

Beaver Meadow Golf Course Financial Operations Review

REPORT TO MANAGEMENT –
FEBRUARY 2026



We want to thank everyone who assisted in the completion of this audit and appreciate the high level of cooperation we received, the genuine desire of all involved to identify opportunities to improve the process, and the willingness to address any issues as quickly as possible.

OBJECTIVES

The objective of the review was to evaluate financial controls within the cash handling, revenue, tournaments and outings, inventory and golf pro lesson incentive payment process for the Beaver Meadow Golf Course (BMGC) to ensure they were working effectively.

SCOPE

Interviews were held with the key process owners within the Golf Course and City. Transactional data for the period of October 13, 2023 to October 13, 2025 was reviewed. Additional documentation such as point-of-sale sales (POS) transactions, general ledger reports, inventory reconciliations, club credit reports, and payroll records was reviewed for the period.

TEAM MEMBERS

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Table of Contents

I. Background and Approach	2
II. Observations and Recommendations	5

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I. BACKGROUND AND APPROACH

CBIZ, at the request of the City of Concord, conducted an internal controls review of the Beaver Meadow Golf Course operations. Beaver Meadow Golf Course (BMGC) is an 18-hole golf course, owned by the City of Concord. The golf course includes a full-service pro shop which has retail services and provides pro lessons. Revenue from the golf course is generated through retail sales through the pro shop, membership fees, league, tournament and outing fees, green fees, cart rentals, etc.

All sales transactions and inventory for the golf course are maintained through the point-of-sale system, Teesnap. Deposits are made daily, through either the City's Collection Department or the bank on days when City offices are closed. The City Collection Department is responsible for posting revenue into the City's general ledger system, Munis. The City's Finance Department performs daily reconciliations between Teesnap and Munis to ensure transactions are accurately recorded in the City's accounting records.

Our procedures were focused on the areas of cash handling and revenue, inventory, club credit, discounts, tournament and outing invoicing, and golf pro lesson incentive payments. CBIZ interviewed several individuals to obtain an understanding of the internal controls in these areas

- Patrick Lanman, Director of Golf Operations
- Josh Lacasse, Head Golf Pro
- Audrey Masters, Assistant Finance Director
- Terri Stevenson, Fiscal Supervisor
- Russell Weeks, Accountant

These individuals were cooperative, responded to follow-up questions promptly, and provided requested information timely.

In addition to conducting interviews, a sample of transactions was reviewed from October 13, 2023 to October 13, 2025 to ensure controls were designed and operating effectively. The areas reviewed and a summary of the related procedures performed included:

Cash Handling/Revenue

- Ten daily point of sales transaction reports were reconciled to deposit slips and Munis records to verify that sales were deposited and recorded accurately in the general ledger.
 - One immaterial exception in posting to the general ledger was noted, and opportunities for improvement in the internal control environment were identified – See **Observation G**

- Confirmed an annual surprise cash count of the cash on hand at the golf course was performed for 2025.
 - No exceptions were noted.
- Reviewed 2025 green fees charged per Teesnap to verify rates in system aligned with BMGC's green fee rate sheet.
 - While no testing exceptions were noted, opportunities for improvement in the internal control environment were identified – See **Observation E**

Club Credits

- The club credits awarded for two tournaments were reconciled from the tournament invoice to Teesnap to confirm the appropriate amount of credit was applied in the system.
 - While no testing exceptions were noted, opportunities for improvement in the internal control environment were identified – See **Observation F**.
- Reviewed all purchases made with club credits for ten days to verify that prohibited items (e.g., membership fees, green fees, cart rentals, etc.) were not purchased.
 - While no testing exceptions were noted, opportunities for improvement in the internal control environment were identified – See **Observation F**.

Tournament and Outings

- Seven tournament and outing events were reviewed to confirm revenue was correctly recorded, inventory was appropriately adjusted for promotional items, and club credits were accurately applied in Teesnap.
 - While no testing exceptions were noted, opportunities for improvement in the internal control environment were identified – See **Observations C and J**.

Inventory

- Fifteen inventory purchases per Munis were compared to the invoice to confirm the transaction was supported, confirmed receipt of goods was noted, and the inventory quantity and value were posted correctly in Teesnap.
 - While no testing exceptions were noted, opportunities for improvement in the internal control environment were identified – See **Observation J**
- Reviewed physical inventory counts performed in June 2024 and June 2025 to confirm counts were supported by blind count sheets. A sample of items from the blind count sheets was compared to Teesnap to confirm quantity counted was accurately reflected.
 - While no testing exceptions were noted, opportunities for improvement in the internal control environment were identified – See **Observation I**

Golf Pro Lesson Incentive Payments

- Ten golf pro lesson incentive payments were reviewed to verify amounts agreed to Teesnap reports, were properly approved, and accurately reported in payroll.
 - While no testing exceptions were noted, opportunities for improvement in the internal control environment were identified – See **Observation K**.

Conclusion:

Overall, CBIZ noted internal controls are in place for the reviewed processes although instances were identified where controls could be enhanced or implemented to help promote a more robust control environment. In addition to the observations previously referenced, additional opportunities for improvements were noted for policy improvements, safekeeping of cash, green fee rate approval and recording, and rainchecks.

Details of the observations, recommendations, and management responses begin on page five of this report.

II. OBSERVATIONS AND RECOMMENDATIONS

CASH HANDLING / REVENUE

OBSERVATION A

BMGC does not have a refund policy other than what is outlined in the membership application. This application has not been updated since 2017 and discusses only membership refunds. However, the City of Concord addresses refunds through its Departmental Cash Receipts Policy Section 6.f. This section states in part, "Increased management oversight for refunds and voids must be in place. This can be accomplished by supervisor or department head initialing all voids / refunds or reviewing and signing reports of voids to make note of trends in amounts."

Any employee within the pro shop can process a refund without requiring supervisor approval. In addition, management does not review refund activity for unusual trends. A total of \$40,023 in transactions were classified as refunds in Teesnap from October 13, 2023 to October 13, 2025. However, we were unable to distinguish between refunds and voided transactions as Teesnap does not have void capabilities. As a result, voided transactions are reported as refunds in Teesnap.

RECOMMENDATION

Management should:

- a) Establish a BMGC refund policy for golf operations (retail sales, lessons, special orders, fees, etc.) that includes, at a minimum, length of time refunds will be issued (e.g., 30 days, 60 days), sales that are final and refunds will not be issued, refunds for items without a receipt, any transactions (e.g. lessons, etc.) that are non-refundable. Refund policy should be published where customers can see the policy.
- b) Implement a routine independent review (e.g., daily, weekly, monthly) of system reports to confirm no unusual trends exist with voids or refunds. Follow-up on unusual trends or refunds should be performed and evidence should be maintained.

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
a) Through the process of this audit the lack of and need for a comprehensive refund policy has been identified by the Director of Operations and BMGC staff. We have already begun the process of identifying terms of refunds, what items are appropriate to be refundable, and what items will not be refundable. We are currently	Director of Operations and Head Golf Pro	April 1, 2026

Management Response	Person Responsible	Estimated Completion Date
<p>drafting a refund policy and once prepared the refund policy will be posted to the Beaver Meadow web site and in plain site at the proshop counter.</p>		
<p>b) The Director of Operations will implement a bi-weekly review of refunds within the current systems reporting structure. These reviews will be recorded and saved with all corresponding reports that were generated as part of the review. Through any refund review process implemented, unusual trends in voids and refunds will be noted and any subsequent action therein will be recorded.</p> <p>To address the noted \$40,023 in refunds between 10/13/2023 and 10/13/2025 the large majority of these refunds were not refunding of actual sales. In the case of items such as golf carts greens fees, driving range, and other daily charges, these were corrections of mis entered items at the time of sale. The Teesnap system does not have a sales void action so when an item or service is mis entered and corrected it shows as a refund in the system.</p>	<p>Director of Operations</p>	<p>Director’s review in current system, end of march. Further review reports pending system capabilities.</p>

OBSERVATION B

The pro shop utilizes one cashier’s drawer which has a starting balance of \$200. An additional \$400 is on hand in a locked file cabinet as a secondary cashier drawer and a change fund. At close, this \$600 plus undeposited receipts from the day’s activity are maintained in a locked file cabinet for safeguarding. Deposits are made each morning with either the City Collections Department or the bank when the City Collections Department is closed. The only key to the cabinet is maintained in a hidden but accessible location.

RECOMMENDATION

Management should obtain at least one backup key for the locked cabinet, and ensure keys are maintained in locations with limited access. As the golf course is building a new clubhouse, future consideration should be given to having an on-site safe that would provide for more secure storage. Management should also evaluate whether maintaining \$600 overnight is appropriate as cash on hand represents a higher risk asset subject to theft or misappropriation.

Management Response	Person Responsible	Estimated Completion Date
<p>While operations continue out of the current clubhouse building we will continue to use the locked cabinet in the proshop office. As our operation is moved to the new clubhouse a permanent safe will be purchased for use in storing cash. In the immediate a backup key will be made for the cabinet and a secure location will be identified to limit access to only those who need it (PPT Fiscal Tech, Head Golf Pro, Assistant Golf Pro, and closing proshop attendants). The BMGC staff will work with necessary parties to reduce the cash amount on hand to \$400. This will allow for \$200 to be working cash for the drawer and \$200 for small bills to make change. The \$600 amount is a leftover from when the cash drawer was swapped out at a midday shift change. The practice of the midday shift change swap was discontinued as shift changes are inconsistent throughout the season with staff fluctuations.</p>	<p>Head Golf Pro</p>	<p>End of March</p>

OBSERVATION C

BMGC is the host venue for various outings throughout the year. A golf outing is a planned group event generally sponsored by an organization focused on team building, networking, or fundraising. Beginning in 2025, existing pro shop management implemented an invoicing process for outings to formally capture the expected revenue to be received by entities hosting an outing. These invoices are currently performed outside of Teesnap. Manual invoices are generated in Microsoft Word and provided to the outing coordinator at the time of the event with 30-day payment terms. No formalized tracking mechanism exists, rather the Head Golf Pro periodically reviews outstanding invoices for appropriate follow-up. As a result, these account receivables are not recorded in the general ledger with sales being recorded at the time of payment.

Due to inconsistent categorization in Teesnap, identifying outing events prior to 2025 was difficult. In 2025, we identified 35 outings in Teesnap with green fees and cart fees totaling \$148,729. While this manual process is in place, our testing of five outings showed that all outings were paid timely, and they were recorded in Teesnap upon payment.

RECOMMENDATION

Management should coordinate with Finance to determine if Teesnap, Munis, or other available systems, could be utilized by BMGC to track accounts receivable and ensure sales are recorded in the general ledger timely. Based upon our research, it appears Teesnap has the capability to track accounts receivable for outings.

Until the appropriate system and process is determined, any outstanding receivables and sales related to outings should be recorded in the general ledger and all future outings should be recorded in the general ledger at the time of the event.

Management Response	Person Responsible	Estimated Completion Date
As part of ongoing communication with Teesnap to implement recommendations from this report we will be working with Teesnap representatives and the City Finance department to develop an invoicing system in Teesnap and through Munis to accurately track accounts receivable for invoiced outings.	Director of Operations/Head Golf Pro/Assistant Finance Director	Prior to first outing of 2026 season on May 11, 2026.

OBSERVATION D

At the August 11, 2025 City Council meeting, the Council approved the BMGC rate structure for 2026, which included 17 daily green fee rates. These rates were then manually input into Teesnap and are utilized for each POS daily green fee transaction. A comparison of the approved rates to Teesnap to ensure rates were entered correctly was not performed. In addition, it was noted that one rate, the reciprocal Derryfield Golf Club member rate of \$28, appears on the BMGC website but was not included in the approved rates.

RECOMMENDATION

Management should compare the 2026 rates in Teesnap to the approved rates. BMGC may need to work with their vendor, Teesnap, to determine if a report can be generated from the system to facilitate a comparison of approved rates to system rates. If a report is not available, discuss with Teesnap options for creating customizable reports or other ways this review could be effectively performed. A comparison should be performed annually when rates are approved and input into Teesnap. This comparison will also ensure all rates are approved by the City Council. Management should obtain City Council approval for the reciprocal Derryfield rate.

Management Response	Person Responsible	Estimated Completion Date
Preliminary discussions have already happened with Teesnap support on how this can be implemented as the way rounds are recorded are in detail but only exportable in a generalized report has been identified as unclear by BMGC staff. These discussions were held in season last year and the process to add specific rates to reports is time consuming and intrusive and would not have been practical during in-season operations. As this operations audit was ongoing it was determined it would be	Director of Operations	Prior to Season Opening

Management Response	Person Responsible	Estimated Completion Date
appropriate to see the reports recommendation and implement major changes after receiving those recommendations. BMGC proshop staff will contact Teesnap and work to make these system changes to show each individual rate in a reportable manner.		

OBSERVATION E

BMGC’s expected process is for point-of-sale employees to select the correct green fee category in Teesnap (e.g., 18-hole midweek, 9-hole resident) so the appropriate green fee rate is charged. However, inquiries and transaction review indicate employees may select an alternative category and use the discount function to adjust the price to the intended rate. For example, in 2025 the 9-hole rate was \$32 while the 9-hole resident rate was \$30. In Teesnap sales data, we noted transactions to Concord residents with a net sale of \$30, but the “Concord Resident Rate – 9” promotion was not applied. Rather the sales transaction was recorded at the \$32 9-hole rate with a \$2 discount, netting to a \$30 sale. The \$30 sale amount is the correct green fee rate. Employees stated this workaround is faster and reduces steps to navigate to the correct green fee category. This practice may lead to mispricing, inconsistent reporting by fee category, and weaker controls over pricing.

RECOMMENDATION

Management should:

- a) Work with Teesnap to identify an efficient way to make the correct green fee categories easy to select (e.g., favorites/shortcuts, searches, streamline menu, or barcode).
- b) Train staff on the required process; include quick-reference guides and Teesnap tips to reduce clicks.
- c) Require staff to select the correct fee category/promotion rather than using generic discounts for green fees. Restrict manual discount permissions to supervisors or require approval above a small threshold (e.g., >\$1).
- d) Implement monitoring through a monthly Teesnap report of green fee transactions with manual discounts; investigate exceptions and track discount usage trends by employee. Tie remediation to coaching or access changes if misuse persists.

Management Response	Person Responsible	Estimated Completion Date
a) These practices are procedural issues that at one time were deemed appropriate to save time at the point of sale. Current staff has worked to eliminate this practice and only use appropriate Promotion Buttons that will accurately record built in promotions and discounts.	Head Golf Pro	Ongoing correction
b) This will be addressed in the Policy and procedure manual that is being drafted and future training. BMGC management will be providing this manual to all staff to meet this reports recommendation.	Director of Operations	In conjunction with the Policy and procedure manual completion
c) System capabilities will also be explored to restrict POS discounts as well as voids and refunds from above. Staff will continually be instructed to use correct buttons for all sales transactions.	Head Golf Pro	Ongoing correction
d) As part of the Director of Operations immediate refund review process, discounts will also be reviewed bi-weekly and abnormalities will be noted, addressed, and reported.	Director of Operations	End of March

OBSERVATION F

As part of tournaments and outings, players may receive club credits as prizes. For example, a player may be awarded \$50 in club credit for winning the longest drive contest. Club credits are often paid for through either the tournament fee or by the outing sponsor. They are pro shop account-based balances that players can use for specific purchases at BMGC. Upon issuance, the credits are applied to the customer account in Teesnap and recorded to the general ledger as deferred revenue. Throughout the year, club credit balances are tracked through Teesnap with a write-off of remaining balances existing as of December 31.

As a matter of practice, club credits may be used only for retail purchases and may not be applied to membership dues, green fees, simulator fees, or tournament and league entry fees. Credits may also be transferred between customer accounts and credits expire at the end of the year. However, these club credit practices have not been formalized through a written policy.

RECOMMENDATION

Management should adopt a formal Club Credit Policy that, at a minimum, clearly defines:

- Authorized uses: Specify where credits can be used for (e.g., retail purchases), and any prohibited uses (e.g., green fees, cart rental).
- Transfer rules: Define whether credits are transferable, to whom (e.g., within household), any limits per period, required approvals, and documentation.
- Expiration: State that club credits expire at the end of the year, with the exact date/time, and whether any grace period or extension applies.
- Redemption: Describe the process for credit utilization (e.g., ID verification, partial redemptions, change handling)

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
The Director of Operations and Head Golf Pro will draft a Club Credit Policy that will define all the suggested parameters above as they already are practiced but not officially stated. This policy will be posted to the Beaver Meadow web site and in a visible location at the proshop counter.	Director of Operations/ Head Golf Pro	April 1, 2026

OBSERVATION G

Daily, the Parks and Recreation fiscal technician prepares the BMGC Daily General Ledger Report to assign golf course revenue to the appropriate general ledger accounts. The report, along with the Teesnap sales report, deposit slip, and credit card processor reports (Heartland and Global), is provided to the Fiscal Supervisor for review to confirm proper postings to the general ledger accounts. The Fiscal Supervisor does not document their review (e.g., initials/date). Once the review has been performed, the City Collections Department will post the entries into the general ledger system, Munis.

During testing, we noted \$889 in golf simulator revenue was posted to Park Donation revenue in error.

RECOMMENDATION

The Fiscal Supervisor should document their review by initialing and dating the BMGC Daily General Ledger report. This creates an audit trail demonstrating that the review was performed and enhances accountability.

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
Going forward the review of the BMGC Daily General Ledger will be dated and initialed by any reviewing party.	Director of Operations	End of March

OBSERVATION H

There may be instances where golfers are provided with rain checks. Rain checks are not issued through Teesnap, instead hard copy rain checks are issued through the pro shop. As a result, the related accounting entries associated with these transactions are not recorded.

The rain checks are preprinted and initialed by a pro shop employee upon issuance. Rain checks do not expire. A formalized tracking system of rain checks issued or redeemed is not maintained. Additionally, a formal rain check policy does not exist.

RECOMMENDATION

Management should:

- a) work with Teesnap to obtain an understanding of how the system can be utilized to issue rain checks to ensure consistent application and to improve accounting and reporting of this activity.
- b) implement a rain check policy that would include, at a minimum, situations where rain checks can be issued, what fees rain checks will be issued for (e.g. green fees, cart fees), if a prorated schedule is applicable, validity of rain check (e.g. valid for 3 months / 6 months), and redemption rules (dates, times, etc.). Policy should be posted where customer and employees can access it (e.g. within pro shop, on website, member applications, and booking confirmations).

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
a) As part of the expanded Teesnap training this report recommends BMGC staff will work to implement system tracking of rain checks if possible.	Head Golf Pro	April 1, 2026
b) A formal raincheck policy will be developed following the suggested parameters above. The policy will be posted to the BMGC website and in a visible location at the proshop counter.	Director of Operations/Head Golf Pro	April 1, 2026

INVENTORY

OBSERVATION I

The pro shop operates in a retail environment with a high volume of small, movable items (e.g., apparel, accessories, golf balls) and seasonal demand fluctuations. These characteristics typically warrant more frequent inventory verification to detect shrinkage, misplacement, potential theft, and system inaccuracies in a timely manner.

While an annual physical inventory count is conducted by Accounting and Golf Operations, more frequent counts such as quarterly counts are not performed. Both the June 2024 and June 2025 counts utilized blind count sheets with handwritten counts and notes; however, the count sheets were not signed by the individual(s) performing the count. The physical count results are recorded in Teesnap which identifies variances between the physical count and the system count. A review of variances is performed, and items are recounted as considered necessary. Once the count is finalized, the City Accountant records an adjusting entry into Munis to align with the physical count.

RECOMMENDATION

Management should perform physical inventory counts at least twice each year. Evidence of the counts, who performed the counts, when the counts were performed, and variance of counts should be maintained.

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
Following the physical count and adjustments performed at the end of FY 25 both BMGC staff and Finance Department staff determined more physical counts were necessary to maintain inventory accuracy. BMGC staff performed an in-house physical count on November 24 th 2025 at the conclusion of outdoor golf season. BMGC plans to do another in-house physical count at the end of March before spring inventory begins to arrive. The Director of Operations will coordinate with Finance/Accounting to arrange for their participation in the additional physical counts. Physical counts will continue to be performed twice annually with assistance by Accounting. BMGC staff agrees that it would be appropriate to have all count sheets signed by whoever performs each item count and will implement this in any future inventory counts.	Director of Operations/Assistant Finance Director	For end of fiscal year and end of calendar year.

OBSERVATION J

When BMGC hosts tournaments, prizes are often awarded which can include items currently in inventory (e.g., hats, balls, shirts, etc.). Management plans prizes and food / beverages costs with the intent to remain within expected tournament fee revenue. As players register for a tournament, the tournament fees are recorded through Teesnap, and then inventory is to be adjusted for the items awarded during the tournament.

Each month, Accounting reconciles inventory in Teesnap to the inventory general ledger in Munis. As part of the reconciliation process, an inventory adjustment report from Teesnap is obtained and adjusting entries are posted in Munis.

Teesnap adjustment records do not include notes or other fields for the pro shop to document the nature or purpose of each entry. Instead, this information is communicated to Accounting verbally or via emails during the monthly reconciliation process.

RECOMMENDATION

- a) Management should document a pre-event budget of expected tournament revenue and expenses including planned prizes / club credits and food and beverages, to confirm expenses are not expected to exceed the anticipated tournament fee revenue. Additionally, once the tournament is complete, a reconciliation of the budget estimate to actuals should be performed to confirm the tournament revenue and costs aligned with the budget and did not result in negative margins or unplanned costs.
- b) To facilitate the reconciliation recommendation made in a), the pro shop should work with Teesnap to obtain an understanding of how club credits / prizes could be linked to tournament events to provide more visibility to this activity and improve reporting and reconciliation processes. If Teesnap cannot provide greater reporting visibility to adjustments related to tournaments, the pro shop should maintain written documentation detailing the items (description, quantity, and tournament) removed from inventory that support the adjustment entry made in Teesnap.

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
a) Management will prepare a pre-tournament budget for each tournament (not to be confused with outings) to be sure that the tournament fee is sufficient to cover the anticipated expenses. Management will also reconcile prizes and club credits issued to be sure they align with budget and do not result in negative margins or unplanned costs	Director of Operations/Head Golf Professional	Before tournament
b) Management will also work with Teesnap to determine if club credits and prizes can be linked to the event. If not available in Teesnap, other written documentation will be developed to document inventory adjustments.	Director of Operations/Head Golf Professional	Before tournament

GOLF PRO LESSON INCENTIVE PAYMENTS

OBSERVATION K

BMGC employs golf pros that provide private lessons to customers. These lessons are provided outside of the employees’ daily responsibilities and work hours. Each golf pro has a written document with BMGC that states, in part, they will receive 85% of the lesson fees collected by BMGC as an incentive payment for providing lessons.

Monthly, a Teesnap sales report of lessons given by each golf pro is utilized to calculate the 85% incentive. The incentive amount is documented on a lesson summary sheet, which is initialed by the golf pro, Head Golf Pro or Director of Golf Operations, City Accountant, and the deputy city manager – Finance. The approved lesson summary sheet is provided to Accounting to be processed through payroll.

Teesnap does not have the ability to schedule golf pro lessons. As a result, each golf pro is responsible for maintaining their own schedule or planner, which increases the risk of payments being made directly to the golf pro.

RECOMMENDATION

A private lessons schedule should be maintained in a centralized calendar by a non-golf pro, such as the Director of Golf Operations. Golf pros providing lessons should not have access to edit the centralized calendar. The scheduled lessons should be reconciled to Teesnap to ensure all revenue has been reported.

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
The Director of Operations, Head Golf Pro, and Assistant Golf Pro will work together to create a shared calendar for any lessons that are currently scheduled. Any future lessons will be added to this shared calendar as they are booked. Prior to signing lesson incentive payments, the Director of Operations will consult Teesnap and the lesson calendar to ensure all lessons are accounted for.	Director of Operations/Head Golf Pro Assistant Golf Pro	April 1, 2026

TEESNAP

OBSERVATION L

As noted through the previous observations and discussion with golf course management, inefficiencies exist in processes because of either lack of sufficient training, improper system configuration, or limitations in Teesnap. Examples include:

- Limited reporting for club credits
- Private golf pro lessons cannot be booked within Teesnap
- No approval workflow for discounts over a defined threshold
- Unreliable barcode scanning

RECOMMENDATION

Management should work with Teesnap to obtain training for staff to determine if the system can be utilized to help reduce the manual or work around processes. If Teesnap cannot improve these tasks, a cost-benefit analysis may be appropriate to evaluate if a more robust system should be implemented.

<i>Management Response</i>	<i>Person Responsible</i>	<i>Estimated Completion Date</i>
Following the recommendations from this report BMGC staff will meet with Teesnap representatives to discuss capabilities and training to address shortcomings in the system. Staff will aim to identify if the current issues are a result of how the system was initially structured, shortcomings with the system, or user training. If acceptable changes can be made through this process they will be implemented. If it is determined Teesnap is incompatible with the operation current management is building other systems will be explored. In preparation for this the Head Pro and Assistant Pro have already begun research and outreach on other golf specific POS systems.	Director of Operations/Head Golf Pro/assistant Golf Pro	On going as training can be scheduled.