



**MARVIN O'QUINN**  
President/CEO

*Executive Office*  
*Jackson Memorial Hospital*  
1611 N.W. 12<sup>th</sup> Avenue  
Miami, Florida 33136-1096  
305) 585-6754

June 20, 2005

Mr. Chris Mazzella  
Office of Inspector General  
Miami Dade County  
19 West Flagler Street  
Suite 220  
Miami, FL 33130

Dear Mr. Mazzella:

This letter is in response to the OIG's investigation into the Public Health Trust's engagement with the Incident Management Group (IMG). Since the Trust's engagement with IMG began several years before I came to the Trust, I cannot directly address the events that lead to the IMG engagement or the handling of the relationship. I understand that local and National Security at hospitals was a real issue for the Board and given Jackson's role in the community Security would be a significant issue.

I am troubled by what appears to be deliberate duplicity by previous senior leaders in presenting IMG to the Board. I am also troubled by the unprofessional manner by which this engagement was managed. This project clearly did not receive the leadership and direction necessary to ensure appropriate outcomes and stewardship of our funds.

I have taken a number of actions to ensure that contracts are handled appropriately. They include:

1. Hired a new compliance Officer and restructured the Compliance and Audit process
2. Hired a new Vice President for logistics who is revamping our entire procurement process including developing a Consultants contract management policy and procedure.
3. Hired a new CFO who has installed the appropriate checks and balances in our financial division.

As you noted in your draft we have completed an extensive review of our engagement with IMG. As a result of that review all relationships with IMG have been terminated. Moreover, our Compliance Department is conducting a second review of this engagement, which will focus more acutely on the legal issues involved.

Sincerely,

Marvin O'Quinn  
President & CEO

An Equal Opportunity Employer

June 2, 2005

Chris Hagon, Managing Partner  
IMG – Incident Management Group  
P.O. BOX 011511  
Miami, Fl. 33101-1511

IMG – Incident Management Group  
8751 West Broward Blvd., Suite 212  
Plantation, Fl. 33324

Re: Termination of all Contracts/Purchase Orders

Mr. Hagon:

Please accept this letter in response to IMG's letter dated April 28, 2005 to Mr. Marvin O'Quinn, President and CEO of The Public Health Trust/Jackson Health System (JHS). With this correspondence, IMG is instructed to discontinue any and all activity it may still be engaged in under any contracts or Purchase Orders with JHS. We have already closed all JHS contracts and Purchase Orders with IMG and IMG subsidiaries, and no additional payments will be made. An internal investigation by JHS is ongoing, the findings and recommendations of which will be instrumental in determining JHS' future course of action in relation to each IMG contract and Purchase Order. It is estimated the investigation will be completed within 60 days from the date of this letter.

Sincerely,



Theodore G. Lucas  
Vice President  
Logistics and Distribution

Cc: Marvin O'Quinn, President and CEO  
Frank Barrett, Sr. VP and CFO  
Steven Klein, Sr. VP and COO  
William Harriger, VP of Internal Audit & Compliance  
Paul Glasser, VP of Plant Operations and Facilities  
Eugene Shy, Assistant County Attorney  
Dania Trasobares, Accounts Payable

MDC-OFFICE OF THE  
INSPECTOR GENERAL

2005 JUN 16 PM 1:11

ANDRES MURAI, JR.

June 16, 2005

Mr. Christopher R. Mazzella, Inspector General  
Office of the Inspector General  
19 West Flagler Street, Suite 220  
Miami, Florida 33130

Dear Mr. Mazzella:

I am in receipt of your letter dated June 1, 2005 with the attached Draft Report of your review of the Public Health Trust's consultancy arrangement with, and services rendered by, the Incident Management Group, Inc. (IMG).

In regards to the first 22 pages of your report, I had no prior detailed knowledge of your findings therein. My position from the inception of this process was that I wanted to make sure that the process was fair and balanced in all aspects. If the details of what is outlined in your findings would have been disclosed during the period in question, certainly the Board and I could have taken necessary actions to be consistent with good business practices and Trust Policy.

In regards to your findings starting with Section F, page 22, I respectfully disagree with them.

In the months directly after the events of 9/11, it became absolutely clear that the Jackson facility was totally unprepared for any unplanned event. As the months passed, other security issues became abundantly obvious, some of them reported in the press. I was asked by the Board to be the security liaison (due to the Sunshine Law, only one of us could serve). The more I looked into it, the more I became aware and concerned with the extreme vulnerability of our Institution to an unplanned event. I devoted a great deal of time to insure that the Trust be protected.

Over a period of time, I became aware that a vendor of the Public Health Trust, namely IMG, had not received payment in a timely manner. As a private businessman, whenever there are invoices that continue to accumulate from a vendor, it has been my practice to either have staff approve them for payment or reject them and send them back to the vendor stating the reason for rejection.

4216 PONCE DE LEON BOULEVARD, CORAL GABLES, FLORIDA 33146 TEL. 443-2900

APPENDIX B

(Page 2 of 2)

It is certainly not good business practice to leave accounts payable in limbo that could create further problems including, but not limited to, the accuracy of Financial Statements for a given year.

My only motivation regarding the vendor in question, IMG, was to make sure that good business practices were followed by staff of the Public Health Trust in regards to its relationship with a vendor.

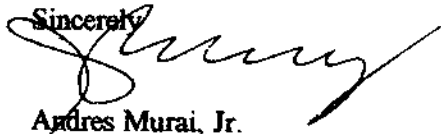
I was concerned that the various security issues, some of them described in your report, that were handled by this vendor could continue to go forward and not be interrupted by payment delays.

As to the meeting that was mentioned in your report, which I cannot clearly recall, I have not been able to learn from your report what actual invoices were reviewed in said meeting.

It was my intention at the time to have staff resolve the issue of the pending invoices. As to the accuracy or details of what work they covered, I could not express an opinion. I was simply concerned that the various security and logistics issues moved forward in order to protect the assets of the Public Health Trust.

During my almost 9 years of service at the Public Health Trust, I have worked very hard and initiated major programs for Asset Accountability and Financial transparency.

I thank you for the opportunity that you have given me to reply to your Draft Report and that my views could be taken into account when you send your final version of the same.

Sincerely  
  
Andres Murai, Jr.



# Miami-Dade Police Department

Director's Office



An Internationally  
Accredited  
Police Service

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June 14, 2005

Mr. Christopher Mazzella, Inspector General  
Office of the Inspector General  
19 West Flagler Street, Suite 220  
Miami, Florida 33130

Dear Mr. Mazzella:

Thank you for providing us with a copy of your office's draft report regarding your review of the Public Health Trust's consultancy arrangement with Incident Management Group, Inc.

Please be assured of our continued cooperation in all matters of mutual concern, and of our commitment to assist your office in regard to investigating suspected criminal conduct identified as a result of your investigations.

As to issues identified in the report concerning the Miami-Dade Police Department, the concerns have been referred to our Professional Compliance Bureau for investigation.

If we can be of any further assistance to your office, please contact Major Michael Trerotola, Public Corruption Investigations Bureau, at 305-599-3121.

Sincerely,

Robert Parker  
Director

APPENDIX C

LAW OFFICES OF  
**SALE & KUEHNE**

PROFESSIONAL ASSOCIATION  
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JON A. SALE  
BENEDICT P. KUEHNE\*  
SUSAN DMITROVSKY

\* BOARD CERTIFIED  
CRIMINAL TRIAL PRACTICE AND  
APPELLATE PRACTICE

REPLY TO: **Miami**

June 17, 2005

**Via Fax 305.579.2656**  
**HAND DELIVERY**

Christopher Mazzella  
Office of the Inspector General  
19 West Flagler St., Suite 220  
Miami, FL 33130

2005 JUN 17 PM 4:57  
MDC-OFFICE OF THE  
INSPECTOR GENERAL

Re: OIG Draft Report of the Consultancy Arrangement Between  
Incident Management Group, Inc. and the Public Health  
Trust (June 1, 2005)  
Response of Incident Management Group, Inc.

Dear Inspector General Mazzella:

This letter constitutes a thorough response by Incident Management Group, Inc. (IMG) to your June 1, 2005 Draft Report reviewing the Public Health Trust's consultancy arrangement with IMG. Because your report contains significant factual errors, misjudgments, and unsupported speculation, the Draft Report should be withdrawn in its entirety. A careful, factually accurate evaluation of the IMG consultancy arrangement will demonstrate that the Public Health Trust (PHT) received excellent services, good value, and outstanding professionalism from IMG in return for fair compensation.

### **BACKGROUND OF THE IMG CONSULTANCY AGREEMENT.**

Oblivious to the homeland security realities of a post-September 11 United States of America, the OIG Draft Report fails to capture the pressing demand for a thorough, efficient, and professional evaluation of the security

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needs of the PHT and the entire Jackson Health System (JHS) physical plant. The impact of the worst terrorist attack on domestic soil was felt throughout America, and had special impact within South Florida, since 15 of the 19 terrorist hijackers had proven connections to the State of Florida. Protecting the vulnerability of South Florida's borders and governmental institutions was a matter of urgency, as an entire national homeland security apparatus was hastily erected to detect vulnerabilities in order to protect the citizenry and institutional infrastructure.

Given the new realities of an America targeted by terrorist extremists, several forward thinking staff and members of the PHT, led by Vice President Phil Rosenberg, Michael Kosnitzky, Andres Murai, and others, began to explore the issue of security within JHS. To his credit, Vice President Rosenberg's concern with security weaknesses began even before the September 11 attacks. Mr. Rosenberg's uncertainty that the entire JHS was stable and secure led him in the Summer of 2001 to press for an independent security evaluation and audit by a nationally respected security consultant. Mr. Rosenberg's efforts were embraced by the PHT, as the absence of any comprehensive security plan was an obvious weakness in the PHT protocol. Then, following the devastating consequences of the Twin Towers tragedy on September 11, the JHS administration raised security concerns to the highest priority level, authorizing Vice President Rosenberg to prepare a Request for Proposal (RFP) to engage a security consulting firm.

IMG, a nationally-respected security services firm, was among the companies asked to submit a response to the RFP. IMG's credentials and experience are unparalleled in the business world. IMG, a comprehensive risk management and security services resource, is globally based to provide industries, institutions, and governments with services ranging from risk assessment and organizational readiness planning to operations support and incident management. With a vast network of security resources, IMG is known in the industry as being able to provide efficient, timely, and comprehensive evaluation and implementation of security services.

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IMG principals collectively represent more than 100 years of corporate and institutional security management. Managing Partner Christopher A. Hagon, whose responsibilities included the PHT engagement, has dedicated experience in police work, diplomatic security, and consultancy services to a myriad of Fortune 500 companies. Managing Partner Dr. Harley V. Stock, Ph.D. is a trained forensic psychologist whose specialty extends to workplace security issues. Managing Partner Daniel F. Donohue has developed corporate risk management programs throughout the world, and is a specialist in assessing, designing, and implementing protection strategies in a wide range of risk environments. Other IMG consultants service various specialties with security continuum.

In the months immediately following September 11, 2001, the PHT became convinced that the entire JHS facilities were vulnerable and unprepared for unplanned events. As securities issues became more prominent, both JHS administration and PHT members placed even greater priority on developing and implementing a comprehensive security strategy and protocol. So important were securities issues to the PHT that one of the Trustees, Andres Murai, was assigned to be the Security Liaison, thereby placing security issues squarely and prominently on the PHT agenda.

The PHT engagement of IMG for security services was undoubtedly one of the most forward-thinking, protective, and valuable decisions for the institution. Not only was the PHT able to evaluate and understand the security needs for the entire JHS, but it was also able to press for implementation of real, effective security protocols and enhancements that will serve the Miami-Dade community for generations to come.

## **RESPONSE TO DRAFT REPORT.**

### **§ I. Background to the OIG's Review.**

The OIG questions the lack of a written contract for professional services between the PHT and IMG (Draft Report page 1). Yet, the absence



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of a contract was not IMG's doing. IMG repeatedly and persistently requested the formulation of a written contract, but JHS never provided one. Given the realities of Homeland Security implementation issues, for IMG and the PHT, the ability to improve security within JHS was the important priority, so IMG did not feel stymied by the lack of a written contract.

### **§ III. Methodology and Scope of Review.**

The Draft Report (page 2) questions whether "all contract deliverables" were provided by IMG. Not only has IMG produced voluminous documentation over the period of its assignment, but it also has produced more than what was required by the oral consultancy agreement. The OIG's failure to request from IMG all documentation and deliverables called for by the engagement or produced by IMG represents a fundamental weakness in the OIG report.

### **§ IV. Comment on the Office of Compliance's Draft Report.**

The draft report titled *Incident Management Group Review* prepared by the JHS Office of Compliance focuses on the PHT handling of the IMG engagement. At all times, IMG conducted itself professionally, complying with every PHT requirement. As the vendor for good and valuable services to a public entity, IMG carefully, efficiently, and thoroughly responded to every PHT request.

### **§ V. OIG Selected Areas of Review.**

The OIG investigative report disregards basic tenets of good investigative practices, molding facts to what appears to be a predetermined conclusion, instead of following the objective facts and allowing the facts to speak for themselves. Instead of demonstrating objectivity throughout the Draft Report, the OIG appears to have prepared the report based on an unfair and unsupported conclusion that the IMG consultancy was suspect. To the contrary, IMG's efforts have protected JHS in the community in ways that will

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promote security for years to come.

Rather than focus on the work of IMG, through the IMG professionals, the Draft Report centers nearly exclusively on surmise and conjecture offered by JHS management. Barely half of the IMG staff and consultants who played major roles in its assignment were interviewed by the OIG. So, too, the OIG failed to develop any factual understanding of the difficulties experienced by IMG in dealing with an entrenched, bureaucratic institutional management. In critical areas such as security for the maternity department, emergency room facilities, and a campus-wide security system, IMG was repeatedly confronted by a lack of management support and cooperation, making IMG's task insurmountably more difficult. Even more pernicious, the IMG project manager was not sought out by the OIG for a discussion of institutional cooperation and integration, a far more important aspect to security implementation than the expense and billing focus directed by the OIG.

#### **A. The Procurement Process Used to Select IMG.**

There is no doubt IMG was more than qualified to provide security consultancy services to the Public Health Trust. The other two firms identified in the Draft Report (page 4), Kroll Inc. and IPSA International, while qualified, certainly offer nothing more advantageous than the expertise provided by IMG. It is for this reason that Vice President Rosenberg correctly noted that IMG "was the most impressive response." (Draft Report page 4). Christopher Hagon, as the IMG Managing Partner in charge of the JHS engagement, not only had a personal familiarity with the Miami-Dade County area, but is a world leader in security services.

Because Vice President Rosenberg had no undisclosed relationship with either IMG or any of its principals, the OIG's effort to besmirch "Mr. Rosenberg's impartiality and his participation as a member – if not the head – of the Selection Committee" (Draft Report page 5) is unfounded and out of order. So, too, is the OIG's observation that "IMG had an unfair advantage

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in preparing for the presentation before the review panel.” (Draft Report page 6). Lest the OIG forget, national security concerns and institutional security needs were a priority following the explosive events of September 11, 2001. IMG responded to the PHT’s call by providing dedicated, valuable services. It had no unfair advantage, nor did it have any insider assistance. IMG was selected to provide security services because it was qualified, and appears to this day to be the *most qualified*.

## **B. The Representation Versus Reality.**

The Draft Report erroneously declares “that only Mr. Hagon, one of IMG’s partners, was involved in providing services to JHS.” (Draft Report page 7). In fact, the entire IMG organization, a service company built on matching specialists from its vast network of consultants to a client’s needs, was involved in providing services to the PHT, as documented by IMG in presenting its factual and straightforward account of its activities to the Compliance Department and to the OIG. Chris Hagon was the “partner in charge” of the engagement, and he relied on the involvement of numerous other IMG personnel and resources. Contrary to the OIG’s suggestion that IMG was a “shell corporation” (Draft Report page 7), IMG is an internationally-recognized consulting organization with more than 100 years of collective security experience obtained in consulting and corporate environments. Over the past ten years, IMG and its principals have provided high quality services to many Fortune 500 and Fortune 1000 companies. In no circumstance has IMG ever failed to deliver contracted services. IMG disclosed to the PHT its ability to work with its vast network of resources to provide the skill set best dedicated to solve the PHT problems.

While described as “baffling,” the OIG report comments that interim Security Director Dr. Joseph Macri “functioned as a subcontractor of IMG for fourteen (14) months, [yet] never met any of the IMG partners, except for Mr. Hagon.” (Draft Report page 7). Nowhere does the OIG question the very valuable services provided by Dr. Macri, whose own talents and reputation are beyond reproach. Of course Dr. Macri interfaced with Mr. Hagon, who was

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the partner in charge of the PHT project. All information required by Dr. Macri was provided through Mr. Hagon. In matters of corporate efficiency, such reporting is not only common, but it is expected. Surely, Dr. Macri's strengths were better utilized by focusing on institutional security, rather than wasting time at interminable business meetings with people whose functions are not of any interest to Dr. Macri.

So, too, the Draft Report contends the IMG Plantation office door was "locked (office closed) during regular business hours" on several occasions. (Draft Report page 7). Yet, the OIG offers no date or time for its unannounced visits, and sought no explanation from IMG. Had it even inquired, or made an appointment, the OIG would have discovered the Plantation office was an operational office servicing two managing partners that did not have a full-time secretary or receptionist, but rather was the regional office for company projects in the South Florida area. IMG also has an Orlando, Florida location that is a fully equipped and dedicated office facility that acts as the company headquarters and houses the computer network and conference facilities.

The Draft Report erroneously states "Mr. Hagon denied" he had been to the JMH campus prior to receiving an invitation to respond to the RFP. In fact, Mr. Hagon informed OIG personnel he had no recollection of visiting Jackson Memorial Hospital and walking through the complex with the previous Security Director prior to receipt of the RFP. Whether he did so, PHT was not billed for any earlier visit.

The Draft Report also takes issue with the IMG invoices, concluding they "were confusing an omitted critical information, which staff needed in order to process payments." (Draft Report page 8). Yet, IMG prepared standard invoices in the ordinary course of its business, presented them to the PHT, and provided all necessary information and backup, as requested. At no time did anyone at the PHT or within JHS challenge the invoices as "confusing" or missing critical information. Nor did anyone notify IMG that

additional documentation was needed.<sup>1</sup>

### **C. Subsequent Resolutions, Purchase Orders and Amounts Paid.**

The Draft Report focuses almost exclusively on the billing process, offering virtually no comment on the high quality of services provided by IMG. That omission is most glaring when contrasted with the fact that IMG provided valuable security services that modernized the entire JHS system. IMG, during the course of this project, became aware of a significant philosophical divide between a management cadre that saw little reason for improvements, and an involved staff whose concerns focused on personal and patient safety. Persistent staff concerns to improve security had been consistently ignored or disregarded<sup>2</sup> by management for years, thus placing IMG in a position of pressing management for authorization to implement improvements.

Throughout the project, the IMG project manager not only provided deliverables and a project update book to JHS senior management, but regularly consulted with Vice President of Plant Operations Paul Glasser to provide implementation updates. The project update book was regularly updated and timely provided to JHS management.<sup>3</sup> That documentation is

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<sup>1</sup> Contrary to the OIG's declaration that invoices "do not state when the billing period started," attached as Exhibit A is a sampling of invoices containing the full billing period. Perhaps the OIG's misstatement is just another oversight on its part.

<sup>2</sup> Once the security project commenced, IMG learned that JHS management was disinterested in the input of University of Miami employees, notwithstanding a large number of UM personnel were employed on site within the JHS. This apparently was a reflection of the views of senior JHS management.

<sup>3</sup> During the course of the OIG investigation, IMG learned the project update book disappeared. Since then, IMG reconstructed its project

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proof positive of the work done by IMG to benefit JHS.

The Draft Report correctly notes the amount paid to IMG for its security services consultation and implementation is \$1.9 million. IMG invoiced every payment, describing its services to the satisfaction of JHS. At no time did IMG receive funds for services not provided, or invoice for services that did not benefit JHS. IMG is still owed considerable money for services previously provided. The still unpaid invoices to JHS total \$21,520.00. IMG's Phase III assignment is still outstanding at \$50,000.00 plus expenses (voluntarily reduced from \$75,000.00). Due to the cancellation of the project oversight assignment, IMG is still due \$11,051.00. IMG was also tasked with the responsibility of conducting a confidential investigation concerning pharmaceutical supplies, ultimately making a number of recommendations that were never implemented by JHS. The outstanding fee owed to IMG is \$33,732.00.<sup>4</sup>

Without any factual support, the Draft Report states: "Without a contract laying out the scope of services included under the engagement, IMG could find new ways to insert itself at JHS." (Draft Report page 10). IMG did no work that was not authorized and approved by JHS. After 15 years of neglect by JHS, IMG did not need to invent services – the security demands were palpable. IMG was not responsible for preparing a written contract, even though it preferred a written contract.<sup>5</sup> But, the fact that no contract was ever forthcoming from JHS did not slow IMG's efforts to provide security services.

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database and provided more than 3,000 files in electronic format.

<sup>4</sup> IMG will be presenting to JHS a detailed invoicing for amounts due for services rendered.

<sup>5</sup> Typically, IMG's consultancy work with clients is not based on a written contract. IMG provides proposals and operates in good faith. Thus, even though IMG requested a written contract from JHS, it was not viewed as a necessity.

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IMG's efficiency in providing services is the direct result of its management philosophy that disdains an employee intensive operation in favor of a network of skilled partners and trusted consultants. IMG's overhead and billing practices were in line with industry standards. Throughout the JHS project, IMG engaged assistance on an as needed basis, resulting in much more efficient provision of professional services.

The Draft Report suggests Dr. Macri, the Director of Security Services, had no contract (Draft Report page 10 n. 12), when in fact IMG provided Dr. Macri with a comprehensive Letter of Engagement at his request. That Letter of Engagement was not even requested by the OIG.

#### **D. IMG Sub-Consultants.**

The Draft Report challenges a security program that involved the paying of informants, a project authorized and approved by JHS. One of the security concerns identified by IMG at an early point in the engagement was that JHS materials were being stolen from a JHS warehouse in Medley. At no time does the OIG challenge the fact that the JHS system was a target for theft and embezzlement. Information indicated to IMG that the supply chain was being compromised and product was being diverted to local retail stores. At a meeting with Materials Manager Tom Prysbylski, IMG learned of an informant who had previously provided Mr. Prysbylski with valuable information in an earlier employment relationship. IMG, in discussions with CFO Ron Ruppell, agreed to utilize the undercover operative for the purpose of evaluating materials security. IMG was specifically authorized to reimburse expenses of those who came forward with valuable information.

Pursuant to this informant program, IMG facilitated an agreement with the State Attorney's Office in which the informant's tasks were described and the reasons for the assignment were provided. Soon afterwards, the informant provided confidential information about a pallet scam involving dock workers. Police surveillance corroborated the information, additionally reporting that the suspects were using JHS transportation to execute the theft.

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Arrests followed, but for reasons outside of IMG's control, prosecution was never effected.

Since then, regular communication between various informants and police detectives occurred, with information coordinated by Paul Gannon. CFO Ruppell was periodically informed of developments and agreed the informant project was effective. As a result of the success of the informant project, many JHS staff members and employees felt comfortable providing information about wrongdoing within JHS, thus helping enhance the security protocol.

When Vice President Alston Cook came on board, he authorized the termination of the project, since he believed it had run its course. By this time, Mr. Gannon reported that theft activities had declined substantially based on the awareness within the JHS system that thefts were now being observed and perpetrators would be prosecuted.

IMG's position throughout this internal investigation is that the lack of security was itself a security issue, not necessarily a law enforcement issue. Law enforcement lacked the staff to conduct a comprehensive investigation, so IMG's efforts provided efficient reporting to law enforcement. Furthermore, by utilizing an internal investigation, scarce law enforcement resources were more readily available to the greater community, thus enhancing overall security at an optimal cost. The OIG's predilection for law enforcement rather than internal compliance investigations is a philosophy that is neither universally accepted nor consistent with Homeland Security objectives.<sup>6</sup>

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<sup>6</sup> OIG's reference to law enforcement standards in dealing with informants greatly misses the mark. When law enforcement is involved in investigative activities, a myriad of constitutional protections apply, including a requirement for search warrants on JHS property. Private sector independent investigations are not constrained by these constitutional protections. IMG worked carefully within its business standards for utilizing informants.



It is not accurate that Paul Gannon “became a one-man show” in the investigation of thefts at the JHS Medley warehouse (Draft Report pages 15-16). To the contrary, the surveillance project and Mr. Gannon’s authorization was approved by the PHT and was regularly reported to the PHT Security Liaison. Moreover, Mr. Gannon’s conduct was part of the IMG project, and included regular interaction with law enforcement. To castigate the productive efforts by IMG to root out fraud and corruption within JHS – the very goal of the OIG – is an affront to both our citizenry and our law enforcement community.<sup>7</sup>

#### **E. Recruitment and Headhunting Service Fees.**

The Draft Report questions the recruitment fees invoiced by IMG, even though every invoice was sufficiently detailed and specifically approved by PHT. IMG’s services in identifying skilled management and consultant personnel should not be underestimated. Finder’s fees were appropriately billed by IMG as a benefit to JHS without the need to utilize an expensive and time-consuming executive search firm. It is common in the executive search industry, recognized by numerous executive search companies, that finder’s fees for successful placement of management personnel and consultants are properly invoiced. The finder’s fees billed to JHS were reasonable and appropriate.

The finder’s fee for Mr. Cook was appropriately described, and was justified by far more than his hiring. There was never an attempt at deception. IMG provided detailed supporting documentation describing interviews with multiple candidates at multiple locations, extensive background investigations, travel, and evaluation of prospective candidates.

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<sup>7</sup> The fact that Miami-Dade Police Department Sgt. Lee Michaud, a respected and decorated law enforcement veteran, became a consultant providing security services to the PHT through the efforts of IMG, should be applauded, not decried.

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Had the OIG inquired, it would have concluded all finder's fees were vetted through JHS management. Upon the decision to hire IMG consultants, finder's fees were discussed with and approved by senior management, including Ira Clark, Paul Glasser, and Gus Alonzo. The fees were authorized and paid by JHS upon approval by the President and CEO, all out in the open.

Regarding the engagement of Mark Aprigliano, IMG first reported to JHS that Mr. Aprigliano was interested in seeking a security investigator position with JHS. IMG conducted a background investigation of Mr. Aprigliano, finding him to be a competent and qualified candidate. IMG was asked by Dr. Macri to participate in the interview process for all candidates, and Mr. Hagon did so. IMG is entitled to the payment.

#### **F. A Board Member's Influence.**

Andres Murai, Jr., a PHT Board Member and Chair of the Fiscal Affairs Committee, was the PHT Security Liaison and was regularly in communication with IMG regarding security compliance. At no time did IMG request that Mr. Murai exert influence to have IMG invoices paid, or is IMG aware of any effort by Mr. Murai to utilize his influence to have invoices paid.

What should be apparent to the OIG is that JHS had a history, as many governmental institutions do, of neglecting its fiscal obligations, allowing invoices to pile up without action. Such fiscal mismanagement was unexpected by IMG, even as it continued to provide valuable services to JHS. At various times, JHS management was obstructive, not only commenting favorably about late payment of invoices, but also recounting its certainty that IMG would not be able to successfully complete various projects. Nonetheless, IMG accomplished the unexpected. Numerous JHS departments were delighted with IMG's efforts to improve their safety and restrict outside access, and actually acknowledged the input and recommendations of departmental staff was considered by IMG. Because IMG's practice and experience was to get the job done, IMG was less focused on internal bureaucracy and instead concentrated on the benefits of

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accomplishing a worthwhile task.

Of course, IMG was frustrated with the JHS delay in paying invoices, and expressed impatience to management on numerous occasions. But, at all times IMG provided the requested information needed to support its invoices, and sought no favoritism in obtaining payment of outstanding invoices. What was most frustrating to IMG is that, even though the PHT approved funding for various security projects, major programs such as the campus-wide security system, maternity and surgery security improvements were delayed by bureaucratic stalling and meaningless meetings that raised manufactured obstacles. Such institutional malaise is an affront to good government and public policy. Notwithstanding JHS inattention, IMG saw a need, after fifteen years of JHS neglect, to provide protective services consistent with good public policy.

### **CONCLUSION.**

Whatever is meant by the OIG's confusing and obtuse comment that the IMG consultancy "evolved into an enigma with pernicious tentacles" (Draft Report page 32), it is apparent the OIG utilized headline grabbing tactics to unnecessarily damage a well-respected business. In hindsight, it may be the OIG's goal of causing a needed change in current PHT and JHS management and practices. Certainly, IMG is aware of a bureaucratic imbroglio within JHS that stymies opportunities for improvement and functionality. IMG disagrees with the content and general theme of the Draft Report. IMG provided high quality services to a dysfunctional agency, attempting to bring it into the 21<sup>st</sup> Century. Until JHS, a taxpayer-funded organization, alters its obstructionist attitude in favor of seeking positive changes, any consultant arrangement is likely to be plagued with similar obstacles. IMG successfully circumvented many of the land mines encountered in the process of implementing needed security protocols.

IMG has been caught in a philosophical divide between the will of the PHT demanding accountability and the careful use of public funds, and senior

Christopher Mazzella  
Office of the Inspector General  
June 17, 2005  
Page 15

management intent on maintaining the status quo. The OIG Draft Report, instead of focusing on procedural failures that are not the responsibility of IMG, has promoted sensationalism at the expense of valuable security services that have protected our entire health care system from unplanned and unexpected contingencies. IMG is proud of the work it has done on behalf of the people of Miami-Dade County, and challenges the Office of Inspector General to find fault with the efficient, valuable, and cost-effective services provided by IMG.

Respectfully submitted,

**SALE & KUEHNE, P.A.**

  
BENEDICT P. KUEHNE

BPK:el  
cc: Incident Management Group, Inc.

# **APPENDIX A**

UMPG.

# INVOICE

DATE 9/20/2004

**BILL TO**

Jackson Health System  
Mr. Frank Barrett  
Chief Financial Officer  
1611 NW 12th Avenue  
Miami, FL 33136

INVOICE # A-200400265  
CASE # A-350/04/3356  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 9/20/2004

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM: Security Services - Period ending 09/15/04.</b>			
<b>PROFESSIONAL FEES:</b>			
C. Hagon - 3.5 days @ \$1,500 per day	3.5	1,500.00	5,250.00
T. Bradley - 156.5 hours @ \$135 per hour	156.5	135.00	21,127.50
D. Brittan - 18.25 hours @ \$150 per hour	18.25	150.00	2,737.50
World Profiles - Research		681.60	681.60
<b>EXPENSES:</b>			
Accommodation		570.75	570.75
Meals		403.08	403.08
Ground transportation		2,894.56	2,894.56
Communications: Fax, phone, FedEx, etc.		67.00	67.00
		<b>Total</b>	<b>\$33,731.99</b>

Please remit payment to:  
INCIDENT MANAGEMENT GROUP, INC.  
P. O. Box 011511  
Miami, Florida 33101-1511

UNPAID.

# INVOICE

DATE 4/28/2005

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

INVOICE # A-200400269  
CASE # A-350/02/3333  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 4/28/2005

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
SECURITY SERVICES: Oversight of campus-wide system installation, period ending 04/06/05.  JMH Project Number P-02116 PO #: 430003187			
PROFESSIONAL FEES: T. Bradley - 81.5 hours @ \$135 per hour (inv34)	81.5	135.00	11,002.50
EXPENSES: Ground transportation (see attached receipts)		49.00	49.00
		<b>Total</b>	<b>\$11,051.50</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511

CONFIRMED KVM OF  
 DIS GRANTING

Open Invc Accounting to IMG

VEND	VENDID	INVC	INVR	REF	VDAT	CTTR	GLC	PO	CHKNUM	OPDATE	TDATE	VCH	Amount	Amt Unpd	by
IMG - IN	70279	A-200400240			03-FEB-04	90511	625200	440002482	684977	18-MAY-04	03-MAY-04	671364	5,500.00	5,500.00	
IMG - IN	70279	A-200300225			26-AUG-03	86005	620100	430002834	688385	18-JUN-04	17-JUN-04	689433	8,614.06		
IMG - IN	70279	A-200300225			26-AUG-03	90611	620100	430002834	688385	18-JUN-04	17-JUN-04	689433	27,767.92	296.90	
IMG - IN	70279	A-200300225	BALANCE		26-AUG-03	86005	620100	430002504	688385	18-JUN-04	17-JUN-04	689447	19,153.86		
IMG - IN	70279	A-200300200			09-JUN-03	P02116	125000	430003187	682548	26-APR-04	20-APR-04	666559	28,500.00	3,316.63	
IMG - IN	70279	A-200300201			09-JUN-03	P02116	125000	430003187	682548	26-APR-04	20-APR-04	666550	27,000.00	3,388.30	
IMG - IN	70279	A-200200177			10-OCT-03	P02116	125000	430003187	661453	14-OCT-03	10-OCT-03	591666	5,944.50	68.00	
IMG - IN	70279	A-200300208			10-OCT-03	P02116	125000	430003187	661453	14-OCT-03	10-OCT-03	591699	12,246.00	166.20	
IMG - IN	70279	A-200300230			20-OCT-03	P02116	125000	430003187	662289	23-OCT-03	20-OCT-03	596420	16,667.00	811.80	
IMG - IN	70279	A-200300183			10-OCT-03	96114	620100	420002501	661453	14-OCT-03	10-OCT-03	591668	13,744.14	392.20	
IMG - IN	70279	A-200200197			10-OCT-03	96114	620100	420002501	661453	14-OCT-03	10-OCT-03	591681	3,061.50	386.20	
IMG - IN	70279	200300166	Not IN A/P										208.00		
IMG - IN	70279	200300172	Not IN A/P										274.00		
IMG - IN	70279	200300193	Not IN A/P										5,177.90		
IMG - IN	70279	200300167	Not IN A/P										91.00		
IMG - IN	70279	200300176	Not IN A/P										110.00		
IMG - IN	70279	200300209	Not IN A/P										47.00		
IMG - IN	70279	200300233	Not IN A/P										1,884.00		
IMG - IN	70279	A-200800185			17-FEB-03	96114	620100	420002501	637087	04-MAR-03	01-MAR-03	497747	42,500.00	1,174.78	
IMG - IN	70279	200300174	Not IN A/P										87.00		
IMG - IN	70279	A-200300181			28-JAN-03	96114	620100	420002501	635759	12-FEB-03	05-FEB-03	488621	16,967.00	81.00	
IMG - IN	70279	A-200200196			10-OCT-03	96114	620100	420002501	661453	14-OCT-03	10-OCT-03	591672	16,667.00	1,327.97	
IMG - IN	70279	A-200300211			10-OCT-03	96114	620100	420002501	661453	14-OCT-03	10-OCT-03	591724	16,667.00	42.00	
IMG - IN	70279	A-200300186			24-FEB-03	96114	620100	420002501	637087	04-MAR-03	01-MAR-03	497745	16,667.00	63.00	
IMG - IN	70279	A-200300195			03-JUN-03	96114	620100	420002501	649176	12-JUN-03	03-JUN-03	536697	16,709.00	613.21	
IMG - IN	70279	A-200300227			10-OCT-03	96114	620100	420002501	661453	14-OCT-03	10-OCT-03	591739	16,667.00	43.00	
IMG - IN	70279	A-200300187			09-JUN-03	86005	620100	440000774	666869	04-DEC-03	03-DEC-03	612711	19,500.00	186.02	
IMG - IN	70279	A-200200150			30-JUL-02	P02116	125000	430000282	642472	30-APR-03	29-APR-03	521837	46,864.50	1,299.98	



TOTAL:  
\$ 21,520.09

## INVOICE

DATE 8/26/2003

**BILL TO**

Jackson Health System  
 Mr. Ron Ruppel  
 Chief Financial Officer  
 1611 NW 12th Avenue  
 Miami, FL 33136

INVOICE # A-200300225  
 CASE # A-350/03/3338  
 P.O. NO.  
 TERMS On Receipt  
 DUE DATE 8/26/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM: Security services - Review of Accounts Payable/Purchasing Process, period ending August 20, 2003.  PROFESSIONAL FEES: Project Fee, third 20-day progress payment		55,535.84	55,535.84
<i>\$ 296.90            UNPAID.</i>			
<b>Total</b>			<b>\$55,535.84</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511



# INVOICE

DATE 6/9/2003

\$3,368.30  
UNPAID

**BILL TO**

Jackson Health System  
Mr. A.L. Cook  
Vice President, Logistics  
1611 NW 12th Avenue  
Miami, FL 33136

INVOICE # A-200300201  
CASE # A-350/03/3334  
P.O. NO. .  
TERMS On Receipt  
DUE DATE 6/9/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM: Security Services - Support for departmental security improvement implementation, period ending 03/27/03.</b>  Continuation review of clinics/satellite locations. Provided asset protection reports and presentations. Attended executive/director meetings. Supervised audit team for purchasing/accounts payable. Provided audit update briefing. Reviewed current receiving dock configuration, operations and security.			
<b>PROFESSIONAL FEES:</b> P. Gannon - 18 Days @ \$1,500 per day	18	1,500.00	27,000.00
<b>EXPENSES:</b> Meals Ground Transportation Communications: Fax, phone, FedEx, etc.		250.70 3,955.50 187.00	250.70 3,955.50 187.00
<b>Total</b>			<b>\$31,393.20</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

# INVOICE

DATE 1/27/2003

*\$68.00  
UNPAID*

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

INVOICE # A-200200177  
CASE # A-350/02/3333  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 1/27/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM: Security Services - Oversight of campus-wide system installation, period 12/01/02 - 01/02/03.</b>			
<b>PROFESSIONAL FEES:</b>			
M. O'Bourke, E. Duque - 12/01/02 - 12/15/02:			
Attend meeting with Security One at Plant Operations	4.5	157.00	706.50
Meeting and walk through for OR/DTC	4.5	157.00	706.50
Initial plans for OR/DTC and security meeting	15	157.00	2,355.00
<b>01/01/03</b>			
Meeting with Security One to discuss system architecture	12	157.00	1,884.00
C. Hagon - 1.5 hours @ \$195 per hour	1.5	195.00	292.50
<b>EXPENSES:</b>			
Ground transportation		26.00	26.00
Meals		14.32	14.32
Documentation: plans		4.68	4.88
Communications: fax, phone, FedEx, etc.		23.00	23.00
		<b>Total</b>	<b>\$6,012.50</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511

# INVOICE

DATE 7/13/2003

\$166.20  
UNPAID

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

INVOICE # A-200300208  
CASE # A-350/02/3333  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 7/13/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM: Security Services - Oversight of campus-wide system installation, period 01/01/03 - 03/15/03.</b>			
<b>PROFESSIONAL FEES:</b>			
01/01/03 - 01/15/03 - M. O'Bourke, E. Duque: Per Plant Operations, define scope of RFP for ACCH	2.5	157.00	392.50
Walk through with Security One and others to ensure nothing omitted from RFP and minimum change orders	27	157.00	4,239.00
02/01/03 - 02/15/03 Meeting with Corporate Security re new Rehab	12	157.00	1,884.00
02/15/03 - 02/28/03 Meeting with Corporate Security, J. Camero to discuss SFAM to ACC and implement security layout	2.5	157.00	392.50
03/01/03 - 03/15/03 Redo plans for OR/DTC	11	157.00	1,727.00
Develop plans for SFAM to ACC, implement security layout and meet with J. Camero	6.5	157.00	1,020.50
Meeting with D. Rodriguez and staff, Security One to discuss contract	16.5	157.00	2,590.50
<b>Total</b>			

**Please remit payment to:  
INCIDENT MANAGEMENT GROUP, INC.  
P. O. Box 011511  
Miami, Florida 33101-1511**

**INVOICE**

\$811,80 unpaid

DATE 10/19/2003

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1811 NW 12th Avenue  
Miami, FL 33136

INVOICE # A-200300230  
CASE # A-350/02/3333  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 10/19/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
SECURITY SERVICES: Oversight of campus-wide system installation, period 09/01/03 - 09/27/03. PO #: 430003167  PROFESSIONAL FEES: E. Bailey		16,667.00	16,667.00
Total			\$16,667.00

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511

# INVOICE

DATE 7/13/2003

**BILL TO**

Jackson Health System  
 Mr. Paul Glasser  
 Vice President, Facilities Management  
 1611 NW 12th Avenue  
 Miami, FL 33138

INVOICE # A-200300208  
 CASE # A-350/02/3333  
 P.O. NO.  
 TERMS On Receipt  
 DUE DATE 7/13/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>EXPENSES:</b>			
Ground transportation		32.00	32.00
Meals		14.00	14.00
Documentation: Printing/plans		85.20	85.20
Communications: fax, phone, FedEx, etc.		35.00	35.00
		<b>Total</b>	<b>\$12,412.20</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

# INVOICE

DATE 1/28/2003

**BILL TO**

Jackson Health System  
 Ms. Jean Ptummer  
 Jackson Health System  
 1611 NW 12th Avenue  
 Miami, FL 33136

\$ 392.20  
 UNPAID

INVOICE # A-200300183  
 CASE # A-350/02/3331  
 P.O. NO.  
 TERMS On Receipt  
 DUE DATE 1/28/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM: Security Services - Security review of Cath Lab supply chain operations, period ending 01/11/03.</b>			
<b>PROFESSIONAL FEES:</b>			
M. O'Bourke - 8.5 hours @ \$157 per hour	8.5	157.00	1,334.50
P. Gannon - 8 days @ \$1,500 per day	8	1,500.00	12,000.00
<b>EXPENSES:</b>			
Accommodation		287.73	287.73
Meals		134.91	134.91
Ground transportation		314.20	314.20
Communications: Fax, phone, FedEx, etc.		65.00	65.00
<b>Total</b>			<b>\$14,136.34</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511



# INVOICE

DATE 6/1/2003

\$378.20

**BILL TO**

Jackson Health System  
 Ms. Jean Plummer  
 Jackson Health System  
 1611 NW 12th Avenue  
 Miami, FL 33136

UNPAID

INVOICE # A-200200197  
 CASE # A-350/02/3331  
 P.O. NO. -  
 TERMS On Receipt  
 DUE DATE 6/1/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM - Security Services: Design security system for Cath Lab/GI:</b>			
<b>PROFESSIONAL FEES:</b>			
M. O'Bourke: 02/01 - 02/15 Meetings re initial proposal	3	157.00	471.00
M. O'Bourke: 02/15 - 02/25 Meetings re initial proposal	1	157.00	157.00
M. O'Bourke: 01/01 - 01/15 Meetings, walk-through & initial drawings	9.5	157.00	1,491.50
M. O'Bourke: 03/01 - 03/15 Meetings, re proposed upgrades	6	157.00	942.00
<b>EXPENSES:</b>			
Meals		89.00	89.00
Ground transportation		113.00	113.00
Printing/plans		158.20	158.20
Communications: Fax, phone, FedEx, etc.		28.00	28.00
		<b>Total</b>	<b>\$3,449.70</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

**INVOICE**  
**PAID**

DATE 10/15/2002

**BILL TO**

Jackson Health System  
Mr. Douglas Rodriguez  
Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

\$208.00  
unpaid

INVOICE # A-200200166  
CASE # A-350/02/3327  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 10/15/2002

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Technical support services for vendor RFP queries, assessment and selection, period ending September 30, 2002.			
PROFESSIONAL FEES: M. O'Bourke - 80.5 hours @ \$157 per hour	80.5	157.00	12,638.50
EXPENSES:			
Meals		42.00	42.00
Ground transportation		55.00	55.00
Miscellaneous: plans		84.00	84.00
Communications: Fax, phone, FedEx, etc.		27.00	27.00
Total			\$12,846.50

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511

**INVOICE**

DATE 11/11/2002

**BILL TO**

Jackson Health System  
 Mr. Douglas Rodriguez  
 Facilities Management  
 1611 NW 12th Avenue  
 Miami, FL 33136

**\$274.00**  
 unpaid

INVOICE # A-200200172  
 CASE # A-350/02/3327  
 P.O. NO.  
 TERMS On Receipt  
 DUE DATE 11/11/2002

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Technical support services for vendor RFP queries, assessment and selection, period ending October 31, 2002.			
PROFESSIONAL FEES: M. O'Bourke & Others - 130 hours @ \$157 per hour	130	157.00	20,410.00
EXPENSES: Meals		180.00	180.00
Ground transportation		58.00	58.00
Communications: Fax, phone, FedEx, etc.		36.00	36.00
		<b>Total</b>	<b>\$20,684.00</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

# INVOICE

DATE 5/19/2003

**BILL TO**

Jackson Health System  
 Mr. Paul Glasser  
 Vice President, Plant Operations  
 1611 NW 12th Avenue  
 Miami, FL 33136

\$5,177.90  
unpaid

INVOICE # A-200300193  
 CASE # A-350/02/3327  
 P.O. NO. .  
 TERMS On Receipt  
 DUE DATE 5/19/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<p>JACKSON HEALTH SYSTEM - Technical support services for vendor RFP queries, assessment and selection, period ending October 31, 2002.</p> <p>Reference:                      Project Number P-02116                      Resolution Number 0303 Pending</p> <p>PROFESSIONAL FEES:                      World Profiles - Vendor due diligence</p>		5,177.90	5,177.90
		<b>Total</b>	<b>\$5,177.90</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

**INVOICE**

DATE 11/11/2002

**BILL TO**

Jackson Health System  
Mr. Douglas Rodriguez  
Facilities Management  
1811 NW 12th Avenue  
Miami, FL 33136

\$91.00  
unpaid

INVOICE # A-200200167  
CASE # A-350/02/3327  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 11/11/2002

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Technical support services for vendor RFP queries, assessment and selection, period ending October 15, 2002.			
PROFESSIONAL FEES: M. O'Bourke & others - 74 hours @ \$157 per hour	74	157.00	11,618.00
EXPENSES: Meals		18.00	18.00
Ground transportation		46.00	46.00
Communications: Fax, phone, FedEx, etc.		27.00	27.00
		Total	\$11,709.00

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511

**INVOICE**  
**PAID**

DATE 1/13/2003

**BILL TO**

Jackson Health System  
Mr. Douglas Rodriguez  
Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

*\$110.00  
unpaid*

INVOICE # A-200300176  
CASE # A-350/02/3327  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 1/13/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Technical support services for vendor RFP queries, assessment and selection, period ending November 15, 2002.			
PROFESSIONAL FEES: M. O'Bourke, E. Duque - 58 hours @ \$157 per hour	58	157.00	9,106.00
EXPENSES:			
Meals		40.00	40.00
Ground transportation		38.00	38.00
Communications: Fax, phone, FedEx, etc.		32.00	32.00
		<b>Total</b>	<b>\$9,216.00</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011611  
Miami, Florida 33101-1511

# INVOICE

DATE 2/17/2003

**BILL TO**

Jackson Health System  
 Mr. Paul Glasser  
 Vice President, Facilities Management  
 1611 NW 12th Avenue  
 Miami, FL 33136

\$1,174.78  
unpaid

INVOICE # A-200300185  
 CASE # A-350/02/3320  
 P.O. NO.  
 TERMS On Receipt  
 DUE DATE 2/17/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Security consulting services for Security Department Reorganization, balance remaining, period ending 2/17/03.			
PROFESSIONAL FEES: E. Bailey, C. Hagon, P. Gannon, D. Andrade		12,500.00	12,500.00
		<b>Total</b>	<b>\$12,500.00</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

# INVOICE

DATE 7/13/2003

\$ 47.00  
unPAID

**BILL TO**

Jackson Health System  
Mr. Douglas Rodriguez  
Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

INVOICE # A-200300209  
CASE # A-350/02/3327  
P.O. NO.  
TERMS On Receipt  
DUE DATE 7/13/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM - Final billing for technical support services for vendor RFP queries, assessment and selection, period ending July 13, 2003.</b>			
Reference: Project number P-02116 Resolution number 0303			
<b>PROFESSIONAL FEES:</b>			
<b>08/01/02 - 08/15/02</b>			
Cover sheet required by Plant Operations for sign off (reprints)	2	157.00	314.00
Meetings with Plant Operations for project review	8	157.00	1,256.00
Preparations of summary of work for change orders	2	157.00	314.00
<b>09/01/02 - 09/15/02</b>			
Changes to plans for release of RFP	7.5	157.00	1,177.50
Meetings required by Plant Operations for sign off (by department)	6.5	157.00	1,020.50
Meetings required by Plant Operations for cover page to vendors	4	157.00	628.00
<b>EXPENSES:</b>			
Ground transportation		32.00	32.00
Miscellaneous: plans/prints		15.00	15.00
		<b>Total</b>	<b>\$4,757.00</b>

**Please remit payment to:**  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511



# INVOICE

DATE 11/9/2003

**BILL TO**

Jackson Health System  
 Mr. Douglas Rodriguez  
 Facilities Management  
 1611 NW 12th Avenue  
 Miami, FL 33136

\$1,884.00  
 UNPAID

INVOICE # A-200300233  
 CASE # A-350/02/3327  
 P.O. NO. -  
 TERMS On Receipt  
 DUE DATE 11/9/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Technical support services for vendor RFP: Meeting with selected vendor (Security One), walk-through and provision of plans, period 12/15/02 - 12/31/02.  PROFESSIONAL FEES: M. O'Bourke & Others - 12 hours @ \$157 per hour	12	157.00	1,884.00
		<b>Total</b>	<b>\$1,884.00</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

**INVOICED**  
2/24/03

DATE 2/24/2003

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

\$63.00  
w/ PMD

INVOICE # A-200300186  
CASE # A-350/02/3317  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 2/24/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Monthly Director of Protective Services fee commencing, period ending 02/27/03.  Resolution No: 08/02-205  PROFESSIONAL FEES: J. Macri - Corporate Security Services		16,667.00	16,667.00
EXPENSES: Communications: Fax, phone, FedEx, etc.		63.00	63.00
		<b>Total</b>	<b>\$16,730.00</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511

**INVOICE**  
**PAID**

DATE 12/9/2002

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

\$87.00  
unpaid

INVOICE # A-200200174  
CASE # A-350/02/3317  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 12/9/2002

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Monthly Director of Protective Services fee commencing 12/1/02, period ending 12/31/02. Resolution No: 06/02-205			
PROFESSIONAL FEES: J. Macri - Corporate Security Services		16,667.00	16,667.00
EXPENSES: Communications: Fax, phone, FedEx, etc.		87.00	87.00
		<b>Total</b>	<b>\$16,754.00</b>

Please remit payment to:  
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P. O. Box 011511  
Miami, Florida 33101-1511

**INVOICE**  
**PAID**

DATE 1/28/2003

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

*\$ 81.00  
unpaid*

INVOICE # A-200300181  
CASE # A-350/02/3317  
P.O. NO.  
TERMS On Receipt  
DUE DATE 1/28/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Monthly Director of Protective Services fee commencing 12/29/02, period ending 01/25/03. Resolution No: 06/02-205			
PROFESSIONAL FEES: J. Macri - Corporate Security Services		16,667.00	16,667.00
EXPENSES: Communications: Fax, phone, FedEx, etc.		81.00	81.00
		Total	\$16,748.00

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511

# INVOICE

DATE 6/1/2003

\$1,327.97

**BILL TO**

Jackson Health System  
 Mr. Paul Glasser  
 Vice President, Facilities Management  
 1611 NW 12th Avenue  
 Miami, FL 33136

UNPAID

INVOICE # A-200200196  
 CASE # A-350/02/3317  
 P.O. NO. -  
 TERMS On Receipt  
 DUE DATE 6/1/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Monthly Director of Protective Services fee, period 05/18/03 - 06/14/03.  PO No: 43000737  PROFESSIONAL FEES: J. Macri - Corporate Security Services		16,667.00	16,667.00
EXPENSES (Accumulative to date): Airfares Ground transportation Communications: Fax, phone, FedEx, etc.		785.50 513.47 29.00	785.50 513.47 29.00
<b>Total</b>			<b>\$17,994.97</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

# INVOICE

DATE 7/13/2003

**BILL TO**

Jackson Health System  
 Mr. Paul Glasser  
 Vice President, Facilities Management  
 1611 NW 12th Avenue  
 Miami, FL 33136

\$ 42.00  
 UNPAID

INVOICE # A-200300211  
 CASE # A-350/02/3317  
 P.O. NO. -  
 TERMS On Receipt  
 DUE DATE 7/13/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
<b>JACKSON HEALTH SYSTEM - Monthly Director of Protective Services fee commencing, period 06/15/03 - 07/12/03.</b>			
PO No: 43000737			
<b>PROFESSIONAL FEES:</b> J. Macri - Corporate Security Services			
		16,667.00	16,667.00
<b>EXPENSES:</b> Communications: Fax, phone, FedEx, etc.			
		42.00	42.00
<b>Total</b>			<b>\$16,709.00</b>

**Please remit payment to:**  
**INCIDENT MANAGEMENT GROUP, INC.**  
**P. O. Box 011511**  
**Miami, Florida 33101-1511**

**INVOICED**  
**PAYED**

DATE 6/17/2003

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33136

\$613.21  
UNPAID

INVOICE # A-200300195  
CASE # A-350/02/3317  
P.O. NO. -  
TERMS On Receipt  
DUE DATE 5/17/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Monthly Director of Protective Services fee, period 04/20/03 - 05/17/03.  Resolution No: 06/02-205  PROFESSIONAL FEES: J. Macri - Corporate Security Services		16,709.00	16,709.00
		Total	\$16,709.00

Please remit payment to:  
INCIDENT MANAGEMENT GROUP, INC.  
P. O. Box 011511  
Miami, Florida 33101-1511

# INVOICE

DATE 9/11/2003

**BILL TO**

Jackson Health System  
 Mr. Paul Glasser  
 Vice President, Facilities Management  
 1611 NW 12th Avenue  
 Miami, FL 33136

\$43.00  
 unpaid

INVOICE # A-200300227  
 CASE # A-350/02/3317  
 P.O. NO. -  
 TERMS On Receipt  
 DUE DATE 9/11/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Monthly Director of Protective Services fee, period ending 08/10/03 - 09/06/03.  PO No: 43000737  <b>PROFESSIONAL FEES:</b> J. Macri - Corporate Security Services			
		16,667.00	16,667.00
<b>EXPENSES:</b> Communications: Fax, phone, FedEx, etc.			
		43.00	43.00
<b>Total</b>			<b>\$16,710.00</b>

**Please remit payment to:**  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511



# INVOICE

DATE 6/9/2003

**BILL TO**

Jackson Health System  
 Mr. A.L. Cook  
 Vice President, Logistics  
 1611 NW 12th Avenue  
 Miami, FL 33136-1098

\$1,888.02  
 UNPAID

INVOICE # A-200300187  
 CASE # A-350/02/3313  
 P.O. NO. -  
 TERMS On Receipt  
 DUE DATE 6/9/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Miscellaneous security charges, period 01/25/03 - 04/26/03.			
<b>PROFESSIONAL FEES:</b> P. Gannon - General investigative services, 13 days @ \$1,500 per day	13	1,500.00	19,500.00
<b>EXPENSES:</b> Meals		188.02	188.02
		<b>Total</b>	<b>\$19,688.02</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
 P. O. Box 011511  
 Miami, Florida 33101-1511

**INVOICE**  
**PAYED**

DATE 7/30/2002

**BILL TO**

Jackson Health System  
Mr. Paul Glasser  
Vice President, Facilities Management  
1611 NW 12th Avenue  
Miami, FL 33138

\$1,299.98  
LMPAD

INVOICE # A-200200160  
CASE # A-350/01/3305  
P.O. NO.  
TERMS On Receipt  
DUE DATE 1/13/2003

DESCRIPTION	HOURS/DAYS	RATE	AMOUNT
JACKSON HEALTH SYSTEM - Out of scope project work, period ending 12/31/02 Project work in the following areas: Holtz Center 1, Emergency Department, Holtz Center 3, Maternity, Holtz Center 4, Maternity, Trauma 1, perimeter and resuscitation area, Rehabilitation 2, Child and Adolescent Unit, West Wing 1, Executive Offices, West Wing, 7, 9 and 10, HRHC Medical Center, Jackson North Maternity Center, Perdue Medical Center.			
PROFESSIONAL FEES: M. O'Bourke - 298.5 hours @ \$157 per hour	298.5	157.00	46,864.50
EXPENSES: Meals		77.98	77.98
Ground transportation		225.00	225.00
Documentation: plans, prints, etc.		834.00	834.00
Communications: Fax, phone, FedEx, etc.		163.00	163.00
		<b>Total</b>	<b>\$48,164.48</b>

Please remit payment to:  
**INCIDENT MANAGEMENT GROUP, INC.**  
P. O. Box 011511  
Miami, Florida 33101-1511