

SECTION E: RISK MANAGEMENT

POLICY NUMBER: 1

POLICY NAME: Financial Limitations for Capital Expenditures

APPROVAL DATE:

REVISION DATE:

1.01 Spending over \$3,000 requires board approval.

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POLICY NUMBER: 2

POLICY NAME: Contracts/Services

APPROVAL DATE:

REVISION DATE:

2.01 **Any Contracts/Services for** the golf course operations must be approved and signed by General Manager. This includes **Agreements**.

All contracts relating to, but not limited to, the following:

1. Contracts for soda vendors
2. Merchandise vendors & Food Vendors
3. Linen service providers
4. Telephone (including cell phone)/Cable/Satellite Services

Procedure

Any contracts, remuneration packages and/or agreements shall be negotiated by the GM. Copies of all contracts and agreements shall be filed in the AGCC's office and be available for Board members.

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POLICY NUMBER: 3

POLICY NAME: Asset Protection

APPROVAL DATE:

REVISION DATE:

3.01 The GM may not allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Specifically, the GM must:

1. Ensure against theft and casualty losses to at least 80 percent replacement value.
2. Not allow non-bonded personnel access to material amounts of funds.
3. Not subject the facility and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the club, its Board, or staff to claims of liability or loss.
5. Not make any purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of over \$3,000 without board approval and without having obtained competitive prices and quality;
6. Not receive, process, or disburse funds under controls that are insufficient to meet the Board appointed auditor's standards.
7. Not acquire, encumber, or dispose of real property.
8. Protect intellectual property, information, and files from loss or significant damage.
9. Not allow any staff member, or himself, to charge a personal expense to a Club credit card or account.
10. Not make any unbudgeted expenditures without Board approval.

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POLICY NUMBER: 4

POLICY NAME: Cost Control

APPROVAL DATE:

REVISION DATE:

- 4.01 All employees are expected to be careful in the use of club assets, property and/or the facility's supplies. This includes equipment, inventory, supplies, and tools. Loss, waste and/or abuse will not be tolerated. Employees responsible for purchases or preparing work schedules on behalf of the AGCC must be sure that the expense has been approved in advance. In order to pay an invoice or reimburse an employee, ALL PURCHASES MUST BE ACCOMPANIED BY RECEIPTS and/or INVOICES.
- 4.02 Business dealings with outside firms should not result in unusual gains for those firms. Unusual gain refers to bribes; product bonuses, special fringe benefits, unusual price breaks, and other windfalls designed to ultimately benefit the vendor, the employee, or both. Promotional plans that could be interpreted to involve unusual gain require specific executive level approval.

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POLICY NUMBER: 5

POLICY NAME: Competitive Bid/Tendering Process

APPROVAL DATE:

REVISION DATE:

5.01 A minimum of two quotations or proposals, where possible, will be solicited from private contractors bidding on various projects/equipment, put to tender by AGCC. It is a requirement that all business transactions conducted be done in an ethical and business-like manner.

Procedure

1. Reasonable time will be provided to all vendors for response to requests for written quotations, a minimum of 30 days. Such responses will only be accepted in writing, returned in sealed envelopes prior to the time and date of closing. Faxed written responses will be accepted provided that original documents identical to the faxed version are received within two working days after the date of closing.
2. Quotations received after the closing date and time may not be considered.
3. Bids submitted are accepted on a final, firm basis. Revisions to a submitted bid will not be accepted. In the event that new developments arise or supplied information is found to be in error after the closing date, all qualified vendors will be given equal opportunity to revise their bids. Award decisions will be made according to most suitable bid for products meeting documented standards of quality, safety, compatibility and ease of use. Trials and evaluations may be required; low bid may be rejected. Preference will be given to local suppliers or members, if price/product is equivalent.
4. Quotations and related documentation collected will remain confidential until selection decisions.
 - a. Bids of \$10,000 or less, a thirty day hold back of 5% will be in effect.
 - b. Bids in excess of \$10,000, a thirty day hold back of 10% will be in effect.

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POLICY NUMBER: 6

POLICY NAME: Projects, Capital & Non-Capital

APPROVAL DATE:

REVISION DATE:

6.01 The Board will approve by priority, for golf course improvements, buildings and equipment in the budget.

Procedure

1. Individual projects for approval will be presented to the Board before the end of the current fiscal year, for review and inclusion in a preliminary budget.
2. Estimates will include project materials, labour and outside services.

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POLICY NUMBER: 7

POLICY NAME: Fraud

APPROVAL DATE:

REVISION DATE:

7.01 Any act of deception carried out for the purpose of unfair, undeserved, and/or unlawful gain, especially financial gain is considered a fraudulent act. Fraudulent acts by any AGCC employee will result in immediate termination and subsequent prosecution if the act violates the law. It is the responsibility of all management and supervisory staff to remain vigilant for violations, and ultimately the responsibility of the employee to act in accordance with AGCC policies and the law.

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POLICY NUMBER: 8

POLICY NAME: Security

APPROVAL DATE:

REVISION DATE:

8.01 It is the responsibility of each department to continually maintain a high vigilance over the property. This includes, but is not limited to:

1. Clubhouse & Cart Building (Including golf carts)
2. Maintenance Shop & Equipment
3. Pump Station
4. On Course Restroom Facilities
5. Entry/exit areas to the course

Procedure

All buildings on the property will have working locks with access only for authorized personnel. The clubhouse and maintenance facility will have a security and an alarm system with cameras with authorized employee access. The access codes should be changed each quarter or whenever authorized personnel are terminated, whichever is sooner. It is important to maintain lights for the clubhouse and parking lot areas. These should be checked nightly by the pro shop staff.

A proper inventory count of all golf carts and turf equipment must be made daily, upon closing of the respective facility, ensuring accurate account of all equipment.

Bank deposits should be made daily, when possible, by management level staff only. The deposit should be made during daylight hours, utilizing variable time schedules and routes whenever possible.

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POLICY NUMBER: 9

POLICY NAME: Property Inventory (Annual Check)

APPROVAL DATE:

REVISION DATE:

9.01 The GM is responsible for completing a full inventory of all assets of the property on an annual basis. This report will be sent to executive management and utilized for property insurance for an accurate count of assets.

See sample reports on the following pages:

Course Name

Personal Property Inventory

Athabasca Golf & Country Club

A=Excellent	D=Poor
B=Good	F=Scrap (Explain)
C=Fair	

Office (GM)

Date :

Manufacturer	Item / Manufacturer	Model	Model	Model #	Quantity	Description	Rating	Owned / Leased	Notes / Comments
Serial #		Year	Type						

Kitchen, Service Area, Bathrooms

Date:

Manufacturer	Item / Manufacturer	Model	Model	Model #	Quantity	Description	Rating	Owned / Leased	Notes / Comments
Serial #		Year	Type						
	Service Area								
	Men's Room								

	Women's Room								

Patio / Deck

Date:

Manufacturer	Item / Manufacturer	Model	Model	Model #	Quantity	Description	Rating	Owned / Leased	Notes / Comments
Serial #		Year	Type						

GOLF SHOP

Date:

Manufacturer	Item / Manufacturer	Model	Model	Model #	Quantity	Description	Rating	Owned / Leased	Notes / Comments
Serial #		Year	Type						

Course Maintenance

Date:

Manufacturer	Item / Manufacturer	Model	Model	Model #	Quantity	Description	Rating	Owned / Leased	Notes / Comments
Serial #		Year	Type						

**Golf
Carts**

Date:

Manufacturer Serial #	Manufacturer Name	Model Year	Model Type	Cart #	Quantity	Description	Rating	Owned / Leased	Notes / Comments
				1	1			Owned /	
				2	1				
				3	1				