

Maryland-National Capital Park & Planning Commission
Office of the Inspector General

Fiscal Year 2019 Annual Report
(July 1, 2018 – June 30, 2019)

Distribution:

Executive Committee:

- Elizabeth Hewlett, Chair
- Casey Anderson, Vice Chair
- Anju Bennett, Acting Executive Director

Audit Committee:

- Elizabeth Hewlett (*)
- Norman Dreyfuss
- Dorothy Bailey
- Benjamin Williams
- Lori Depies

Prepared by: Renee M. Kenney, CPA, CIG, CIA, CISA
Inspector General
July 12, 2019

Office of the Inspector General
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*rotates with appointment of Commission Chair

Inspector General's Message to the Executive and Audit Committees

I am pleased to provide this Annual Report on the activities and accomplishments of the Office of the Inspector General (OIG or Office) from July 1, 2018 through June 30, 2019 (FY19).

Our work, highlighted in this report, demonstrates our commitment to promoting accountability, efficiency, and effectiveness in Maryland-National Capital Park and Planning Commission (Commission or M-NCPPC) programs and operations and keeping Commission management fully and currently informed about deficiencies in Commission activities, as well as the necessity for and progress of corrective action.

To improve Commission operations, the OIG identified vulnerabilities in, and made many recommendations to strengthen compliance with laws, policies, and ethical standards. This report includes information on the completion of 11 performance audits, 13 fraud, waste, and abuse investigations, 9 management advisories, and 21 follow-up reviews.

The Commission's Audit Committee provides the governance necessary to help ensure the Commission has developed and implemented a sound system of internal controls and adheres to the highest standard of public accountability and integrity. Commissioner Norman Dreyfuss has served on the Audit Committee since March 2014 and accepted the responsibilities of Audit Committee Chair in November 2017. Under his leadership, the OIG has improved the effectiveness and efficiency of Commission programs, policies, practices, and operations, while preserving the Commission's reputation. Commissioner Dreyfuss' term on the Montgomery County Planning Board will expire on July 25, 2019. As such, his role as Audit Committee Chair concluded this fiscal year (June 30, 2019). I want to take this opportunity to personally thank him for his wisdom and support over the last five years. The whole OIG team wishes him the best.

Finally, OIG's success would not be possible without the collaborative efforts between my staff and those of M-NCPPC to address OIG findings and to implement timely recommended corrective actions. I wish to thank them for their dedication and support, and I look forward to their continued cooperation as we work together to ensure the integrity and efficiency of M-NCPPC operations.



Renee M. Kenney, CPA, CIG, CIA, CISA
Inspector General

July 12, 2019

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Introduction

The OIG and the Commission's Audit Committee obtain their authority through state statute (Maryland Land Use Code Ann. §15-401-15-508.)

According to Administrative Practice No. 1-31 – *Organization and Functions of the Audit Committee*, the Commission's Audit Committee shall receive and review the following reports on departmental and operational audits:

1. Annual Summary of Significant Audit Findings: The Inspector General shall provide to the Audit Committee, a synopsis of all audits conducted during the 12-month fiscal cycle with an explanation of significant audit findings, recommendations, and corrective actions taken.
2. Reports on Internal Control Systems and Processes: The Inspector General shall report to the Audit Committee, as appropriate, on the effectiveness of M-NCPPC internal control systems and processes.

Office of the Inspector General Personnel

Office of the Inspector General Staff

Renee M. Kenney, CPA, CIG, CIA, CISA, Inspector General
Natalie Beckwith, CFE, CICA, Assistant Inspector General
Robert Feeley, CGFM, CFE, CAA, CICA, Assistant Inspector General
Wanda King, Assistant Inspector General
Sadat Osuman, CISA, CRISC, IT Audit Manager (resigned May 24, 2019)
Tonona Taylor, Administrative Assistant (part-time)

Professional Credentials and Memberships

Inspectors General in the OIG maintain relevant certifications and are members of many prestigious professional audit and accounting associations. Auditing certifications demonstrate a technical capability that is recognized internationally. The professional associations providing the certifications have rigorous standards and minimum requirements that include comprehensive written exams for technical knowledge and skills and verified education and experience requirements. The certifications also carry stringent ethical standards.

CERTIFICATIONS	
CPA	Certified Public Accountant
CIG	Certified Inspector General
CIA	Certified Internal Auditor
CISA	Certified Information System Auditor
CFE	Certified Fraud Examiner
CGFM	Certified Government Finance Manager
CAA	Certified Acquisition Auditor

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CICA	Certified Internal Control Auditor
CRISC	Certified in Risk and Information Systems Control

MEMBERSHIPS	
American Institute of Certified Public Accounts (AICPA)	
Institute Internal Auditors (IIA)	
Association of Inspectors General (AIG)	
Information Systems Audit Control Association (ISACA)	
Association of Certified Fraud Examiners (ACFE)	
Association of Local Government Auditors (ALGA)	
Maryland Government Finance Officers Association (MDGFOA)	

ADVANCED EDUCATION	
Renee M. Kenney	Master of Science, Accounting (MS)
Natalie Beckwith	Master of Public Administration (MPA)
Robert Feeley	Master of Business Administration (MBA)
Wanda King	Master of Business Administration (MBA)

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Quality and Standards

Auditing Standards

The Office of the Inspector General is committed to producing high-quality audits and applies professional auditing standards to formal audits and applicable standards to all engagements. Professional audit standards provide a framework to promote quality audit work that is systematic, objective, and based on evidence. Adherence to these standards ensures that reviews and assessments of M-NCPPC operations are consistently informative, accurate, and objective. The Office of the Inspector General conforms to *Generally Accepted Government Auditing Standards* (GAGAS) or the “Yellow Book” for the completion of all performance audits. These professional standards are issued by the United States Government Accountability Office.

The OIG conforms to *Principles and Standards for Offices of Inspector General* or the “Green Book” for the completion of fraud, waste, and abuse investigations. These professional standards are issued by the Association of Inspectors General.

External Quality Assessment/Peer Review

Consistent with the Yellow Book, the OIG is required to obtain an independent external quality assessment at least once every three years by a professional, objective group. This assessment is commonly referred to as a peer review.

The Association of Local Government Auditors completed a peer review of the M-NCPPC Office of Internal Audit in September 2017 for fiscal years 2015-2017. The audit report concluded, “The Maryland-National Capital Park and Planning Commission Office of Internal Audit’s internal quality control system was suitably designed and operating effectively to provide reasonable assurance of compliance with *Government Auditing Standards* for audits during the period July 1, 2014-June 30, 2017.”

The OIG will obtain another peer review in 2020 covering fiscal years 2018 – 2020.

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Annual Risk Assessment and Audit Plan

The Office of the Inspector General completed risk assessment interviews with Commission management in spring, 2018. Using the results of the interviews, the OIG identified 46 possible auditable units or processes (i.e. audit universe). Surveys were then distributed to the interviewees asking them to rank operational, financial, and compliance risk factors (impact and likelihood) for each unit/process. The following table includes a list of the top 20 auditable units, per the survey results, as defined by the interviewees.

The areas and/or processes reflected in **bold** were included in the FY19 Annual Audit Plan, approved by the Audit Committee.

Risk #1, Rider Contracts, Risk #4, Purchasing Division, and Risk #6, DHRM, Human Resources Information Systems were reviewed by the OIG in prior years.

Risk Ranking	Unit/Process
1	Commission-wide - Rider Contracts (i.e. Piggy Back Contracts)
2	Prince George's County - Capital Improvement Project (CIP) Change Orders
3	Commission's Purchasing Governance
4	Central Purchasing Division
5	Department of Human Resources and Management (DHRM), Selection and Recruitment Services Division
6	DHRM, Human Resources Information System (HRIS) Division
7	Commission-wide - Sole Source Contracts/Competitive Bid Waivers
8	DHRM, Corporate Policy and Records Division
9	Commission-wide - Emergency Change Orders
10	Department of Finance, Treasury Operations, Cash Management Division
11	Human Capital Management Module in Infor/Lawson
12	Commission-wide - IT Spend
13	Prince George's County - Park Police Weapon Inspections/Qualifying
14	Prince George's and Montgomery Counties - Park Police Overtime
15	Prince George's County - Park Police Weapons – Assignment and Tracking
16	Commission-wide - Enterprise Asset Management (EAM)
17	Commission's Telework Program
18	DHRM, Employee Labor Relations Division
19	Department Fitness Centers
20	Commission-wide - Budget Process

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FY19 Completed Audits, Investigations, and Advisories

CW - Commission Wide, MC – Montgomery County, PGC – Prince George’s County

Performance Audits

Performance audits provide objective analysis to assist management and those charged with governance and oversight in using the information to improve program performance and operations, reduce costs, and facilitate decision making. The OIG completed 11 performance audits in FY19.

Audit Number	Audit Name	Date Final Report Issued	Report Findings (risk level)		
			H	M	L
CW-002-2019	Infor v10 Pre-Implementation Audit*	11/1/2018	0	0	0
CW-003-2019	Competitive Bid Waivers	12/27/2018	0	1	0
CW-005-2019	Telework Program	1/25/2019	2	3	0
CW-010-2019	Treasury Operations	1/25/2019	1	1	0
MC-001-2019	Data Center Co-Location	6/27/2019	1	2	1
MC-002-2019	Cabin John Maintenance Yard	9/20/2018	0	2	2
MC-004-2019	Montgomery County, Park Police Department, Overtime Audit	6/30/2019	6	1	0
PGC-002-2019	Stephen Decatur Community Center	1/9/2019	1	1	0
PGC-006-2019	Fort Washington Forest Community Center	2/8/2019	0	0	0
PGC-013-2019	Palmer Park Community Center	**	3	1	0
PGC-015-2019	Prince George’s County, Park Police Department, Overtime Audit	**	7	5	0
11 Completed Audits	Total Number of Findings (41)		21	17	3

*Management was unable to provide the requested information necessary to complete audit. As such, the OIG was unable to complete full audit testing. A limited audit report was issued.

**Reports have been issued in draft form, waiting for management’s response to audit recommendations before final promulgation.

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Fraud, Waste and Abuse Investigations

In cases where fraud, waste, or abuse is suspected, the Office of the Inspector General has responsibility to investigate the matter in accordance with Commission Practice 3-31, *Fraud, Waste, & Abuse*.

In FY19, the OIG completed 13 fraud, waste, and abuse (FWA) investigations.

Audit Number	Audit Name	Report Date
CW-006-2019	██████████ Timekeeping Procedures	12/3/2018
CW-007-2019	██████████ Timekeeping Procedures	12/3/2018
CW-008-2019	██████ Timekeeping Procedures	12/3/2018
MC-003-2019	██████████ Forged Commission Documents	9/5/2018
MC-005-2019	██████████ Purchase Card Irregularities	4/17/2019
PGC-005-2019	██████████ Controlled Assets	9/24/2018
PGC-007-2018	██████████ Conflict of Interest	1/7/2019
PGC-008-2019	██████████ Inventory Controls	3/18/2019
PGC-009-2019	██████████ Petty Cash	2/4/2019
PGC-011-2019	██████████ Timekeeping Procedures	2/15/2019
PGC-012-2019	██████████ Alternation of Invoices	6/13/2019
PGC-014-2019	██████████ Purchase Card Irregularities	3/27/2019
PGC-017-2019	██████████ Vehicle Disposal	4/8/2019
13 Investigations		

The FWA Report contains the OIG's conclusion on the occurrence of fraud, waste, or abuse. Eight of the 13 FWA investigations included a conclusion of fraud, waste, or abuse. There was no significant financial loss to the Commission as a result of the fraudulent activities.

Note: FWA Reports contain personally identifying information (PII) and are not approved for public promulgation.

At the end of a FWA investigation, the OIG may issue a separate Internal Control Report (ICR). The ICR contains recommendations to strengthen internal controls, in an effort to reduce future fraud, waste, and abuse occurrences. Nine (9) of the 13 FWA investigations included an Internal Control Report.

Miscellaneous FWA Investigations

In addition to the 13 completed FWA investigations, the OIG completed 16 miscellaneous reviews. Most miscellaneous reviews were the result of unsubstantiated fraud, waste,

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and abuse allegations. Miscellaneous reviews are typically less in scope than a full fraud, waste, and abuse investigation and involve employee interviews and review of supporting documentation. Miscellaneous reviews do not require a formal audit report. Unlike the FWA investigations, the miscellaneous reviews are not conducted in accordance with *Principles and Standards for Offices of Inspector General*.

Referral to Law Enforcement

The OIG initiated three additional investigations that were referred to law enforcement for investigation when it appeared the actions may warrant criminal charges. Two investigations have been closed, with no financial loss to the Commission, one is still in progress.

Management Advisories and other Non-Audit Services

Management advisories are usually the result of a special request from management to review a specific procedure or function. Management advisory reporting is ad-hoc and the reports are designed to meet the needs of management. Management advisories are completed as non-audit services (i.e. not subject to GAGAS standards). The OIG completed 9 management advisories in FY19.

Audit Number	Advisory Name	Advisory Request	Report/Communication Date
CW-001-2019	Infor v10 Deliverables	Ensure functional business needs related to the ERP system upgrade are met.	10/02/2018
CW-011-2019	CIP Procurement Governance	Evaluate the Commission's purchasing governance model to help ensure all competitive purchases comply with Commission policies and procedures, while promoting efficient operations.	Waiting on mgmt. response to OIG recommendation before final promulgation.
CW-012-2019	FY19 Retail Inventory	Witness a sample of inventory counts at the request of the external auditor.	Summary to be provided to external auditors upon accounting close of FY19 financials.
MC-006-2019	██████████ ██████████	Review actions leading up to an apparent breach of a Contractors internal network.	06/24/2018
PGC-001-2019	Unauthorized Employment	Review actions supporting the placement of an unauthorized employee.	10/29/2018
PGC-003-2019	International Travel	Review international travel expense reimbursements to assist management in policy development.	09/17/2018

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PGC-004-2019	█████ Program	Review Program administration.	10/23/2018
PGC-010-2019	██████████████	Assess possible conflict of interest with the vendor and a Commission employee; assess reasonableness of quoted price for services.	01/16/2019
PGC-018-2019	██████████████ ██████████████ Petty Cash	Requested by management.	05/18/2019
9 Advisories			

Follow-Up Reviews

The OIG is responsible for completing follow-up reviews for all high and medium-risk audit recommendations. For FY19, the OIG completed 21 follow-up reviews, which included 94 audit recommendations. Upon completion of the follow-up testing, the OIG was able to conclude 82 of the audit recommendations reviewed were satisfactorily resolved, 8 were partially resolved as some action was taken, and 4 were unresolved.

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SUMMARY OF SIGNIFICANT AUDIT FINDINGS

The OIG communicated 62 audit recommendations in FY19. Thirty-six (36) of the 62, or 58%, were classified as high risk. The OIG relies on the auditor's professional judgment when assigning risk ratings (high, medium, or low) to individual audit findings. A high-risk rating indicates a deficiency in the design or operation of an internal control procedure(s) that could adversely affect an operating unit's ability to safeguard assets, comply with laws and regulations, and ensure transactions are properly executed and recorded on a timely basis.

The high-risk audit findings identified deficiencies in the following areas/programs:

Areas/Programs	Number of Findings
Timekeeping Procedures	17
Managerial Oversight	7
Controlled Assets	4
Update Internal Policies and Procedures	2
Retail Inventory	2
Bank Reconciliations	1
Training of Personnel	1
Rental Contracts	1
Disaster Recovery	1
TOTAL	36

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EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS AND PROCESSES

It is the opinion of the Inspector General that the internal control systems and processes for the Commission's fiscal, operational, and information technology (IT) activities and applications/systems are adequate, but there are areas for improvement in time reporting, controlled assets, and IT security awareness.

- **Time Reporting** – The OIG identified several instances where time cards were not accurately completed, and managerial oversight (e.g. review and approval) was deficient. Deficiencies were pervasive throughout the Commission and involved employees at all levels. Commission management has agreed to OIG's recommendations and is taking steps to remedy. In addition, the OIG has volunteered to complete 22 Commission wide training sessions that cover common fraud, waste, and abuse themes, including time card completion.
- **Controlled Assets** – Some facilities are not completing annual inventories of their controlled assets (e.g. assets valued under \$10,000). New controlled assets are not being added to inventory listings and disposals are not adequately reported. Inadequate control over controlled assets appears to be pervasive throughout the Commission. Management is aware of the deficiencies and are taking actions to correct.
- **IT Security Awareness** – The number and complexity of phishing attempts is increasing expeditiously for government entities. A neighboring city was recently subject to a phishing/ransom attack that costs the city \$18.2 million dollars. Although, not at this extreme, the Commission has also fallen prey to several phishing attempts that involved employee direct deposits, vendor ACH payments, and requests for gift cards. Fortunately, due to our control environment (e.g. updated patches) and internal awareness, losses have been very minimal. However, this is an on-going concern, which requires continuous action. To help mitigate these threats, the OIG provided several recommendations to the Office of the Chief Information Officer (OCIO). The OCIO agreed with the recommendations and has effected a plan to implement.

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Ethics and Compliance Employee Hotline

The OIG administers the Commission's independent Ethics and Compliance Employee Hotline (Hotline). There were 18 assertions (21 submissions) submitted to the Hotline in FY19. Note: Similar submissions are highlighted in grey.

Report Number	Report Date	Summary of Allegation	Resolution
127645153	7/3/2018	Theft of time – five (5) Commission employees ██████████	OIG investigated and issued 3 separate Fraud, Waste, and Abuse Reports. One (1) report included a conclusion of fraud.
127657596	7/5/2018	Employee was concerned with cost of facility rental at Walker Drive, Greenbelt	Forwarded to Department for possible action/response.
127802833	8/2/2018	Commission employee abusing illegal substances and providing to underage Community Center attendees	Referred to the Department, Division of Risk Management and Workplace Safety within DHRM, Office of the General Counsel and Park Police for investigation.
127937616	8/28/2018	Employee raised concerns with the Department's handling of a discrimination grievance	Referred to the Department's Human Resources section and the Division of Human Resources within DHRM.
128128533	10/4/2018	Personal use of Commission vehicle; assigned pooled vehicles are being kept overnight at Commission facilities close to individuals' residences, not at employees' workplace as required by policy	OIG confirmed two employees were violating the Commission's Vehicle Use Program. Referred to Department and Department of Finance. One employee had received exception to policy from Department Director.
128237363	10/23/2018	Workplace violence/threats	Referred to Department of Human Resources within DHRM and Office of the General Counsel. Forwarded to Park Police as issue appeared to be related to an ongoing investigation.
128721644	2/5/2019	Kickbacks. Employee providing gifts (e.g. garden vegetables) to management. Management also receiving kickbacks from vendor(s)	Investigated by OIG. Allegations unsubstantiated
128721759	2/5/2019	Discriminatory hiring practices	Referred to Department of Human Resources within DHRM for investigation.
128969996	3/28/2019	Resident dissatisfied with service, alleged Commission employees not at work, time fraud	Inspector General spoke to resident, referred resident to Department for customer service issues. OIG was unable to substantiate time fraud allegations.
128945852	3/22/2019	Customer relations, poor behavior towards employees and members of public	Referred to Human Resources Division within DHRM.

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Report Number	Report Date	Summary of Allegation	Resolution
128875543	3/8/2019	Conflicts of interest, alleged nepotism	Referred to Department Human Resources section.
129027850	4/9/2019	Conflicts of Interest, alleged nepotism	Referred to Department Human Resource section and Human Resources Division within DHRM.
129027837	4/9/2019	Wage/hour issues; required work hours are not being paid	Referred to Department Human Resources section and Human Resources Division within DHRM.
129128256	5/12/2019	Questionable Lease Terms	Referred to the Department of Parks and Recreation.
129189767	5/14/2019	Conflicts of Interest involving manager and his/her professional business contacts	OIG investigated, unable to substantiate allegation. Also referred to Human Resources Division within DHRM as allegation appeared to be part of an on-going employment dispute.
129237697	6/6/2019	Firearm safety concerns raised, Park Police range	Referred to the Department of Risk Management and Workplace Safety within DHRM.
129237365	5/23/2019	Nepotism and lack of managerial oversight within Department	Referred to Department of Human Resources within DHRM and Office of the General Counsel.
129128256	5/24/2019	Nepotism (similar to preceding report)	Referred to Division of Human Resources within DHRM and Office of the General Counsel.
129240058	5/24/2019	Nepotism (similar to preceding report)	Referred to Division of Human Resources within DHRM and Office of the General Counsel.
129338126	6/14/2019	Use of cell phone while driving Commission vehicle	Referred to the Department and the Risk Management Division within DHRM. The Department stated they would handle.
129406168	06/28/2019	Employees engaged in secondary employment; conflict not managed by supervisor	OIG investigated, unable to substantiate allegations.
18 Cases			

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Key Performance Indicators

Using a balanced scorecard approach, the OIG defined several internal objectives to strengthen its quality control program. The following table captures some of the key performance indicators (measures) being tracked by the OIG.

Audit Committee	
Measures	Results
The IG to facilitate quarterly audit committee meetings. Meeting agenda to include identification of high-risk audit findings issued within the quarter.	<ul style="list-style-type: none"> • 07/18/18 – Met with external auditors • 09/26/18 – Quarterly meeting • 12/19/18 – Met with external auditors and held quarterly meeting • 03/12/19 – Quarterly meeting • 06/11/19 - Quarterly meeting
Issuance of the Annual Audit Committee Report of Activities	The Audit Committee presented their FY18 report at the September 26, 2018 Bi-County Commission meeting. The FY19 report is scheduled for September 2019.
Number of audit requests from the Audit Committee	None
Audit Process	
Measures	Results
Completion of annual risk assessment	See page 4
Number of follow-up audits	See page 8
Innovation/Capabilities	
Measures	Results
OIG Personnel to obtain the required number of CPE hours	Confirmed by IG
Audit Clients	
Measures	Results
Department concurrence with audit recommendations	100%
Hotline submissions	See pages 11-12

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Other Noteworthy Items

- Training – In fiscal year 2019, the OIG conducted a series of Audit Refresher and Fraud/Ethics trainings. Audit Refreshers reviewed high-risk findings, general internal control environments, ethics, proper cash handling procedures, and how to accurately account for capital and controlled assets. The following Audit Refreshers were provided:
 - Prince George’s County Department of Parks and Recreation – recreation professionals
 - Prince George’s County Department of Parks and Recreation – Arts and Cultural Heritage Division

The Fraud/Ethics trainings provided a formal definition of fraud, waste and abuse, methods for reporting these occurrences, conflicts of interest, acceptance of gifts, an overview of the fraud triangle and ethical conduct requirements. The following Fraud/Ethics trainings were provided:

- Prince George’s County Department of Parks and Recreation – Southern Area Operations
 - Prince George’s County Park Police Department - civilian personnel
 - Prince George’s County Park Police Department - sworn officers
 - Prince George’s County Department of Parks and Recreation - open invite
 - Montgomery County Department of Parks - park maintenance yard supervisors
- Internal Audit Awareness Month – May is International Internal Audit Awareness month. The OIG held its third annual open house on May 21, 2019. The event was well attended with over 38 visitors from all departments and divisions. The OIG distributed a pamphlet with valuable information regarding the Office of the Inspector General.
 - Summer Intern – Due to the generosity of the Prince George’s County Government and Prince George’s County Department of Parks and Recreation, Special Programs Division, the OIG was fortunate to sponsor a paid summer intern for the 2019 summer season.