



CITY OF CORAL GABLES, FLORIDA

**Internal Audit of Parking Services:
Parking Collections June 2026**

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EXECUTIVE SUMMARY

Overview

Crowe LLP (“Crowe” or “we”) performed internal audit procedures related to the City of Coral Gables’ (the “City”) processes for cash collections, focusing on the Parking department.

The objective of the audit was to review and document policies and procedures related to the City’s cash collections, and test that these policies and procedures are being adhered to.

Summary of Results

The following is a summary of our observations as a result of our procedures. We listed the opportunities for improvement and corresponding risk rating below.

Process	Observation #	Opportunity for Improvement	Risk Rating**
Parking Administration Office	1	The Parking Administration Office employees should prepare their own transmittal sheet for cash collected.	Low Risk
Parking Administration Office	2	The Parking Administration Office should implement physical controls or a tracking mechanism for the key that grants access to the sealed cash bags.	High Risk

**For explanation of *Risk Rating* determination, refer to page 6.

INTRODUCTION

Parking and Mobility Services Background

The City of Coral Gables' Parking and Mobility Services department aims to provide safe and convenient parking facilities that are user-friendly, aesthetically attractive, and responsive to business and residential needs. This department is responsible for managing all on-street public parking facilities, residential zone signage, parking permits, enforcement of parking meters, and the operation of the Coral Gables Trolley.

INTRODUCTION

Objective and Scope

The objective of the procedures performed was to evaluate and test the design and effectiveness of selected internal controls and processes implemented. In summary, this internal audit evaluated the following:

- Determine if the City's policies and procedures are being properly followed.
- Determine areas where improvements can be made in the process.

The detailed procedures performed can be found starting on page 7 of the report.

Although our testing was performed in some areas without exception, we can provide no assurance that exceptions would have been detected had procedures been changed or expanded.

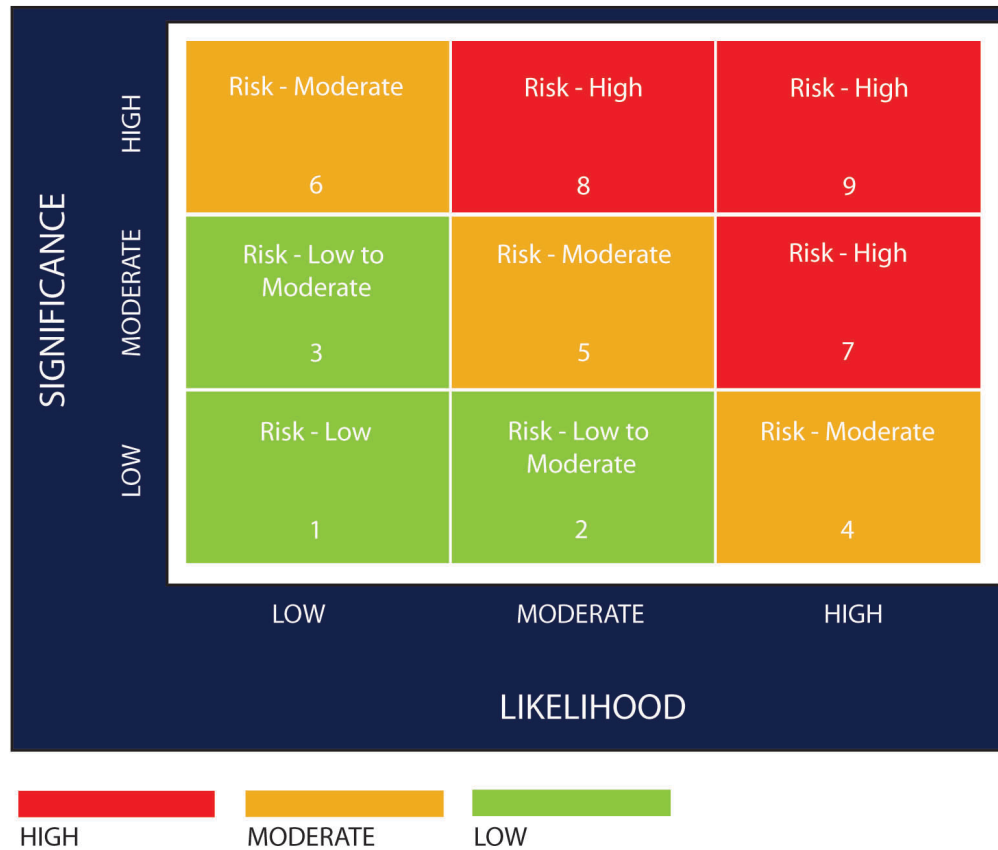
It should also be recognized that internal controls are designed to provide reasonable, but not absolute, assurance that errors and irregularities will not occur, and that procedures are performed in accordance with management's intentions. There are inherent limitations that should be recognized considering the potential effectiveness of any system of internal controls. In the performance of most control procedures, errors can result from misunderstanding of instructions, mistakes on judgment, carelessness, and other factors.

Internal control procedures can be circumvented intentionally by management with respect to the execution and recording of transactions, or with respect to the estimates and judgments requirement in processing of data. Controls may become ineffective due to newly identified business or technology exposures. Further, the projection of any evaluation of internal control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, and that the degree of compliance with procedures may deteriorate.

INTRODUCTION

Risk Management

Risks are evaluated based on its “significance” to management’s strategy and its “likelihood” to occur. This will result in a risk profile of the highest risks to the organization as presented below:



Procedures Performed

PROCEDURES PERFORMED	RESULTS
<p>1) Obtain and document policies and procedures related to cash collections in the Parking department.</p>	<p>Crowe obtained the City's latest standard operating procedures (SOPs) to gain an understanding of the policies and procedures in place related to the collection, processing, and recording of cash transactions for pay stations, parking meters, and cashiers.</p> <p>Crowe noted through inquiry of City employees that the Parking Administration Office does not complete their own transmittal sheet for cash deposits.</p> <p>Refer to opportunity for improvement 1</p> <p>Crowe noted through inquiry of City employees that the Parking Administration Office does not properly restrict physical access to the sealed cash bags, nor track use of the key to access the sealed cash bags.</p> <p>Refer to opportunity for improvement 2</p>
<p>2) For cash collections from meters and pay stations on the street, request 5 days of paperwork to test for adherence to the City's policies and procedures.</p>	<p>Crowe selected 5 days of collections and tested to see if cash was properly collected, counted, and deposited in accordance with the City's SOPs. Crowe noted no exceptions during testing.</p>
<p>3) Request 5 days of key card logs to test for appropriate access to the money room.</p>	<p>Crowe selected 5 days of key card logs and tested to see if there were any inappropriate access to the money room. Crowe noted no exceptions during testing.</p>
<p>4) Request 5 days of sign-in sheets to test for appropriate possession of street meter keys.</p>	<p>Crowe selected 5 days of sign-in sheets and tested to see if there were any inappropriate access to the street meter keys. Crowe noted no exceptions during testing.</p>
<p>5) For cash collections from meters and pay stations in garages, request 2 days of paperwork to test for adherence to the City's policies and procedures.</p>	<p>Crowe selected 2 days of collection and tested to see if cash was properly collected, counted, and deposited in accordance with City's SOPs. Crowe noted no exceptions during testing.</p>
<p>6) Request 2 days of sign-in sheets to test for appropriate possession of garage meter keys.</p>	<p>Crowe selected 2 days of sign-in sheets and tested to see if there were any inappropriate access to the garage meter keys. Crowe noted no exceptions during testing.</p>

Procedures Performed

7) For cash collections from customers in the Parking Administrative Office, request 2 days of paperwork to test for adherence to the City's policies and procedures.

Crowe selected 2 days of transactions and tested to see if cash was properly collected, counted, and deposited in accordance with the City's SOPs. Crowe noted no exceptions during testing.

Observations and Recommendations

1. OPPORTUNITY FOR IMPROVEMENT – Transmittal Sheet: Low Risk

Currently, a Parking Administration Office employee delivers sealed bags of cash to the money room on a weekly basis. At present, their responsibility is limited solely to dropping off the sealed bags, after which a Money Room employee completes the associated transmittal sheet.

Recommendation: To enhance internal controls and align with existing cash-handling procedures, we recommend shifting responsibility for completing the transmittal sheet to the Parking Administration Office. Because the Parking Administration Office is responsible for counting and reconciling the cash, it is logical and consistent for them to prepare and sign off on the transmittal documentation. Money Room employees, who have no direct involvement in counting or processing these cash receipts, should remain responsible only for verifying receipt of sealed bags, rather than creating documentation related to the cash count.

Management Response/Action Plan:

Going forward, the Parking Administration Office will assume full responsibility for preparing and signing the transmittal sheet for all cash they count and reconcile. The Money Room will only verify and document receipt of the sealed cash bags and transmittal sheet.

2. OPPORTUNITY FOR IMPROVEMENT – Cash Safekeeping: High Risk

Currently, at the end of each business day, cash receipts are reconciled, sealed, and stored within the Parking Administration Office. However, access to this secured storage is controlled by a key that is inadequately restricted, as multiple Parking Administration Office employees have potential access. In addition, restrictions on key access to the Parking Data Specialists are not formally documented within the Standard Operating Procedures (SOPs), and there is no log maintained to track key usage, resulting in potential security vulnerabilities.

Recommendation: We recommend the following:

Enhance Secure Storage:

It is recommended that the current storage solution be replaced with a secure safe to significantly improve the security of the sealed cash bags. A safe provides stronger physical resistance to unauthorized access attempts and serves as an effective deterrent against theft. Alternatively, cash bags could be transported and secured in the money room daily, further reducing security risks associated with overnight storage.

Observations and Recommendations

Formal Documentation of Access Rights:

Clearly document within the SOPs the specific roles authorized to access sealed cash storage, emphasizing that access should be limited exclusively to Parking Data Specialists. A formalized access list ensures clear accountability and eliminates ambiguity regarding authorized personnel.

Establishment of Key Control Log:

Implement a key log to record all instances of key access, including the identity of personnel, dates, and times of key usage. This practice creates a reliable audit trail, improves accountability, and deters unauthorized access and internal theft.

Management Response/Action Plan:

The Parking Department will order and install a drop safe for the Parking Administration Office. At the end of each business day, cash receipts will be reconciled, sealed, and stored securely in the drop safe by the Parking Office Administrative Staff. The Parking Director, the Assistant Director for Parking Operations, and the Administration & Fiscal Affairs Manager will have access to the drop safe. The drop safe keys will be secured in the Money Room safe, and a sign out/in log will be maintained by the Money Room Coordinator. These changes have been incorporated into a revised Parking Administration Office cash-handling SOP to formalize roles, key control, and daily use of the drop safe.