

**MARYLAND-NATIONAL CAPITAL PARK & PLANNING  
COMMISSION**

**Prince George's County Department of Parks and Recreation  
Office Services Unit – Print Shop  
Report Number: PGC-009-2018**

**April 4, 2018**

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**Prince George’s County Department of Parks and Recreation**  
**Office Services Unit – Print Shop**  
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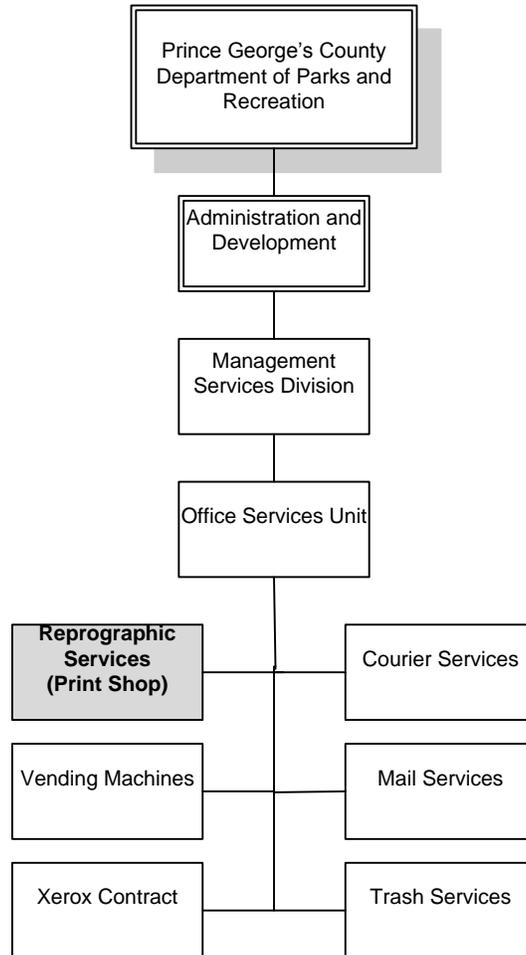
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## I. EXECUTIVE SUMMARY

### A. Overall Perspective

The Office Services Unit, provides a wide range of administrative support to the Prince George’s County Department of Parks and Recreation (DPR). The print shop is one of six (6) areas of responsibility within the Office Services Unit.



The Office Services Unit includes nine employees. A vendor is used for trash services. An Office Supervisor provides oversight of the unit and reports directly to a manager within the Management Services Division.

This audit only encompasses the reprographic services shop (referred to as the print shop) within the Office Services Unit. The print shop is located at 7833 Walker Drive in Greenbelt, Maryland. It contains state of the art color and finishing

machines that can produce paperback books, brochures, catalogs, posters, business cards and more, in a variety of finishes.

The Commission has a contract with Xerox Corporation for maintenance and lease of Xerox equipment throughout the Maryland-National Capital Park and Planning Commission (Commission or M-NCPPC). The print shop has four large high volume machines along with several additional machines for producing professionally finished products. The following chart shows the total number of print job requests and copies produced in 2017 for various Commission units.

<b>Unit</b>	<b>Number of Job Requests</b>	<b>Number of Copies</b>
Arts & Cultural Heritage Division	407	357,475
Management Services Division	99	18,480
Central Area Office	27	19,592
Central Administrative Services (CAS) – Department of Finance	8	1,236
CAS – Department of Human Resources & Management	48	25,530
CAS – Employee Retirement System	4	570
CAS - Executive Director's Office	8	4,253
Office of Inspector General	7	1,207
CAS - Legal Office	4	36
Maintenance & Development Division	1	2,000
Northern Area Office	120	128,979
Natural & Historical Resources Division	318	291,813
Public Affairs & Marketing	121	170,044
Park Police	3	1,004
Park Planning & Development	34	30,925
Southern Area Office	66	50,919
Sports Health & Wellness Division	314	133,610
Special Programs Division	214	188,823
<b>Grand Total</b>	<b>1,803</b>	<b>1,426,496</b>

## **B. Audit Scope, Objectives, and Methodology**

The objective of the audit was to assess the adequacy and operational effectiveness of internal controls within the print shop.

The scope of our audit included, but was not limited to the following audit procedures:

- Interviewed employees within the Management Services Division and Office Services Unit to gain a better understanding of their internal operations;
- Reviewed relevant Commission policies and procedures;
- Reviewed Xerox Contract and statements of work specific to the print shop to determine if Commission procurement requirements were being followed;
- Reviewed various source documents including requests for printing work;
- Evaluated internal processes and procedures in place for usage of print shop machines; and
- Reviewed internal processes and procedures for ordering and maintaining an inventory of print supplies.

The audit was conducted in accordance with the *U.S. Generally Accepted Government Auditing Standards*. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the established audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The audit covered the period from January 1, 2017 – January 31, 2018.

### **C. Major Audit Concerns**

The results of our evaluation and testing procedures indicated the following major audit concern:

- Current operating procedures preclude management and/or the Office of the Inspector General (OIG) from identifying possible instances of fraud, waste, or abuse. There are no internal procedures in place defining who can submit print shop requests; current customers include DPR personnel, other Commission departments, and external organizations. In addition, Print Shop personnel are unable to reconcile the number of actual copies to specific job requests.

Additional information pertaining to these areas can be found in the Detailed Commentary and Recommendations section of this report.

## D. Overall Conclusions

The results of our evaluation and testing procedures indicate deficiencies, as noted in the Major Audit Concerns section of this report, see definition below.

We believe all weaknesses identified and communicated are correctable and that management's responses to the recommendations satisfactorily address the concerns. It is the responsibility of management to weigh possible additional cost of implementing our recommendations in terms of benefits to be derived and the relative risks involved.

We wish to express our appreciation to the Prince George's County Department of Parks and Recreation, Management Services Division management and staff for the cooperation and courtesies extended during this review.



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Assistant Inspector General



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

April 4, 2018

### Conclusion Definitions

<b>Satisfactory</b>	No major weaknesses were identified in the design or operation of internal control procedures.
<b>Deficiency</b>	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.
<b>Significant Deficiency</b>	A deficiency in the design or operation of an internal control procedure(s) which adversely affects an operating unit's ability to safeguard assets, comply with laws and regulations, and ensure transactions are properly executed and reported. This deficiency is less severe than a material weakness, yet important enough to merit attention by management.
<b>Material Weakness</b>	A deficiency in the design or operation of an internal control procedure(s) which may result in a material misstatement of the Commission's financial statements or material impact to the Commission.

## II. DETAILED COMMENTARY AND RECOMMENDATIONS

### 1. Obtain Management Approval for Job Requests

**Issue:** Requests for print jobs may be submitted to the print shop by any Commission employee. Printing requests do not require approval from Commission management.

**Criteria/Risk:** Management approval of print shop job requests helps ensure all requested print jobs support the objective of the requesting department. Failure to obtain management approval for print jobs increases the risk of fraud, waste and abuse.

**Recommendation:** We recommend Management Services Division management implement procedures that require management approval of all print job requests prior to submission to the print shop.

Management to be defined and may vary based on organizational structure of each Commission unit/department.

**Issue Risk:** High

**Management Response:** The Department concurs with the recommendation. We have recognized the need to strengthen internal controls and approval workflow processes prior to the Audit Review. As a result, the Management Services Division is currently procuring a software workflow system (XMPie), which is compatible with the current Xerox equipment. This software will provide automated solutions for managing Commission wide print requests; to include multi-level order approvers, role user based privileges, and dashboards for control and tracking activity. The Department plans to implement this software within the next 6-9 months. In addition to the software implementation, the Department will create directives that outline the processes and procedures related to print requests. These measures will mitigate the current risks identified.

**Expected Completion Date:** December 31, 2018

**Follow-Up Date:** February 2019

## 2. **Develop Guidelines for Non-Commission Print Jobs**

**Issue:** The print shop performs print jobs, such as newsletters, programs, tickets, flyers and business cards, at no cost, to non-Commission organizations. Examples include:

- Bowie Crofton Camera Club,
- 2<sup>nd</sup> Star Productions,
- Ottley Music School,
- Joe’s Movement Emporium,
- Greenbelt Arts Center, and
- Music Teachers Association of Bowie.

The print shop was unable to quantify the number and cost of print jobs from non-Commission organizations.

**Criteria/Risk:** Failure to charge external customers for reproduction services may negatively impact the print shop’s fiscal operations. In addition, inconsistent approval of external print job requests, may lead to a perception of bias and/or possible reputational damage to the Commission.

**Recommendation:** Management Services Division management should develop internal guidelines for accepting and charging non-Commission print jobs. The guidelines should include requirements for periodic monitoring by management, (e.g. name of organization, number of jobs, amount of fee waivers, etc.)

**Issue Risk:** High

**Management Response:** The Department concurs with the recommendation. In an effort to mitigate the noted risks, the Management Services Division and the Arts and Cultural Heritage Division will collaborate to implement standards that will be used to establish print request parameters and eligibility standards for non-Commission- non-profit arts entities. These printing standards will include (but not limited to):

- Eligibility- Which entities meet non-profit/other criteria
- Print Request Authority- Who within the non-profit arts entity has the authority to submit print requests to ACHD (which are subsequently processed by MSD Office Services)
- Print Limitations- Regulating the type and annual quantities of materials that will be printed at no-cost for the benefit of the non-profit entity

Once print request standards are developed and approved, all non-profit arts entities will be notified of the new standards via written notice.

**Expected Completion Date:** December 31, 2018

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**Follow-Up Date:** February 2019

### **3. Strengthen Oversight of Workflow Process**

**Issue:** Copy machine meter readings within the print shop, are not reconciled to print job requests. The print shop is unable to perform these reconciliations as the copy machine meters record impressions and print requests capture the number of pages. Depending on the size of a certain page, the page may represent multiple impressions on the machine meter, therefore making an accurate reconciliation unachievable.

**Criteria/Risk:** Failure to perform reconciliations of copy machine meter readings to print job requests increases the Commission's risk of potential fraud, waste and abuse. Personal or unauthorized jobs may be unaccounted for.

**Recommendation:** Per the Office of the Inspector General discussions with the Commission's Chief Information Officer, commercial off-the-shelf software (COT) is available to assist in these reconciliations. We recommend that Office Service Division management, in consultation with the Chief Information Officer, investigate the use of a COT product to assist in reconciliations.

If it is determined that the use of a COT product is not cost efficient, Office Service Division management should implement internal processes to ensure all print jobs can be linked to a properly approved print request form.

**Issue Risk:** Medium

**Management Response:** The Department concurs with this recommendation. The XMPie software will alleviate the risks associated with this Audit finding. As previously stated, the XMPie software integrates with the current Xerox reprographic machines in the Office Services print shop. This integration will allow for accurate tracking and reconciliation between XMPie print requests and Xerox machine production.

**Expected Completion Date:** December 31, 2018

**Follow-Up Date:** February 2019

#### **4. Consider Utilizing Chargebacks**

**Issue:** Although the print shop resides in DPR, many print job requests originate from units outside of DPR (please see chart on page 2). Units outside of DPR are not charged for their reproduction requests.

**Criteria/Risk:** Failure to charge Commission units outside of DPR for their reproduction requests may negatively impact the print shop's fiscal operations. In addition, outside units may not be motivated to ensure print job requests are reasonable and necessary, as there are no budget implications for their specific area.

**Recommendation:** DPR management should consider utilizing chargebacks to recoup print job costs from Commission units outside of DPR.

**Issue Risk:** Medium

**Management Response:** The Department will explore the feasibility of instituting chargebacks to other Commission departments with respect to print job requests. The review will include an assessment of budget implications, workflow processes, operational efficiencies, and resources. At the conclusion of this review, the Department will determine the next course of action to appropriately address this Audit recommendation.

**Expected Completion Date:** January 31, 2019

**Follow-Up Date:** February 2019