rounds - Twilight	7.3%	6.8%	5.0%	11.5%	8.4%	9.2%
% of Course Rounds - Private Carts	2.0%	2.2%	6.4%	6.2%	6.4%	2.0%
% of Course Rounds - Reserved T-times	13.8%	13.9%	14.4%	2.8%	10.1%	5.2%

Table 2 - Fiscal 2003 Individual Course Attributes (Continued)

9-Hole Courses			
Individual Course Information	Crescent Hill	Cherokee	Bobby Nichols
Average Revenue per Round (Total)	\$14.41	\$16.21	\$11.22
Average Revenue per Round (Clubhouse)	\$5.80	\$9.08	\$6.45
Average Cart Fee per Round (18 & 9-hole)	\$3.39	\$4.79	\$3.70
Average Merchandise Revenue per Round	\$0.63	\$1.91	\$0.27
Average Concession Revenue per Round	\$1.57	\$2.29	\$2.29
Average Pull Cart Revenue per Round	\$0.17	\$0.06	\$0.18
Average Club Rental Revenue per Round	\$0.04	\$0.03	\$0.01
<hr/>			
% of Course Rounds - Senior	14.9%	14.1%	10.7%
% of Course Rounds - Junior	0.0%	0.6%	0.1%
% of Course Rounds - Annuals	12.3%	15.5%	33.9%
% of Course Rounds - Twilight	13.7%	14.0%	9.8%
% of Course Rounds - Private Carts	1.1%	1.2%	7.1%
% of Course Rounds - Reserved T-times	0.0%	2.5%	0.0%



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	Beneficial	Somewhat Helpful	Needs Improvement
Background Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Length of Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity of Writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Suggestions for our report format: _____

Suggestions for future studies: _____

Other comments, ideas, thoughts: _____

Thanks for taking the time to help us. Please return in one of the following methods.

Mail: 609 West Jefferson Street, Louisville, KY 40202
Fax: 502.574.3599