



DATE: June 30, 2014

To: Board Of Estimate & Taxation Audit Committee Members

From: The Internal Audit Department

Subject: Internal Audit Report: Limited Scope Review of Parking Services' Revenue and Internal Controls

Enclosed for your review is Internal Audit's report entitled "Limited Scope Review of Parking Services' Revenue and Internal Controls." The report contains observations and recommendations regarding (1) internal controls over parking meter collections (2) internal controls over parking enforcement fines (3) internal controls over voiding parking tickets and (4) a general recommendation on reporting.

The report's Audit Scope describes the nature of this review and the Audit Opinion section provides our overall summary. Informational data has been disclosed through inserted tables and written explanation.

We have requested and received responses to our observations and recommendations from the Parking Services Department. The responses are listed after each recommendation or observation in the body of the report. We would like to express our appreciation for the excellent cooperation extended to us by the personnel of the Parking Services Department during the course of this review.

Enclosure

cc: J. Crary, Town Administrator
P. Mynarski, Comptroller
R. Azrelyant, Director of Parking Services

**TOWN OF GREENWICH
INTERNAL AUDIT**

Limited Scope Review
Parking Services' Revenue and Internal Controls

Introduction

The Parking Services Department was established as an independent department in 2004 under the direction of the First Selectman. Prior to the creation of the Parking Services Department, it worked under the management of the Traffic Section of the Greenwich Police Department. The Parking Service Department is operated by seventeen employees which consist of a Director, a Business Operations Supervisor, two Account Clerks, two Parking Enforcement Supervisors, five Parking Enforcement Officers, two Meter Mechanics, three part time Parking Enforcement Officers and a part time Administrative Staff Assistant. These employees are funded through the Town's Parking Fund. Also funded through the Parking Fund are six full time employees who work for the Highway Traffic Operations. The activities of the employees from the Highway Traffic Operations were not included within the scope of this internal audit

Parking Services has the responsibility for planning and managing of the Town of Greenwich's parking infrastructure. The Town of Greenwich has approximately 2,531 parking meters. Included in the 2,531 total is a count of 151 multi space meters. Parking meters are set to allow for various periods of time including: 15 minute meters are \$.25 for 15 minutes, 2 hours meters are \$.25 for 20 minutes, 8 and 12 hour meters are \$.50 for 60 minutes. Parking Services also offers a prepaid meter "Smartcard", which allows individuals to purchase advance meter time for the electronic meters in increments of \$10 with a maximum allotment of \$100.

In 2006, the Town replaced the older mechanical parking meters with single space electronic meters from JJ Mackay Canada, Limited. The single space Mackay meters have electronic functionality that allows for Smartcard use as well as providing an automated audit function that provides collection totals by meter. To the best of our knowledge, this audit functionality has not been used since Fiscal 2007 with the possibility it has never been utilized.

Objective and Scope

The major objectives of this review were to determine the adequacy of internal controls for the parking meter ticket issuance and parking meter collection revenue and reconciliation process. Specific objectives included whether the Town has adequate controls in place to ensure that all parking revenue collections are properly recorded, accounted for and deposited in a timely manner. We had a similar objective for the revenue stream for the parking fines enforcement and the process for voiding parking fines.

The review of financial data included preparing and analyzing a ten year history of parking collections and fines revenue. We also performed detailed tests and analytical evaluations aided us to make the observations and recommendations that follow. Additionally, we performed on site interviews with Parking Service personnel to aide in our evaluations. As part of our field test work, we conducted numerous field visits. On June 25, 2014, we accompanied the two meter mechanics on their daily route. To test the actual collections for the day, Internal Audit inserted "marked" quarters in the meters the days preceding the route collection. We were able to recover all the marked coins without exception.

Summary Observations of Review

Parking Coin and Collection:

It is our summary opinion that internal controls over the collection of coins from the single space meters are not adequate. We emphasize that we did not discover any unusual transactions from any of the audit tests we performed for collections or fines. Specific recommendations and observations follow in this report. The coins are directly accessible to the meter mechanics without any physical constraints. The “dropping” of coins from the meters to the collection cans is not a secured process. The collection cans do not have a drop shoot that connects securely to the meter holding pocket. To offset this physical short coming it is perfectly acceptable to use the automated features of the single space meters that allows for electronic accumulations of the meter since the last collection date. This software is automatically activated by insertion of a meter reader device that looks like a key into the meter. The key is wired into a small computer handheld device. As we physically observed, this process adds only minimal time to the collection efforts. Our examination revealed that these devices have not been used since at least Fiscal 2007. With the absence of physical and accounting controls, the process falls back on to an honor system, hence, the observation that internal controls were not adequate. Due to this lack of internal controls, we tested the physical collection of coin by marking quarters before pickup. We observed the pickup, coin counting and deposit for the day the marked coins were to be collected. We are glad to report that all the marked coins were recovered and no unusual transactions discovered. We also report that as of June 25, 2014, Parking Services has informed Internal Audit that the automated accumulations and reconciliation process will be used as part of daily operating procedure. To be reasonable, we would expect startup issues with the software that has not been utilized since, approximately, Fiscal 2007.

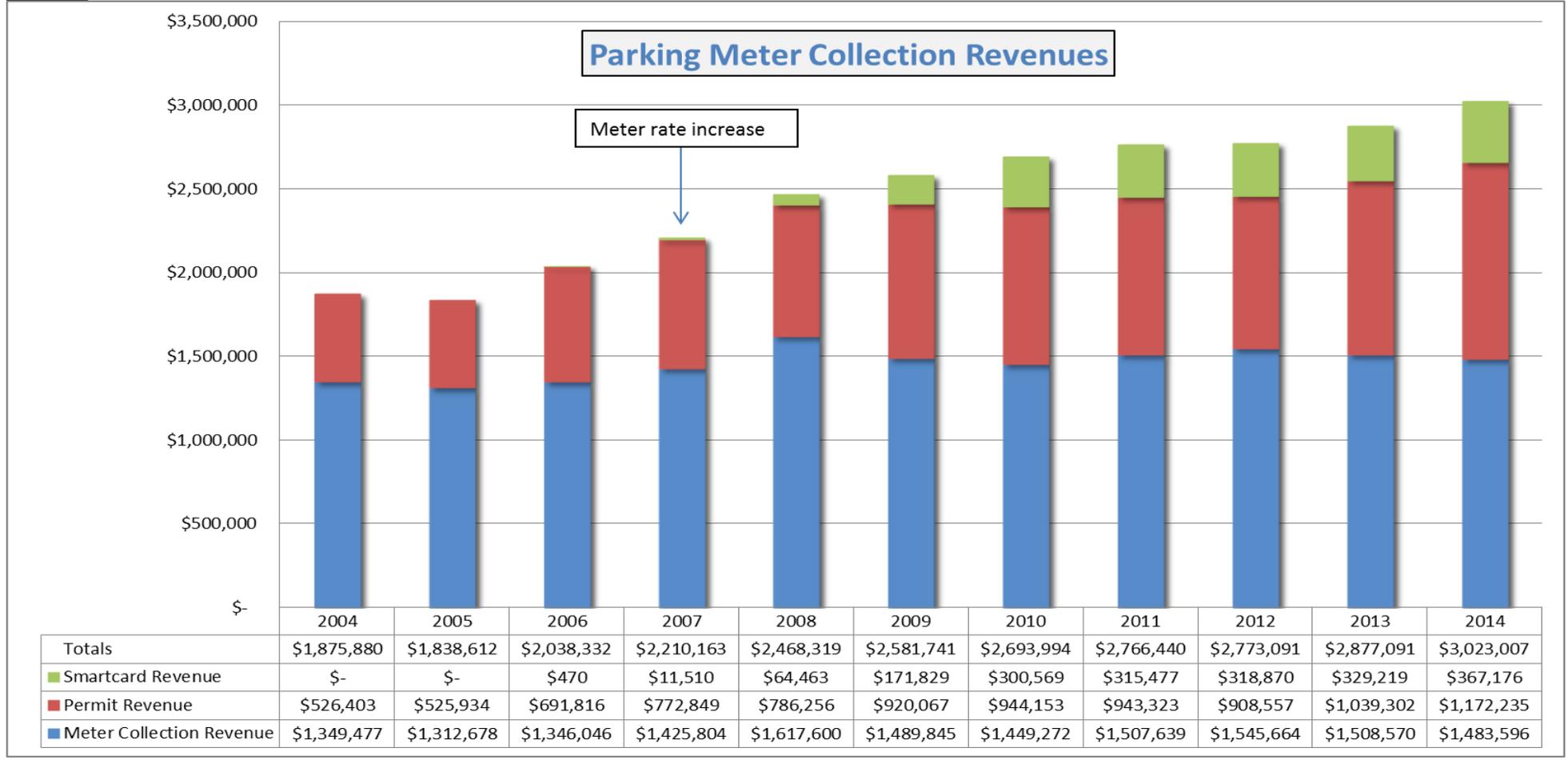
Parking Fines and Subsequent Collection and Void Transactions:

Controls are stronger in this area but not optimal. Parking Enforcement Officers perform their regular rounds on a daily basis. We noted no unusual transactions as we physically examined lots during the course of this review. Proper internal controls involve more than just physical writing of tickets and subsequent collection. We found that utilization of reporting was weak, the processing and subsequent reporting of voided tickets was not optimal and that several important foundations of proper internal controls, like rotation of job areas of responsibilities for the enforcement officers has not been enacted in years. Taken as a whole, the internal controls over void ticket processing is not adequate by any reasonable measure. There are a high number of employees with permissions to process voids and any available reporting facilitating the monitoring of void tickets by individual operator appears not to have been utilized in recent history.

We also note that overall reporting on revenue collections could be improved. Most of the charts that follow in this report were produced by Internal Audit. With the help of the Business Operations Supervisor and Complus (the vendor service for parking enforcement) we produced charts of revenue collections for parking meter collections as well as parking fines. We also produced reports of revenues collected versus budgeted hours and tickets written by officer. It is our opinion that these reports are basic internal control macro review tools. Since we had to produce these reports ourselves, it is our opinion that internal controls over reporting are not optimal. Detailed recommendations follow in the report.

Section I – Parking Collections

Chart I



*Note 1: Last two weeks of June is estimated. There was a meter rate change in FY 2007 equating to an approximately 50% increase. The 2014 Fiscal Year was the first year since the increase that reflected a 50% increase over the base 2006 Fiscal Year. The use of charting like this is a macro internal control, which needs to be supported by detailed controls to protect the revenue process.

Daily Reconciliation Controls
Recommendation I (Major)

Parking Services should utilize the automated reconciliation reporting available from the single head Mackay parking meters.

This recommendation addresses the single head space electronic meters purchased from JJ Mackay Canada, Limited. Two employees, with the title Meter Mechanic, perform the collection services for all the Town's meters. We noticed when we accompanied the Meter Mechanics on their daily collection route on June 25, 2014, that these employees had direct access to the coins collected without any physical restrictions. From an internal control perspective, this is a weak process unless there are electronic accumulations that can be reconciled to the actual coins collected. The Mackay meters afford this type of control, providing the ability to arrive at electronic accumulations by meter since the last collection date. A key like card reader device is inserted into the meter, which will read the information to a computer handheld device. Every coin that is received through the meter will be counted by the software via the handheld device. Even nickels and dimes, which do not afford the parker time, are accumulated as coin collected by the software. To our revelation, we were informed that this software is not utilized. When we attempted to read the meters, the amounts shown for each individual meter was for activities dating back to 2007. This is the approximate time period when the meters were purchased. Parking Services was gracious enough to attempt to reconcile one day's collection to the software. We noted that the software produced logically formatted reports that listed the collection by meter number with accumulations to a day's total. This automated reconciliation process, creates a mitigating control that offsets the physical limitations that do not deny the Meter Mechanics direct access to the collections. Unfortunately, this mechanism has not been used and the collection process for Greenwich is essentially based on an honor system. To improve internal controls, we strongly urge that the automated audit features of the electronic meters and software be utilized on a daily basis. Once this reconciliation is in place, the totals can be compared to the actual coins collected through the coin counting machines and to the daily deposit. An entire day's work would be reconcilable. Prior to the audit, this basic internal control reconciliation mechanism was not in place. See Recommendations II, III and IV, which are additional basic internal controls protocols for the daily reconciliation process.

Response from Parking Services

We are glad to report that as of the day of our filed audit (June 25, 2014), Parking Services will attempt to implement this reconciliation process on a daily basis.

Daily Reconciliation Controls
Recommendation II

To improve internal controls and gain compliance with Town policy, all collected quarters should be deposited with the next day's pickup.

Parking Services' quarter collections are processed daily and physically accumulated into coin collection bags that total to \$500. The collection bags are secured and usually a vendor service picks up the bags the same business day. The pickup times vary due to security protocols. As part of the process, the last bag of quarters to be filled inevitably will not be a complete \$500 bag. Current practice is to carry over the unfilled bag to the next day, fill the bag to \$500 and make the actual deposit the following business day. This is not a good internal control practice for several reasons: it is a violation of Town policy that requires that all deposits be made daily, which in this case is vendor pick up the next business day and, more importantly, by not depositing the day's receipts in total, the internal control process that requires that the daily deposit ticket accumulations be matched to daily business cannot be achieved. See Recommendation III, which also addresses this subject.

Response from Parking Services
Implemented June 2014.

Daily Reconciliation Controls
Recommendation III

Dimes and nickels collected should be deposited on a daily basis per Town policy. The practice of waiting for full bag for deposit should be eliminated.

This recommendation is similar in intent with Recommendation II.

All single meter machines are designed for quarters and Smartcards payments. There are times when parkers will insert dimes and nickels into the meters. Dimes and nickels do not afford the parker any time. The bags of dimes, nickels and pennies are filled during each business day. When a bag of dimes accumulates to \$600 and nickels to \$125, Parking Services will deposit the funds with the daily vendor pickup. Similar to Recommendation II, this practice violates Town policy as well as not affording reconciliation to the day's business. See Recommendation IV for a discussion of the entire reconciliation process.

Response from Parking Services
Implemented June 2014.

Daily Reconciliation Controls
Recommendation IV

As part of the daily reconciliation process, an over / under meter coin collection discrepancy report should be produced and reviewed by the Business Operations Supervisor on a daily basis. The review process should include the Business Operations Supervisor's signature as evidence that the review occurred. Major discrepancies should be reported to the Director.

Per Recommendation I, it is our opinion that internal controls over the coin collection process are weak. To improve internal controls, it is our opinion that the automated reconciliation process proposed with Recommendation I should be implemented. The end product of the reconciliation should be a sheet (form) that compares the total of coins collected with the software accumulations. This sheet should also disclose the variation between the software accumulations and the actual coin collected. This summary page should be signed by the Business Operations Supervisor as evidence that a review took place. Any major discrepancies should be reported to the Director.

Response from Parking Services
Implemented July 2014.

Accountability – Reconciliation
Recommendation V (minor)

As part of the deposit process, adding machine tapes should be included with the documentation of the day's reconciliation.

When the daily deposit is prepared, an adding machine tape is used to accumulate the various elements of the deposits to arrive at totals that are included on the deposit ticket. These totals are an accumulation of currency, quarters, nickels and pennies. It is best internal controls practice to require that whenever an adding machine is used in a reconciliation process that the tape be included with the documentation. In this manner, the reviewer of the daily business can more readily reconcile to all inclusions as well insuring that a careful process was in fact followed.

Response from Parking Services
Implemented June 2014.

Parking Collections Operational Controls **Recommendation VI**

Parking Services should consider reconfiguring some of the meter collection routes to facilitate the collection process.

On June 25, 2014, Internal Audit accompanied the Parking Meter Mechanics on their daily route. The route included the top of Greenwich Avenue, Mason, Lewis, West Elm, and a part of the “CVS” lot. As we moved from one location to the next, we noticed that we were skipping meters that were in much closer in proximity. When we inquired about the collection routes, we were informed that the routes were developed years ago and have not been changed in recent history. The configuration of the collection routes made no logical sense to Internal Audit. We speculate that the current configuration had something to do with smoothing revenue or monitoring new meter collection locations throughout the districts. We base this on the logic that some parts of the collection routes are labeled “in” and “out” of district, leaving us with highly defined collection areas. Without any further direct information as to how these districts were developed, it would appear that now may be the time for Parking Services to reexamine the collection pattern and schedule. If the purpose is to monitor revenue collections by district, we did not note any available reporting to substantiate this objective. See Recommendation VII on recording revenue by district. We hasten to add that we are not the experts on early morning traffic patterns, etc. but absent of any logical explanation as to why this collection schedule exist, it would appear that a more geographically friendly schedule may be appropriate.

Response from Parking Services

I am reviewing various routes for length of routes, efficient access and traffic patterns to reconfigure collection zones and implement a more strategic and coherent meter collection route. I hope to have new routes implemented by the end of the Calendar Year 2014.

Recommendation VII

The parking lot collections information logged into Excel sheets by the Account Clerks should be made available in the form of periodic dashboard type reporting to management.

On a daily basis, the Account Clerks log the coin collection amounts by predetermined district numbers in Excel. We inquired as to the purpose of this procedure and were not presented with a reasonably plausible answer. The information is never summarized or brought to the attention of management. It is our opinion that since the information flow stops at the Account Clerk’s level, it serves little purpose. It is our opinion that it is reasonable to state that the original intention of this data recording was to monitor collections by districts, anomalies, etc. This would make inherent sense but the information should be shared with management. We would envision that the reporting on the revenue by lots should be at least monthly to the Business Operations Supervisor and the Director. See Recommendation VI on the geographical collection patterns.

Response from Parking Services

I am in the process of shifting the Account Clerk data recording responsibilities to the Business Operations Supervisor and the Director. The Business Operations Supervisor and I will keep track of all the financial reporting including the coin collection data. I am compiling a parking space inventory data and revenue from pay by cell, Multi space meters, coin collection, and smartcard and ticket payments. I will conduct an analysis of the operations on a monthly basis for budgetary and management purposes and submit biannual reports to the First Selectman, and Comptroller's office. The report will consist of year to date revenue, projected revenue, percentage changes and a 5 year history of the adopted to budgeted expenditures.

Recommendation VIII

The accounting clerks who release the bags of coins to the vendor pick up service should sign the log book that records the transaction.

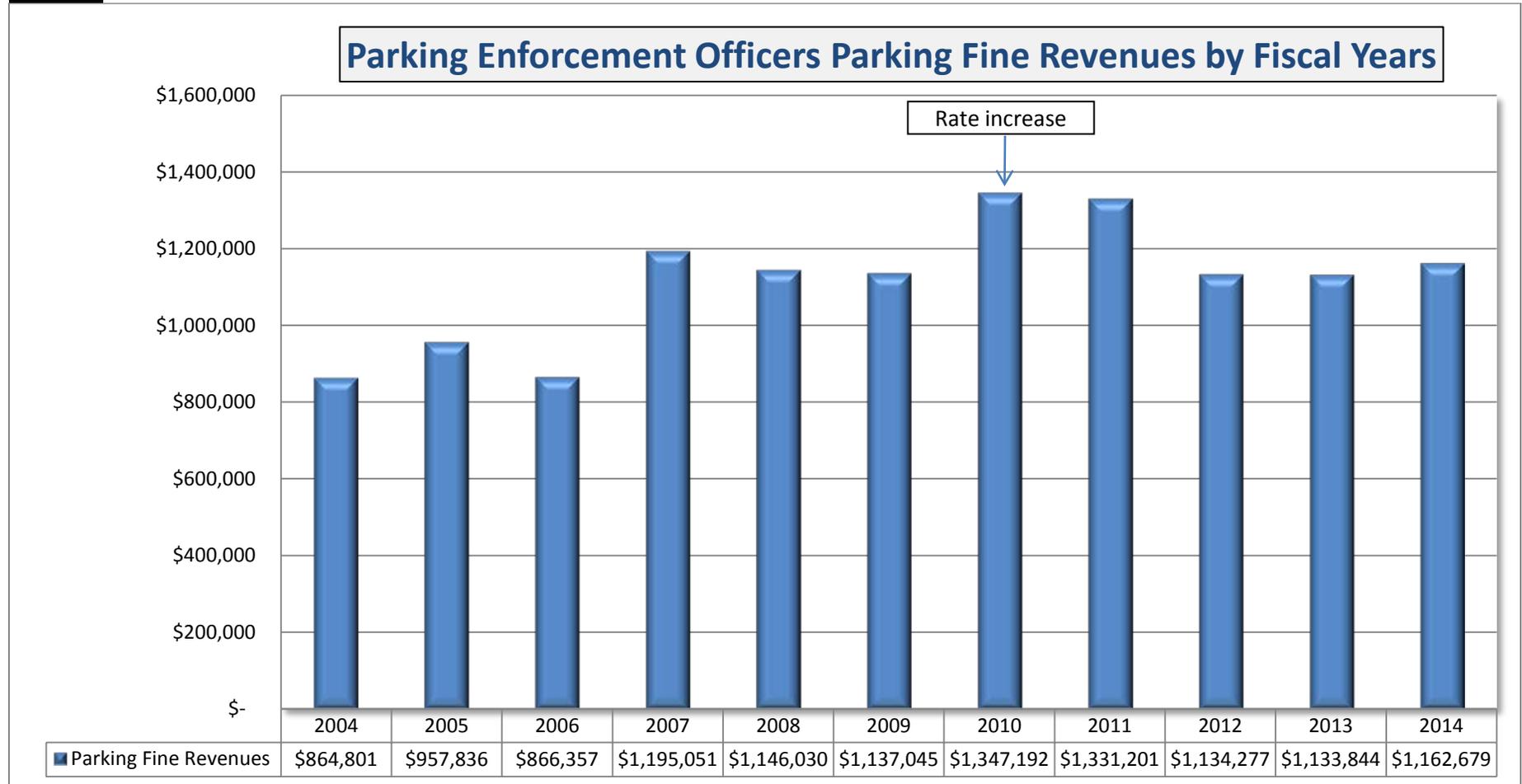
Parking meter coin collections are picked up by vendor service on a daily basis. The coin is secured in a locked room. Only selected Parking Service employees have access to the room. When the vendor pickup service arrives, the vendor's employee is required to sign a log maintained by Parking Services that list the number of bags picked up. This is a basic internal control practice. Current practice does not require a Parking Service's employee to sign off on the same entry. There is no record of which employee released the bags to the service. We recommend that the Parking Service employee who released the bags should also sign the log book. In this manner any discrepancies could be more readily researched back to the employee who released the bags. Additionally, scrutiny of the log book would allow management to gain a quick understanding of which employees are accessing the secure room.

Response from Parking Services

Implemented June 2014.

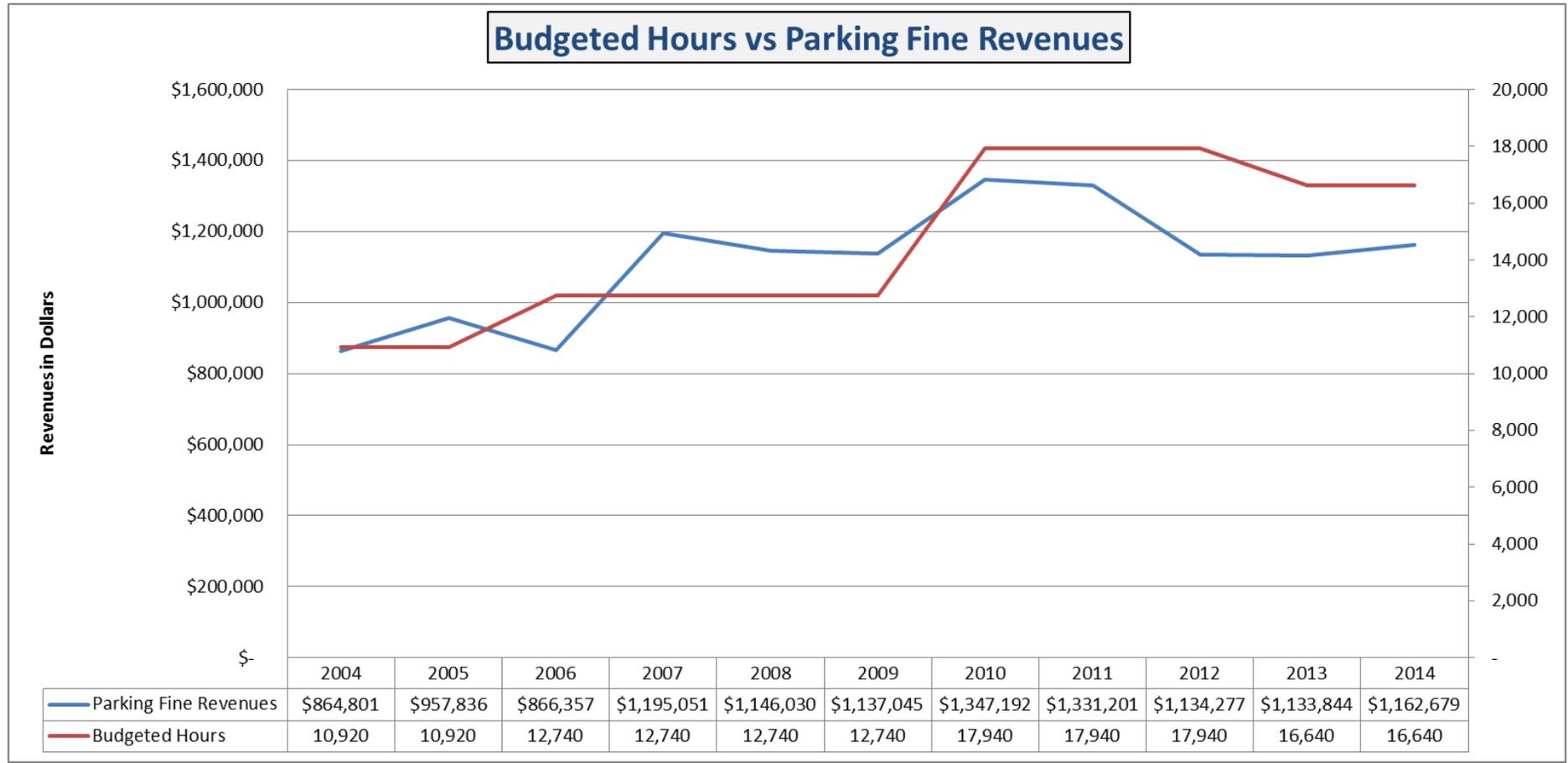
Section II – Parking Fines

Chart II



*Note 1: Last two weeks of June is estimated. A rate increase went into effect on July 1, 2009. Parking ticket violation fee of \$20 was increased to \$25. The parking ticket penalty rates also increased. Similar to Chart I, this is a singular macro internal control tool that should be used in conjunction with detailed internal controls to protect the revenue process.

Chart III



Note: Chart III shows a macro conclusion that there is a strong correlation between budgeted hours and collections with the exception of the 2007 and 2008 Fiscal Years when revenue increased with existing manpower levels. The decrease in budgeted hours during Fiscal 2012 was caused by the promotion of a parking enforcement officer to a supervisory position. A supervisor has additional responsibilities other than writing tickets. Similar to previous Charts presented this disclosure is a macro internal control tool.

Table I - Tickets Issued by Parking Enforcement Officer by Fiscal Years

Officers	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Parking Enforcement Officer 1	0	0	0	0	0	3255	3733	3855	4484	5026	5092
Parking Enforcement Officer 2	9895	8998	9226	4806	2464	2803	1143	493	673	489	684
Parking Enforcement Officer 3	7976	11620	9946	9381	8109	6408	4848	6043	9527	12283	12463
Parking Enforcement Officer 4	0	0	311	7752	10925	10965	8837	7270	7190	5470	6066
Parking Enforcement Officer 5	10408	9386	9344	10206	10107	8609	1394	89	633	5628	7167
Parking Enforcement Officer 6	7953	8456	9329	8225	0	5851	1037	1183	951	1153	1126
Parking Enforcement Officer 7	0	0	0	19120	13803	8675	6709	8256	6879	5556	6010
Parking Enforcement Officer 8 (PT)	0	0	0	0	0	480	5316	4166	4010	4304	4579
Parking Enforcement Officer 9 (PT)	7138	0	10529	8224	0	14582	10189	8017	17557	18982	16707
Parking Enforcement Officer 10 (PT)	7475	11256	9331	9790	15825	9320	14087	18151	12820	0	0
Parking Enforcement Officer 11	0	0	0	0	0	0	0	0	0	6318	5386

Note: Similar to previous Charts presented, this Table is an example of the type of operational reporting that should be available to the Business Operations Supervisor and the Director. There are many variables that need to be analyzed but a table like this or a similar disclosure could be a starting point to analyze performance. We were informed that this type of reporting is not utilized. We note in our recommendations that this type of base information is readily available from Complus.

Parking Fines Recommendations
Recommendation IX

To enhance internal controls, the Parking Services Department should consider rotating Parking Enforcement Officers routes on a periodic basis.

One of the basic foundations for sound internal controls is to rotate employees with sensitive responsibilities. These responsibilities commonly are for employees who either directly or indirectly handle revenue items or can be put into a situation where favoritism is possible. The Parking Enforcements Officer's responsibilities fall within both of these categories. Rotation also helps develop a staff that is more flexible and efficient.

We hasten to add that we did not discover any improper transactions. We make this recommendation as a best practices policy statement. We urge that this recommendation be implemented.

Response from Parking Services

The current responsibilities of the Parking Enforcement Officers are not designed for optimal performance therefore a shift in responsibilities is necessary. Shifting enforcement zones, a shift in Parking Enforcement responsibilities and a rotation of the enforcement zones will provide a better understanding of Parking Enforcement responsibilities, performance and the difficulties of enforcement in the designated zones. Full implementation anticipated by end of Calendar Year 2014.

Recommendation X

Passwords to the vendor software that allow edit (void) permissions for the parking fines receivable file should be changed on a periodic basis.

The Town has utilized the services of a vendor named Complus Data Innovation, Inc. to maintain the parking fines accounts receivable balance. Parking Services currently allows six employees access to the file. The six are the Director, the Business Operations Supervisor, two Account Clerks and two Parking Enforcement Supervisors. All six employees have permissions to delete an entry from the file. Each has the permission authority to void a parking ticket. We will address the number of employees having these permissions in Recommendation XI. At the time of our audit we inquired about how often the password permissions were changed. To the knowledge of all the employees interviewed, it has been many years. Proper internal controls require that all password permissions be frequently updated. It has been proven through case studies that unchanged passwords lead to misuse by unauthorized users. Due to the sensitive nature of this file, it is our opinion that these passwords should be changed on at least an annual basis.

Response from Parking Services

All passwords will be change on a periodic basis. Recommendation will be implemented by August 2014.

Recommendation XI

Parking Services should consider limiting the number of users who have access to the parking fines receivable file

As noted in Recommendation X, there are six employees that have edit permissions to access the parking fines receivable files, which by definition, allows all six to void parking fines. While it is somewhat difficult for us to recommend exactly which employees should have their permissions reduced, it is our opinion that the number of employees with this sensitive access is high. One consideration is to downgrade the permissions of the two Parking Enforcement Supervisors to read only access. In this manner, all void activities would be brought to the immediate attention of office personnel as they would be needed to process the actual void transaction in the software. Another more traditional restriction consideration is to downgrade the cashiers void permissions to read only. Whenever plausible, cashiers should not have void capabilities as revenue transactions can be cancelled for personal gain. Due to the small administrative staff this may not be plausible. As previously stated, we did not discover any unusual transactions.

Response from Parking Services

I am in the process of changing the permission authority and restricting all voids, reductions and modifications of parking tickets to four individuals: the Business Operations Supervisor, the two field Supervisors and myself. The Account Clerks and other administrative staff will only have permission to process all ticket payments which must be made in full, smart cards payments, permits and boots. This will be implemented by August 2014.

Recommendation XII

Receipts should be provided to all walk in customers who have had a void transaction processed.

The Complus software generates a receipt ticket whenever a void transaction is processed for a customer. At the time of our audit, these receipts were not issued to the customer. It is important to require this step as an additional deterrent to improper transactions that could lead to a payment not being recorded as the fine is eliminated via a void transaction. The cashier who processes an improper void would not produce a void receipt for the customer. This is not a universal internal control that can stand alone without other control measures but is part of the entire control protocol and environment that discourages improper transactions.

Response from Parking Services

Implemented June 2014

Recommendation XIII

Void transaction reporting needs to be improved.

As part of our review of void transactions, we requested information by the individual employee who processed the void. We were informed that we needed to approach Complus. Complus accepted our request and provided void reporting in requested formats and time periods. Complus also informed us that such reporting was already available to Parking Services through the monthly compact discs (CDs) mailed to Greenwich. Based on the fact that the CDs were not made readily available to us, indicated with some certainty that there is no macro review of voids processed by individual operator. It is also important to note that the number of void tickets processed, has in recent history, compiled to 6% of total tickets written. Per testimony received from Complus, the Town's void percentage is similar to their clients that are in close proximity to Greenwich. Without further data we were disclosed as mathematically average. It is an extremely important macro control to review history by processor. This should be done on a monthly basis.

Response from Parking Services

See Response to Recommendation X for our overall configuration of void ticket permissions. As part of the overall configuration, void reporting by operator will be available to the director on a monthly basis.

Section III – General to Collections and Fines

Recommendation XIV

Internal Audit recommends that dashboard type reporting be provided to the First Selectman, and the Comptroller.

One of the foundations of strong internal controls is to provide upper management with summary reports on a periodic basis. For most entities this is known as dashboard reporting. Dashboard reporting not only informs the reader of the current status of operations but forces the producer to examine results to enable the producer to answer questions. Since Parking Services directly reports to the Office of the First Selectmen and the Comptroller is responsible for budgeting, monitoring and insuring proper internal controls over revenue collections, it is our opinion that these two departments should be provided with key financial information and summary explanations for variations from budgeted amounts.

Response from Parking Services

Parking Services will be forwarding a detailed financial report on a biannual basis. Please see response to recommendation VII.

Addendum I

**TOWN OF GREENWICH
CAPITAL IMPROVEMENT PLAN 2010 - 2024
PART I - PROJECT INFORMATION SHEET**

PROJECT DATA:

Project Name: 2 New Compact Vehicle Purchase
Project Number:
Origination Year: 2009 - 10
Termination Year: 2010 - 12
Department: Parking Services
Account Code: G219-59120

PROJECT DESCRIPTION:

Two - Compact size sedan requisitioned to Town of Greenwich Fleet Department, standard specifications

STATEMENT OF NEED

These vehicles are required and a necessity to enable the Parking Services Department Parking Enforcement Officers to perform their parking enforcement duties within the town boundaries of Greenwich, Old Greenwich, Cos Cob, Byram, and Riverside.

ISSUES

Presently there are nine (9) drivers assigned to eight (8) vehicles. There will be three (3) additional permanent parttime Parking Enforcement Officers assigned to the department, who will increase citation revenue by approximately \$360,000, but will be four vehicles at a deficit. It should be noted that the addition of these vehicles to the municipal vehicle inventory have been reviewed and approved by the Fleet Director.

- Revenue Dependent
- Infrastructure Costs at Completion
- Operating Costs At Completion

FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
<u>Prior Years Actual</u>			
2009/2010	32,000	3,600	360,000
2010/2011			
2011/2012	22,000	1,800	120,000
Total	54,000	5,400	480,000

Division Head

Allen Corry
Department Head

9/25/2008
Date

Note: A capital improvement request was made in fiscal year 2010 for two new compact vehicles. The justification for the request was a projected increase in parking citation revenue of approximately \$360,000. Chart I, provides the financial results, which cannot be taken out of context from economic conditions.

Addendum II

As of 06/23/2014

Aging of Accounts Receivable

Age of Tickets	Number of Tickets	Value of Fines	Value of Penalties	Partial Paid/Dismissed	Total Value
0-30 DAYS	3,216	\$ 55,471.00	\$ 16,405.00	\$ 40.00	\$ 71,836.00
31-60 DAYS	802	\$ 21,625.00	\$ 42,855.00	\$ 555.00	\$ 63,925.00
61-90 DAYS	398	\$ 10,910.00	\$ 21,550.00	\$ 345.00	\$ 32,115.00
91-180 DAYS	671	\$ 19,695.00	\$ 39,340.00	\$ 590.00	\$ 58,445.00
181-365 DAYS	1,311	\$ 37,365.00	\$ 74,755.00	\$ 1,945.00	\$ 110,175.00
OVER 1 YEAR	2,156	\$ 60,815.00	\$ 121,680.00	\$ 2,107.00	\$ 180,388.00
OVER 2 YEARS	1,851	\$ 56,470.00	\$ 112,990.00	\$ 1,615.00	\$ 167,845.00
OVER 3 YEARS	2,085	\$ 62,185.00	\$ 124,420.00	\$ 2,060.00	\$ 184,545.00
OVER 4 YEARS	2,231	\$ 68,050.00	\$ 134,930.00	\$ 2,445.00	\$ 200,535.00
OVER 5 YEARS	2,563	\$ 58,505.00	\$ 58,680.00	\$ 1,115.00	\$ 116,070.00
OVER 6 YEARS	2,789	\$ 65,990.00	\$ 66,065.00	\$ 2,915.55	\$ 129,139.45
OVER 7 YEARS	3,082	\$ 66,935.00	\$ 66,960.00	\$ 2,715.00	\$ 131,180.00
OVER 8 YEARS	2,586	\$ 54,250.00	\$ 54,275.00	\$ 3,118.00	\$ 105,407.00
OVER 9 YEARS	2,993	\$ 62,830.00	\$ 62,830.00	\$ 2,411.00	\$ 123,249.00
OVER 10 YEARS	2,791	\$ 57,865.00	\$ 57,865.00	\$ 2,655.00	\$ 113,075.00
OVER 11 YEARS	3,145	\$ 65,090.00	\$ 65,090.00	\$ 3,170.00	\$ 127,010.00
OVER 12 YEARS	3,511	\$ 72,065.00	\$ 72,065.00	\$ 3,043.00	\$ 141,087.00
OVER 13 YEARS	3,379	\$ 40,160.00	\$ 40,160.00	\$ 2,380.00	\$ 77,940.00
OVER 14 YEARS	3,817	\$ 42,835.00	\$ 42,835.00	\$ 3,425.00	\$ 82,245.00
OVER 15 YEARS	9,495	\$ 110,865.00	\$ 110,865.00	\$ 13,730.00	\$ 208,000.00
Totals	54,872	\$ 1,089,976.00	\$ 1,386,615.00	\$ 52,379.55	\$ 2,424,211.45

Note: when a ticket is issued, a customer has up to 14 days to pay the face value of the parking ticket fine without a penalty. For example, a parking ticket fine of \$25 doubles by penalty to \$50 after 15 days. The same ticket triples by penalty to \$75 after 30 days. This rate schedule went into effect in Fiscal 2010, which represented a significant increase over the prior period.

Our current contract requires that Complus physically mail up to four collections notices when necessary.

Town of Greenwich collection rate is 96.52% compared to the surrounding municipalities of 91.09%. We did not examine the need to write off old receivables from the file as these receivables are not on the books and are recognized as revenue a cash basis.