



# Miami-Dade County Office of the Inspector General



Detecting, investigating and preventing  
fraud, mismanagement, waste and the abuse of  
power in County programs, projects and contracts.

## Annual Report 2005

# A Message From The Inspector General

This year has been one of transition for the Office of the Inspector General. Legislative and budgetary changes have impacted the office, solidifying its autonomy and independence. Under a new ordinance approved by the Miami-Dade County Board of County Commissioners in March 2005, the Inspector General serves a four-year term and future Inspectors General will be selected by a committee comprised of the State Attorney, Public Defender, Ethics Commission Chairperson, President of the Dade Police Chiefs Association and the Regional Director of the Florida Department of Law Enforcement.

The 2005 Annual Report highlights our achievements and programs of the past year. This annual report is also a transition for us, as it is our first annual report coinciding with the County's fiscal year.

I am sure you will find our annual report an informative culmination of our accomplishments, many of which resulted in the savings of millions of taxpayer dollars and resulted in numerous criminal prosecutions of offenders. For this, we are grateful for the strong support from our elected officials, County staff, the County Attorney's Office and the law enforcement community, especially the Miami-Dade Police Department and the Miami-Dade State Attorney's Office. We are grateful for the community's confidence in us.

Very truly yours,



Christopher Mazzella  
Inspector General

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## **WHO WE ARE AND WHAT WE DO**

The Office of the Inspector General serves Miami-Dade County citizens by detecting, investigating, and preventing fraud, waste, mismanagement and the abuse of power in County projects, programs and contracts. Our ultimate goal is to prevent misconduct and abuse and seek appropriate remedies to recover public monies. Above all, our principal objective is to promote honesty, efficiency and ethics in government, and to maintain and promote the public's trust in government. We must continue to stay vigilant to insure that, in the final analysis, our taxpayers get a fair and honest accounting of their money.

The OIG currently has oversight of over 40 County departments, including Aviation, the Seaport, Transit, Housing, Community and Economic Development, Water and Sewer, Public Works and the Public Health Trust. The OIG reports and recommends to County government on whether a particular program, contract or transaction is financially reasonable, sound, necessary or operationally deficient. The OIG conducts random audits and provides general oversight of department programs and large-scale construction projects.

For more information about the Office of the Inspector General and what we do, please go on-line and visit our website at [www.miamidadeig.org](http://www.miamidadeig.org). All of our press releases and annual reports, and the majority of our public reports can be found and printed directly from our website. Our website can also be used by citizens, employees, vendors and contractors to report fraud.

## **RECENT AMENDMENTS TO THE OIG'S STATUTE**

The Board of County Commissioners determined that the oversight of such a large and diverse government required the OIG to be independent and autonomous. It empowered the OIG to investigate and review allegations of waste, fraud, abuse and mismanagement.





Through an ordinance approved by the Miami-Dade County Board of County Commissioners in March 2005, Section 2-1076 of the County's Code, which is the primary statutory authority governing the OIG, was amended to clarify and crystallize the selection process and independence of the Inspector General. Most notably, the ordinance set forth a four-year term for the Inspector General, provides for an employment contract, and significantly modifies the selection and appointment process for future inspectors general.

Miami-Dade County Code Section 2-1076, as recently amended by Ordinance 05-51, is presented in full at the end of the annual report.

#### **OFFICE ORGANIZATION, STAFFING AND BUDGET**

As provided for in the County Code, the Inspector General has the authority to appoint and employ all assistants, employees and personnel, subject to budgetary authority, and to organize the office as deemed necessary for the efficient and effective administration of the activities of the Office.

The Miami-Dade OIG is generally organized into four units. All four units, working closely together, fulfill the OIG's primary program function of oversight. The Office is led by the Inspector General who provides the executive direction of the Office. He is assisted by the Deputy Inspector General and the Assistant Inspector General, who also serves as the OIG's Legal Counsel.

#### **INVESTIGATIONS UNIT**

The Investigations Unit staff is comprised of Special Agents representing various diverse investigative backgrounds and disciplines. For instance, some Special Agents have traditional law enforcement backgrounds with emphasis in white-collar fraud investigations. Other

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Special Agents are former state regulatory investigators from such agencies as the State Comptroller's Office and Department of Revenue. We also have compliance officers from various governmental disciplines on our staff.

**I**nvestigative Analysts, who are charged with maintaining the necessary investigative databases to further the objectives of the Unit, supports the OIG's investigative functions.

## **AUDIT UNIT**

**T**he OIG's Audit Unit fulfills a unique function by integrating its expertise with the OIG's overall mission. Recognizing its differences in size, resources and overall mission to other County audit agencies, the OIG concentrates its audit resources on distinct aspects of County contracts and projects. The Unit also provides proactive audit assistance as part of the Office's oversight function.

**I**n addition to conducting audits, OIG audit staff also assists other OIG Units by providing procurement oversight, and participating in reviews, studies and evaluations. The Unit also assists with cases requiring investigative accounting.

## **LEGAL UNIT**

**I**n addition to providing legal counsel to the Inspector General, the Legal Unit primarily assists the Investigations Unit in assessing the strengths and weaknesses of any investigation with potential civil, administrative or criminal implications.

**T**he Legal Unit reviews proposed ordinances and resolutions to provide the Inspector General with an independent legal assessment of the possible potential impact of the legislative





items. The Legal Unit also reviews County contracts in assessing the contractual rights and liabilities, as well as their efficiency and cost effectiveness.

All subpoenas issued by the Inspector General are first cleared through the Legal Unit. The Unit is charged with making sure the Office complies with its “advance notice” responsibilities in the areas of subpoena issuance and final report distribution. All final public reports are reviewed by the Legal Unit for legal sufficiency and work product integrity.

The Legal Unit provides a summer Law Clerk Internship Program with an emphasis on recruiting from Florida law schools.

#### **ADMINISTRATIVE UNIT**

Not only do individuals of this Unit handle the day to day administrative duties required of any office, but this Unit also directly supports the OIG’s oversight mission through the preparation and dissemination of our public reports, maintenance and updating of information on our independent website, the tracking and referrals of complaints, and the design and distribution of OIG posters, flyers, and the annual report.

#### **STAFFING**

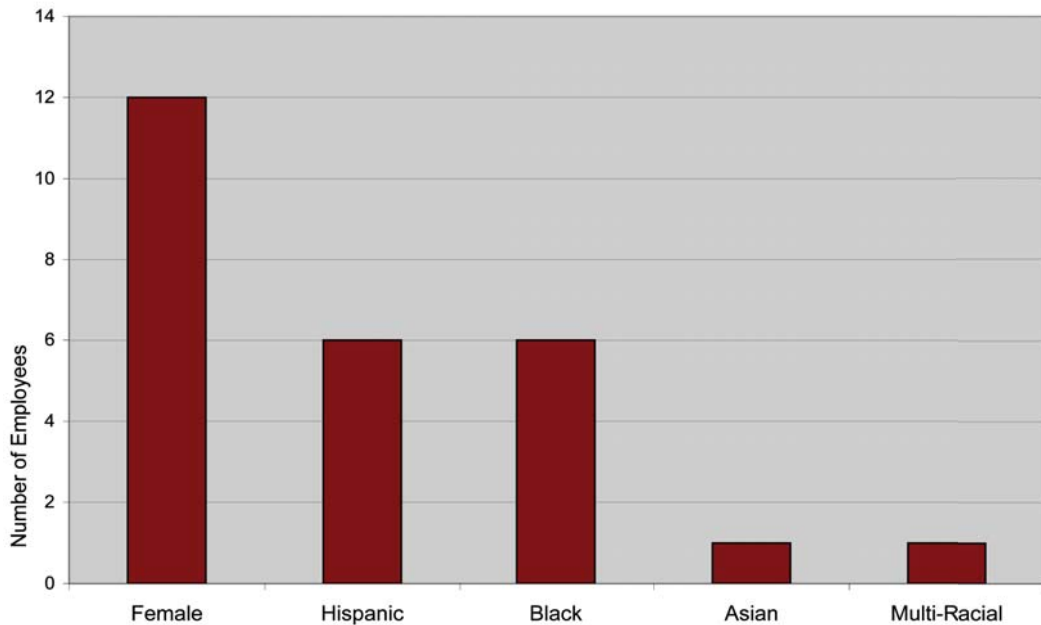
Staffing remains a critical factor in the determination of the volume and caseload of investigations, audits and inquiries that the Office can effectively accommodate. For the past four fiscal years, staffing has remained constant at 31 budgeted positions.

The Miami-Dade OIG strives to reflect the diversity of our great community. Among the staff, we are almost 48% Female, 21% Hispanic, 21% Black, 3% Asian and 3% Multi-racial. The Office of the

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Inspector General is committed to recruiting qualified employees who reflect the makeup of Miami-Dade County.

## Diversity of OIG Staff



## BUDGET

The OIG's budget is primarily funded through three separate sources: OIG proprietary contract fees assessed on County contracts; direct payments collected through memorandums of understanding with various County departments; and general funds allocated through the County's budget process.

In Fiscal Year 2004-2005, as a result of careful budgetary planning, the OIG only needed to have its budget supplemented with \$737,000 in County General Funds. General funds accounted for only 20% of the OIG's overall budget. This was the first budget since its creation that the OIG tendered its own budget, no longer being required to combine its resources with the Commission on Ethics and Public Trust. The OIG's approved budget for FY 04-05 was \$3.6 million.







For the current fiscal year, beginning October 2005, the OIG's overall budget, as approved by the Board of County Commissioners, totals \$3.9 million. The increase in funding accounts for authorization to fill the remainder of the OIG's vacant positions and standard increases in salaries and employment benefits. No increases were made to the OIG's budget for operating expenses.

### **NATIONAL LEADERSHIP ROLE**

The Miami-Dade County OIG is an active participant in the national Association of Inspectors General (AIG), and has recently stepped up its leadership role in the Association. Our Deputy Inspector General currently serves on the Association's Board of Directors, and the Assistant Inspector General/Legal Counsel is a member of the Association's Ethics Committee.

In May of 2005, the Office hosted the four-day AIG Spring Conference in Miami Beach. The conference featured national and international speakers who covered a variety of topics, ranging from "**Procurement Fraud Initiative**" to "**Interpol Resources**" to "**Using Performance Measures to Manage Investigations**" to "**Grant Monitoring.**" Most impressively, with the assistance of Board of County Commissioner Jose "Pepe" Diaz and at the invitation of the Miami-Dade OIG, the conference's key guest speaker was Dr. Francisco Dall 'Anese Ruiz, Fiscal General for the Republic of Costa Rica, who delivered an insightful speech into common issues affecting international public corruption and the prosecution of heads of state. Also, as part of the Conference Agenda, Chairman Joe A. Martinez of the Board of County Commissioners joined the leadership of the AIG in presenting the Association's inaugural

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Sentinel Award to William Tomecko for his courageous acts in exposing billing irregularities revealing massive frauds in the Public Health Trust's management contract involving Jackson Health System's pharmacies. The spring conference provided an opportunity for attendees to earn up to 16 Continuing Professional Education credits.

**A**t the tail end of this fiscal year, the Miami-Dade County Office of the Inspector General received national recognition as an independent jurisdictional model of how to build integrity into the IG position and prevent political waffling. In an October 2005 **GOVERNING** Magazine article, entitled "**The Fraud Squad**", the independent structure and funding of Miami-Dade County were highlighted, along with the terms of the IG selection, which include selection by a five member independent panel of officials ranging from the President of the Miami-Dade Police Chiefs Association to the County's Public Defender and confirmation by the County Commission. "**The Fraud Squad**" article can be viewed in its entirety by visiting our website at [www.miamidadeig.org](http://www.miamidadeig.org).

*Mazzella's approach to the job isn't just to bag bad apples, though. He says he sees his mandate as much broader than that. "My philosophy is that we're trying to create an atmosphere of credibility within government. We work closely with public officials, whether commissioners or high level administrators, and we try to include them in what we're doing when we can. We don't run around behind a cloak of secrecy. The whole idea is to make government more transparent, and most public officials want the same thing."* Oct 2005 GOVERNING, The Fraud Squad

## LECTURES, TRAININGS AND OTHER SPEAKING ENGAGEMENTS

**D**uring the past year, the Inspector General addressed a number of organizations and civic groups, including the Miami Beach Breakfast Club, the Ethics Officers Association, Financial Institute Security Association, Society of Former Agents of the FBI, Association of Inspectors General, Comcast Newsmakers and the U.S. Postal Inspector Generals.

Additionally, members of the OIG have lectured at the Association of Inspectors General's Certified IG Investigator Institute. Deputy





Inspector General Alan Solowitz and Special Agent Cedric Johnson presented a training course on Multi-Jurisdictional Investigations, involving a case study of an OIG investigation which required international extradition of a public official from Hungary back to Miami, Florida. Assistant Inspector General Patra Liu has presented trainings for the same Institute on such topics as report writing, testifying and presenting cases for prosecution.

### **A FOCUS ON ALLIANCES**

**P**rogram integrity continues to be at the top of the OIG's priority list. In 2005, the Office of the Inspector General continued to step up its oversight of the County's Public Health Trust and its operation of Jackson Memorial Hospital. We also entered into a new Memorandum of Understanding (MOU) with the County's Department of Solid Waste Management, making it the fourth department that the OIG has a MOU with. The other MOU departments are: the Miami-Dade Aviation Department, Water and Sewer Department, and the Performing Arts Center. Other alliances include the Public Health Trust and the County's Seaport Department, where the OIG also maintains satellite offices. In January 2006, the OIG entered into a MOU with Miami-Dade Transit, making it the fifth major department that the OIG has a MOU with. Our Transit activities will be reported on in fuller detail in next year's annual report.

**T**he OIG deploys investigators, auditors and analysts, as needed, on all satellite assignments. The following two sections highlight the OIG's activities relative to two very active satellite operations: The Miami-Dade Aviation Department and the County's Public Health Trust.

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## SPOTLIGHT ON AVIATION

The OIG's close working relationship with the Aviation Department began in November 1999 with the Board of County Commissioners passage of Resolution 1203-99, which directed County management to provide the OIG with resources to review and investigate all facets of operations at Miami International Airport. Since 2000, the OIG has maintained an on-site presence at the airport providing oversight on controversial procurement contracts, retail and concession leases, management agreements, and oversight of major construction projects, including due diligence reviews of contractors and vendors. Some of our other recent activities included:

- As part of its on-going oversight at the Miami-Dade Aviation Department (MDAD), and specifically of the North Terminal Development Program (NTD), the OIG has been carefully monitoring the County's efforts to expedite the completion of the North Terminal. In response to a request by the Board of County Commissioners, the OIG undertook a review of the proposed contract between the County and its Managing General Contractor. The previous contract had no provisions for scheduling or incentives to maintain schedule, plus there were no termination provisions, situations which have been rectified. The OIG stated the need for a clear delineation of responsibilities between the construction architect and the construction inspector, thereby recommending the County use a third party consultant to provide the construction inspection services. The OIG also recommended setting some minority goals pertaining to Professional Services, which is a necessity in order to request Federal funding for portions of the project. As MDAD is assuming the management oversight functions





previously held by American Airlines and its consultant, it is vital that the County continues to seriously address the OIG's noted concerns about design team weaknesses, design document flaws, understaffing, conflicting schedule dates, and quality control issues in order to reduce its substantial exposure to financial risk.

- A longstanding and complex investigation of a Miami-Dade County lobbyist concluded in April 2005 when he was sentenced on both state and federal charges. The probe into Paramedia U.S.A., Inc. (Paramedia), which formerly held the contract to operate the Aviation Department's Trade and Business Development Office in Madrid, Spain, and its principal, began in 2001 when the OIG first questioned the County's extensions of a multi-million dollar consulting contract between MDAD and Paramedia. The OIG's scrutiny revealed serious financial discrepancies, which led MDAD to terminate the contract with Paramedia. This was followed up by an OIG audit of the business arrangement that questioned many of the services allegedly provided by the firm and the fees paid to it by the Aviation Department. Thereafter, the OIG investigation into the firm and its principal uncovered criminal activity. In March of 2003, the firm's principal was arrested and charged by the State Attorney's Office with seventy-five counts of illegal credit card factoring totaling over \$527,000 in false credit card charges to the American Express Credit Card Company. The individual was again arrested in June 2003 as the investigation uncovered that, in his role as a lobbyist, he pocketed hundreds of thousands of dollars given to him by companies seeking business with Miami-Dade County. The investigation revealed that as a lobbyist, he represented to his clients that money given to him would be used to buy expensive gifts and lavish dinners for public officials. While it was clear from the OIG investigation that

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he pocketed the money and that public officials did not receive any gifts, the perception that Miami-Dade County officials would engage in such illegal and improper conduct was tremendously damaging. The OIG also provided the IRS with information to pursue the federal charges of tax evasion which were filed in December 2004.

In April 2005 this case was officially closed with the subject having pled guilty to all state charges and was sentenced to two years in custody followed by ten years of probation which was to be served concurrently with the Federal prison sentence. As part of the state court sentence, investigative costs and restitution was ordered. As part of the federal sentence, payment of over \$470,000 in back taxes was ordered.

- In another case, a would-be contractor with Miami International Airport was arrested for submitting a series of fraudulent documentation in an attempt to ensure the award of a window tinting contract.

## **SPOTLIGHT ON THE PUBLIC HEALTH TRUST**

In this section, we will highlight some notable investigations, reviews and audits benefiting the County's Public Health Trust (PHT).

- The Cardinal Pharmacy Management contract, which resulted in the arrest of a Cardinal official, and our participation in the audit of the contract, determined that the Public Health Trust suffered over \$15 million in damages and overcharges from its contract with Cardinal. A recent settlement negotiation has resulted in a return of \$11 million to the PHT. Additional remedial measures are resulting in a \$1.9 million savings over the next three years.

- An audit of the parking management agreement between the

PHT and APCOA/Standard Parking, Inc. revealed contractual non-compliance, questioned costs, and lack of internal controls. This audit resulted in significant operational reforms relating to the PHT's management of its parking contracts and its acknowledgement that it has been overcharged approximately \$455,000, for which the PHT is seeking collection.

- The OIG's extensive review of the consultancy arrangement between the PHT and the Incident Management Group, Inc. (IMG) questioned, among other things, the procurement process utilized to initially select IMG, the types of services allegedly provided by IMG, and the poor documentation submitted to the PHT as support for payment of its services. Moreover, the OIG outright questioned some of the invoices submitted by the consultant for so-called "recruitment fees" and a PHT Trustee's involvement in matters related to invoicing disputes. After issuance of the OIG's final report, and in response to our follow-up, a PHT internal audit concurred in identifying over \$1 million in questionable payments and overcharges, which it stated it would be seeking recovery from the vendor.
- The PHT's procurement process resulting in the selection of Siemens Medical Solutions for an over \$50 million contract was criticized by the OIG, particularly the actions of a high level PHT official's attendance at a Siemens' sponsored corporate conference and golf tournament during the period of the selection and negotiation of this software contract. The PHT subsequently cancelled the contract negotiations and is re-bidding this software contract.
- The Audit Unit, in following-up on a previously issued OIG audit, conducted a one-year review of the collections of out-of-state



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Medicaid accounts. The collection of these accounts was transferred in-house based on our finding that the PHT was unnecessarily paying fees of 7.5% of the collected amount for patients whose medical procedures were pre-arranged and or pre-authorized. In our follow-up, we found that the PHT had done a poor job in collecting these accounts. While the total dollar amount of outstanding payments was high, almost \$6 million, the number of accounts was very low — 78% of the outstanding amount was attributed to fourteen accounts belonging to twelve individuals. We encouraged the PHT to aggressively collect these accounts and provided them with recommendations for enhancing its current methods of collection. This is an area that the OIG will continue to monitor, especially as it relates to the PHT's revenue collection efforts.

These OIG cases have resulted in the implementation of historical reforms by the PHT ushering in an era of change and increasing emphasis on accountability. This is particularly true in the procurement arena, which has experienced the most dramatic reforms aimed at making the process more transparent, accountable and efficient. Further, the OIG has emphasized its procurement oversight of certain solicitations, bids and contracts and randomly attends selection and negotiation meetings. In the past year, we have worked closely with the PHT's new procurement chief (the former Director of the County's Procurement Department) and have provided him with several recommendations based on our oversight activities. We are pleased to note that PHT management proposed a major procurement policy reform, completely overhauling its old procurement rules, which was adopted by the Trust Board in December 2005. The OIG will continue to monitor the PHT's procurement activities and will report on the implementation of the new policy in next year's report.







## FRAUD COMPLAINT TRACKING

**M**aintaining and increasing public awareness of the “Report Fraud” program and the ability to generate fraud leads from County sources are critical factors in the continued development of the productivity of the Office, so we will continue our efforts to raise awareness of our mission to promote ethics, honesty and efficiency in government and to restore and promote the public’s trust in government.

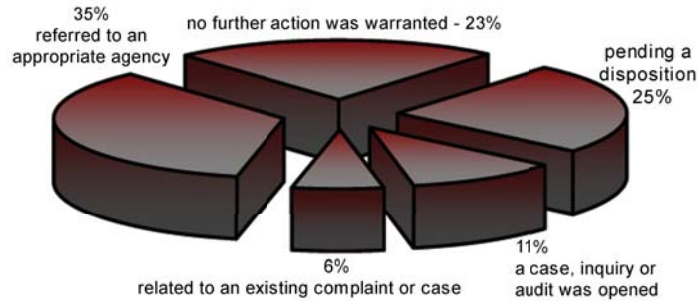
**A**ny person, including County employees, County vendors and contractors are encouraged to report fraud in a variety of convenient manners. Ways to report fraud include mailing or faxing complaints to our office, or calling them in on our dedicated HOTLINE. Special Agents offer information and assistance to callers on our Fraud Hotline. Citizens may visit our website at [www.miamidadeig.org](http://www.miamidadeig.org) to report fraud confidentially on-line, without revealing their e-mail address or identity. Look for our posters on Miami-Dade Metrorail trains and Metrobuses.

**T**he public can either register a complaint anonymously or by providing their identity. Any person providing information to the OIG may have his/her identity protected to the maximum extent of the law.

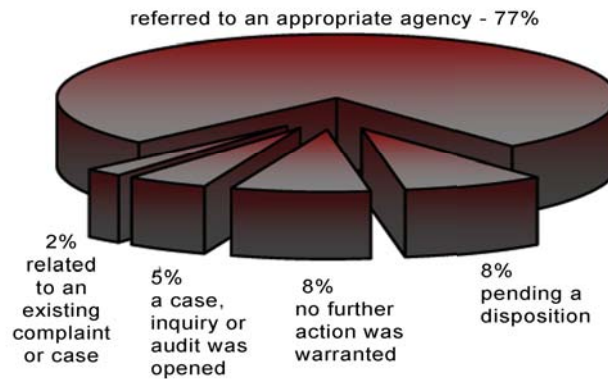
**I**n Fiscal Year 2004-05, we received 485 fraud complaints from the community through letters, faxes, the Hotline, and via the OIG website. Together, this represents a 15% increase in the number of complaints received over the last fiscal year. Of these, 8% led to the initiation of a case, audit or inquiry, 3% related to an existing complaint or case, 51% were referred to an agency that could directly address the concerns of the complainant, and 16% warranted no additional action. Twenty-one percent of the complaints are still pending a disposition.

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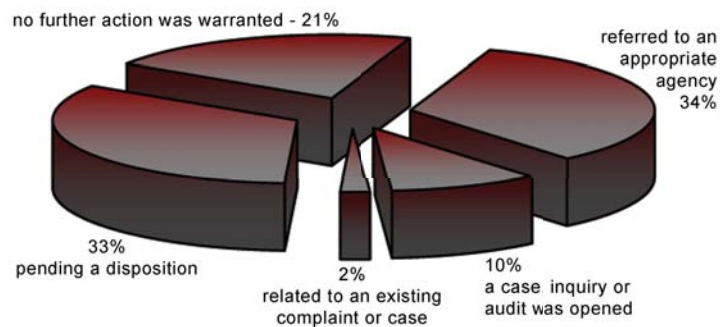
## Written Complaints



## Hotline Complaints



## Website Complaints



## INVESTIGATIONS UNIT ACTIVITIES

Investigations are initiated upon receipt of credible information alleging an act of fraud, waste, malfeasance, mismanagement or abuse. Audits, inspections, inquiries and reviews may uncover evidence of the above and, therefore, result in investigations





further exploring the facts and evidence of that subject matter.

The Investigations Unit continues to handle a variety of cases, which include investigations of contractors doing business and/or receiving funds from the County and cases of employee and official misconduct. Investigations of official abuse and conflicts of interest may result in referrals to the Ethics Commission or the direct filing of an ethics complaint by the Inspector General. Other investigations may result in criminal charges being prosecuted, and other administrative remedies imposed.

Investigative staff members also participate in inspections, reviews and contract oversight, and the Unit as a whole conducts numerous background screening investigations for candidates to be employed in upper level managerial and security sensitive positions.

The Unit also lends a hand to many Miami-Dade County departments in areas of critical importance, conducting numerous background screening investigations of employees and contractors who will work or seek access to sensitive areas of our County government. For example, the OIG has conducted over 200 homeland security background checks for the Water and Sewer Department. In 2005, the OIG was engaged by the Board of County Commissioners to conduct background investigations for over 70 applicants for the position of Intergovernmental Affairs Director. The Office also makes recommendations to improve security at various County facilities.

#### **EMPLOYEE MISCONDUCT CASES**

The Investigative Unit continues to diligently pursue investigating credible allegations of employee fraud and abuse. This includes such employee actions as time and leave abuses, the falsification of official documents, theft, the failure to disclose outside employment or businesses, pocketing of cash

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for County services, unauthorized use of County equipment, and claims of excessive overtime and other payroll abuses.

**A**s a result of one such investigation, a Transit Mechanic Shop Supervisor was terminated after knowingly concealing a felony conviction for sexual battery by utilizing fraudulent identification.

**I**n another case, a Team Metro employee was obtaining fraudulently issued Certificates of Occupancy on permits that had only some or none of the mandatory inspections.

**I**n other instances, one employee was found to simultaneously hold two full-time jobs with the County and the Public Health Trust/Jackson Health Systems with overlapping hours, and another was responsible for sending a number of inappropriate emails. Corrective measures taken after investigations of similar employee misconduct have resulted in arrests and prosecution, termination, letters of reprimand, suspension, mandatory training, forfeiture of annual and sick leave, and restitution to the County for monetary losses.

## **ARREST STATISTICS**

**T**he Office of the Inspector General takes pride in its strong record of including criminal prosecutions in its overall oversight mission. During Fiscal Year 2005, a total of 19 arrests were made and two companies were indicted. Since the inception of the OIG, a total of 156 arrests have occurred.

**O**f the arrests made this year, individuals were charged with various crimes that were costing the County millions of dollars. Arrest charges included Grand Theft, Official Misconduct, Solicitation to Commit Perjury, Forgery, Mortgage Fraud, Racketeering and Racketeering Conspiracy, Unlawful Compensation, Income Tax Evasion, Organized Scheme to Defraud, and Fraudulent Sales Tax Exemption Claims.



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**B**y the end of the fiscal year, six of these nineteen arrests were resolved through successful prosecution, resulting in restitution and recoveries totaling close to \$10 million. The remaining thirteen arrests were still pending criminal prosecutions.

### **MAJOR CRIMINAL INVESTIGATIONS RESULTING IN ARRESTS**

**T**he cornerstone in building a record of successful criminal prosecutions rests on our mandate to conduct well planned, documented, thorough and comprehensive investigations. Our partnership with the Miami-Dade County State Attorney's Office has been a pivotal part of this success.

**H**ighlights from some of the major criminal investigations of the OIG for the fiscal year include:

- An OIG investigation into the filing of forged deeds at the Miami-Dade County Recorder's Office that resulted in the arrest of two individuals in June 2005 on theft charges for "stealing" another person's home. On-going investigations by the OIG reveal a serious crime problem impacting vulnerable members of our community relative to certain real estate schemes to deprive Miami-Dade County residents of their homes. The OIG has expanded its investigations of transactions that utilize the County Clerk's Office to effectuate the fraudulent transfers.
- The arrest of the Executive Director of the United People Counseling Ministry Services on fraud related charges concerning the misappropriation of County funds. The OIG investigation found that the Director submitted numerous fraudulent and forged invoices to two grants earmarked to help the disadvantaged

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and the ill, in order to pay personal expenses and those of her friends and family. She stole in excess of \$28,000 in County funds. Due to the OIG investigation, the County withheld almost \$12,000 in reimbursements.

- The former Executive Director of the Rainbow Beginning Ministries and an unlicensed mortgage broker were arrested on fraud related charges concerning the misappropriation of County funds for the purchase of property for a homeless shelter. The director, with the help of the mortgage broker, quitclaimed the property back, and obtained two loans. One loan was for \$65,000 which she used to pay off personal debts. She later secured a second loan for \$115,000 on another property by using information on her loan application about the Rainbow property.
- In 2005, the OIG concluded a major investigation into racketeering activity and the embezzlement of union funds by County employees who served as union officials for the County's Water and Sewer Department. The investigation began in February 2004, when at the urging of Mr. William A. Brant (the former director of the County's Water and Sewer Department), Mr. Jay Staley (the newly elected President of the American Federation of State, County, and Municipal Employees Labor Union [AFSCME] Local 121) lodged a complaint with the OIG alleging that thousands of dollars of union funds were stolen. The OIG's ensuing investigation led to the arrests in April of 2005 of four County employees who served as the preceding Local 121 Board. In total, the OIG's investigation identified that over \$350,000 was embezzled over a five-year period. The prosecution of these individuals was proceeding at the year's end and, in March 2006, one of the individuals has pled to the charges. The full disposition of the case will be reported in



next year's annual report.

- An OIG investigation resulted in arrests of a County contractor and two employees on fraud-related charges in connection with the contractor's work on County storm drainage projects. The charges related to billing Miami-Dade County for substandard work, work not performed, and for billing the County for used materials which were represented to be new. As a result of this investigation, the County has implemented specific reforms to hold inspectional services contractors responsible for failures in detecting and/or reporting defective work.
- The former Executive Director of the Camillus House was arrested after an OIG investigation revealed he had directed employees to make 55 separate purchases of personal and home improvement items using tax exempt credit cards provided for official Camillus House business. He also directed employees to perform various personal home improvement projects at his properties, such as building a new wood deck, re-wiring the electricity, and picking up, delivering and setting up furniture.
- The OIG and the State Attorney's Office continued their joint investigation of an unsuccessful campaign for the District 13 seat in the Miami-Dade County Commission race, resulting in a third and fourth arrest in a scheme to provide indirect contributions to a campaign in order to qualify for and receive \$75,000 in funding from the County's Campaign Finance Trust Fund. Irregularities in this campaign led the OIG to audit the qualification submittals of all eleven candidates who applied for public funding. The OIG submitted its recommendations to curtail future abuses to the Board of County Commissioners, which resulted in significant reform legislation that was passed



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in December 2005. These reforms addressed the identification of loopholes, inefficiencies, deficiencies and problems, and other serious concerns with the current procedures for the front-end qualification of the public Campaign Financing Trust Fund monies and the verification of the information. The OIG will play a significant oversight role in future elections.

## **AUDITS, INSPECTIONS, PROGRAM EVALUATIONS AND CONTRACTUAL REVIEWS**

The Audit Unit routinely reviews and evaluates proposals, contracts and programs on such criteria as cost and quality control, time management, program and project management, performance standards, consultant's performance, subcontracting assignments, contract compliance and safety issues.

A large part of the Unit's activities were focused on the Public Health Trust/Jackson Memorial Health System this year. As reported in an earlier section of this annual report, the Unit completed an audit of the parking management agreement between the PHT and its parking management vendor. The PHT, in concurring with the OIG's findings of contractual non-compliance and unsubstantiated costs, acknowledged that it was overcharged approximately \$455,000, for which it is seeking recovery. We also completed a follow-up review of a previous audit regarding the collection of out-of-state Medicaid accounts. We also undertook a comprehensive consultancy arrangement review between the PHT and its security consultant services vendor. In issuing our written report of review, we specifically referred to it as a



consultancy arrangement because over a three-year engagement there was never a written contract between the parties. Our review encompassed the entire duration of the relationship and focused on abusive procurement practices, lax oversight, questionable costs, poor support documentation and external influences attributing to the administration of the engagement. The PHT concurred with the OIG and identified over \$1 million in questionable payments and overcharges.

The following are some other notable audits, reviews, and studies completed by the Audit Unit this fiscal year:

- During this past year, the OIG completed an extensive undertaking of auditing the Department of Solid Waste Management's (DSWM) Professional Services Agreement for Bond Engineering Services. The contract has been in place since 1987, and the OIG audited the last six years of the agreement comprised of 133 work orders with expenditures totaling \$6.7 million. Two of our most important findings related to what we characterized as an unbalanced relationship between DSWM and its Bond Engineer, Brown and Caldwell, that adversely affected the desired level of independence required of a Bond Engineer, and DSWM's questionable procurement practices that have provided the Bond Engineer, over the past 18 years, with increasing funding for non-bond engineering services. We found that these other miscellaneous services have become the Bond Engineer's primary function over the years, as evidenced by the fact that compensation for these other services is three times the amount allocated for the type of bond engineering services originally contemplated when the agreement was first put in place. DSWM, in its response, agreed to strictly limit services to bond-engineering services

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and stated that it would cease issuing pass-through work orders through this agreement and, instead, access the County's Equitable Distribution Pool for smaller miscellaneous consulting engagements.

We also provided several findings related to questioned costs based on invoicing and project accounting detail irregularities, duplicative overhead charges, uncertain billings and associated deliverables, and inconsistent pricing terms. Brown and Caldwell has since offered to adjust its invoices and refund Miami-Dade County \$219,000, which the County has accepted to effectively resolve the questioned amounts identified in the OIG audit.

- The Unit completed a series of three audit reports relating to a Water and Sewer Department (WASD) contract for the installation or repair of various force mains and their associated systems. The contract was for a two-year period with the option to renew for two additional years on a yearly basis. This third audit focused on WASD's change order documentation and detailed three findings related to inadequate record keeping, approval of change order amounts without obtaining adequate cost data, and, lastly, questioning specific change order amounts for work orders sampled. We emphasized the need for WASD to maximize its collective professional experiences and knowledge of prior contract histories to improve upon the contractual terms and conditions, bid specifications, work description and unit price comparisons, which should positively impact reducing change orders prospectively. As a result of the OIG's findings and recommendations, WASD has implemented corrective measures addressing the cited



deficiencies, including expanded training for its employees, issuing new procedures, centralizing its record keeping and document control, and processing contractor claims in a timelier manner.

- As a result of an OIG investigation regarding allegations of theft by a Miami-Dade Library Department official, the Manager of the Wolfson Film Center, the OIG initiated an audit of the Film Archives Checking Account which he allegedly stole from. The audit focused on the internal controls associated with the administration of the account. We found that transactions were not properly recorded, documentation was not adequately maintained to validate expenditures, check amounts did not match invoice amounts, and most significantly, no segregation of duties existed between the administration of the checking account and the purchasing/account payable functions. Independent of the audit, the employee was arrested for Grand Theft, having submitted falsified travel expense reports and fraudulent vendor invoices, and having taken County computer and electronic property for his and his family's personal use. The individual was terminated from County employment and the audited account was closed.
- Also, as a follow-up to a major OIG investigation of the disposal of waste tires at the County's Resource Recovery Facility, the Unit reviewed the Department of Solid Waste Management's procedures related to the selling and acceptance of disposal coupons as a form of payment. Thereafter, the OIG continued to review and provide feedback to the department with regard to the

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procedures of accepting checks and establishing credit charge accounts. It is our determination to assist the department in improving and tightening its internal controls to ensure that the schemes to defraud, uncovered earlier by the OIG, would not be repeated.

- The OIG completed a review of Miami-Dade Community Councils. Significant findings and accompanying recommendations were that failures to achieve quorums are costly and frustrating; filling Community Council (CC) vacancies should be a top priority and CC members should be increased from 7 to 9 to reduce the incidence of no-quorums; acceptable board absences should be narrowed and the attendance requirement strictly enforced; CC meeting sites should be located in County facilities, the County Commission Chambers or appropriate commercial facilities with adequate seating, audio and video; CC workloads should be reconfigured to be balanced and avoid potentially unequal conditions for applicants; and that an ad campaign be instituted to increase the applicant pool and/or amend the code to increase the number of appointed seats in order to reduce the large number of elected members of the CC's who are elected "unopposed".

The efforts of the OIG Audit Unit have continued to result in significant changes that impact the way our County government operates.

To read additional OIG reports of public record, press releases, audits and reviews, just go on-line to visit our website at [www.miamidadeig.org](http://www.miamidadeig.org).





## **QUESTIONABLE COSTS, SAVINGS AND RESTITUTIONS**

**S**ince the office's inception in 1998, OIG investigations, audits and reviews have identified over \$45 million dollars of questionable costs. In the fiscal year 2004-2005, over \$26 million in questionable costs, identified losses and damages, and lost revenues were identified. For this same fiscal year, over \$16 million dollars in restitution and savings were achieved for the County.

**W**e continue to fight against waste and abuse within our County government, with measurable achievements and success in eliminating fraud discovered in such areas as:

- Misappropriation and Misuse of County Funds
- Building Certificate Compliance
- Submissions of Fraudulent Insurance Documents
- Elections Campaign Finance Trust Fund
- Solid Waste Tire Disposal
- Fraudulent Over Billing
- Mortgage Fraud
- Overtime Abuse
- Payroll Fraud
- Kickbacks

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## INTERGOVERNMENTAL RELATIONS

**B**eyond the various Miami-Dade County departments, agencies and instrumentalities that we regularly work with, there are a vast array of other government agencies and professional organizations that we work with and maintain close associations with. In 2005, we worked and maintained relationships with:

- Association of Inspectors General
- City of Miami Beach Police Department
- City of Miami Office of Internal Audits
- District of Columbia, Office of the Inspector General
- Federal Bureau of Investigation
- Financial Institutions Security Association
- Florida Agency for Workforce Innovation, Office of the Inspector General
- Florida Attorney General's Office, Office of the Inspector General
- Florida Bar Association
- Florida Comptroller's Office, Criminal Investigations Division
- Florida Department of Corrections, Office of the Inspector General
- Florida Department of Law Enforcement
- Florida Division of Insurance Fraud
- Florida Medicaid Fraud Control Unit
- Florida Office of the Chief Inspector General
- Florida Office of Statewide Prosecution
- Internal Revenue Service
- Interpol
- Los Angeles County MTA, Office of the Inspector General
- Louisiana State Office of the Inspector General
- Miami-Dade Police Department
- Miami-Dade School Board, Office of the Inspector General
- Miami-Dade State Attorney's Office
- NASA Office of the Inspector General
- New York Metropolitan Transportation Authority, Office of the Inspector General
- Ohio State Office of the Inspector General
- Port Authority of New York & New Jersey, Office of the Inspector General
- United States Attorney's Office, Southern District of Florida
- United States Marshals Service
- United States Department of State
- United States Department of Transportation, Office of the Inspector General
- United States Postal Inspector General





## **CONTINUING PROFESSIONAL DEVELOPMENT OF THE OIG STAFF**

**A**lthough the Office hires personnel from among the most highly skilled and experienced professionals in their fields, we have placed a new emphasis on continuing education and training this year. We believe that continuing education, advanced training and technology are paramount for successful operations. As active participants in the national Association of Inspectors General, we have made a committed move to invest resources in sending staff for specialized training and certifications in the IG field. In keeping up with professional standards in the industry, our legal and auditing staff continues training to earn Continuing Professional Education credits.

**T**he Miami-Dade OIG's executive team has all earned the AIG's Certified Inspector General designation and, in this reporting year, three of our Special Agents attended the AIG's Certified IG Investigator (CIGI) Institute. Completion of the week long course earned them the CIGI designation. Additional investigators were sent to the Institute in December 2005 when the courses were held here in Miami.

**A**dditionally, several of our Special Agents have completed training programs offered by the Federal IG Criminal Investigator Academy and the Federal Law Enforcement Training Center involving public corruption integrity investigations and financial forensics techniques. Other members of the Investigations Unit have attended analyst trainings provided by the Florida Department of Law Enforcement (FDLE), including attendance at the statewide Criminal Justice Information Services (CJIS) Users' Conference, and the National HIDTA Assistance Center.

**M**ost impressively, the OIG's Investigative Analyst Supervisor was selected for participation in FDLE's Florida Law Enforcement Analyst Academy, a program requiring in-class instruction one week per



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month for six months. This program, which is by invitation only, is nationally recognized as the preeminent formalized advance training for professionals in this discipline.

**O**ur Auditors attended courses on Best Practices in Value-added Auditing, Project Management, Interviewing Techniques, Best Practice for Audit Workpapers, and the Fundamentals of Information Security. Supervisors in the Audit Unit were also enrolled in courses offered by the Federal Inspector General Auditor Training Institute in the multidisciplinary field of evaluations and inspections. And our legal staff took part in continuing legal education opportunities as prescribed by law.

**O**ur Administrative staff also continues to receive additional training and resources on various applications to ensure we reach our fullest potential in the in-house development of our website, graphics applications, fraud complaint programs and other specialized work product. Specialized training and technology are critical factors in the ultimate delivery of top quality investigations and reports by the Office. We will continue to direct energies towards researching and finding useful and appropriate training in the IG disciplines and in the latest specialized tools available for our work.

## **FOCUS FOR THE COMING YEAR**

**I**n January 2006, the OIG entered into a multi-year Memorandum of Understanding (MOU) with the Miami-Dade Transit Department (MDT). This new MOU will ensure the dedication of OIG resources to provide independent oversight on several major MDT initiatives in the coming years. Some of these initiatives involve the procurement and implementation of a Regional Fare Collection System being coordinated with the South Florida Regional Transportation Authority and Broward





County Transit and the procurement relating to the rehabilitation and modernization of the MDT Metrorail fleet. The OIG is also being called upon by MDT to conduct background checks for candidates seeking senior level positions of employment in the department. Overall, the OIG will continue to monitor MDT's expenditure of People's Transportation Plan (PTP) dollars, including identifying and reporting inefficient and wasteful practices and processes to management for its corrective action.

**F**ollowing up on an audit issued in August 2004 regarding the Port of Miami's Capital Improvement Program, the OIG recently deployed a full-time contracts oversight specialist to review and evaluate several large construction contracts at the Seaport. Our evaluation work includes random monitoring of procurements, reviewing change order requests, and inspecting other aspects of the Capital Improvement Program.

**A**s construction activity mounts with the advent of the General Obligation Bond's (GOB) Building Better Communities Program, so too will the OIG's oversight of these activities. The OIG, working closely with the County's Office of Capital Improvements, will conduct random audits and inspections on those projects receiving GOB funding.

**I**nvestigative referrals from County departments continue on the rise as departments seek the OIG's assistance in ferreting out allegations of contractor and employee abuse. In the coming year, the OIG will be seeking additional resources which will better allow us to provide timely assistance to management while not detracting from our responsibilities and commitments to other program integrity endeavors.

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**APPENDIX:** The OIG's amended code provisions in full:

**Sec. 2-1076. Office of the Inspector General.**

(a) Created and established. There is hereby created and established the Office of Miami-Dade County Inspector General. The Inspector General shall head the Office. The organization and administration of the Office of the Inspector General shall be sufficiently independent to assure that no interference or influence external to the Office adversely affects the independence and objectivity of the Inspector General.

(b) Minimum Qualifications, Appointment and Term of Office.

(1) Minimum qualifications. The Inspector General shall be a person who:

(a) Has at least ten (10) years of experience in any one, or combination of, the following fields:

- (i) as a Federal, State or local Law Enforcement Officer;
- (ii) as a Federal or State court Judge;
- (iii) as a Federal, State or local government attorney;
- (iv) progressive supervisory experience in an investigative public agency similar to an inspector general's office;

(b) Has managed and completed complex investigations involving allegations of fraud, theft, deception and conspiracy;

(c) Has demonstrated the ability to work with local, state and federal law enforcement agencies and the judiciary; and

(d) Has a four-year degree from an accredited institution of higher learning.

(2) Appointment. The Inspector General shall be appointed by the Ad Hoc Inspector General Selection Committee ("Selection Committee"), except that before any appointment shall become effective, the appointment must be approved by a majority of the whole number of members of the Board of County Commissioners at the next regularly scheduled County Commission meeting after the appointment. In the event that the appointment is disapproved by the County Commission, the appointment shall become null and void, and the Selection Committee shall make a new appointment, which shall likewise be submitted for approval by the County Commission. The Selection Committee shall be composed of five members selected as follows:

(a) The State Attorney of the Eleventh Judicial Circuit for Miami-Dade County;

(b) The Public Defender of the Eleventh Judicial Circuit for Miami-Dade County;

(c) The Chairperson of the Miami-Dade Commission on Ethics and Public





Trust;

(d) The President of the Miami-Dade Police Chief's Association; and

(e) The Special Agent in charge of the Miami Field Office of the Florida Department of Law Enforcement.

The members of the Selection Committee shall elect a chairperson who shall serve as chairperson until the Inspector General is appointed. The Selection Committee shall select the Inspector General from a list of qualified candidates submitted by the Miami-Dade County Employee Relations Department.

(3) Term. The Inspector General shall be appointed for a term of four (4) years. In case of a vacancy in the position of Inspector General, the Chairperson of the Board of County Commissioners may appoint the deputy inspector general, assistant inspector general, or other Inspector General's office management personnel as interim Inspector General until such time as a successor Inspector General is appointed in the same manner as described in subsection (b)(2) above. The Commission may by majority vote of members present disapprove of the interim appointment made by the Chairperson at the next regularly scheduled County Commission meeting after the appointment. In the event such appointment shall be disapproved by the County Commission, the appointment shall become null and void and, prior to the next regularly scheduled Commission meeting, the Chairperson shall make a new appointment which shall likewise be subject to disapproval as provided in this subsection (3). Any successor appointment made by the Selection Committee as provided in subsection (b)(2) shall be for the full four-year term.

Upon expiration of the term, the Board of County Commissioners may by majority vote of members present reappoint the Inspector General to another term. In lieu of reappointment, the Board of County Commissioners may reconvene the Selection Committee to appoint the new Inspector General in the same manner as described in subsection (b)(2). The incumbent Inspector General may submit his or her name as a candidate to be considered for selection and appointment.

(4) Staffing of Selection Committee. The Miami-Dade County Employee Relations Department shall provide staffing to the Selection Committee and as necessary will advertise the acceptance of resumes for the position of Inspector General and shall provide the Selection Committee with a list of qualified candidates. The County Employee Relations Department shall also be responsible for ensuring that background checks are conducted on the slate of candidates selected for interview by the Selection Committee. The County Employee Relations Department may refer the background checks to another agency or department. The results of the background checks shall be provided to the Selection Committee prior to the interview of candidates.

(c) Contract. The Director of the Employee Relations Department shall, in consultation with

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the County Attorney, negotiate a contract of employment with the Inspector General, except that before any contract shall become effective, the contract must be approved by a majority of Commissioners present at a regularly scheduled Commission meeting.

(d) Functions, authority and powers.

(1) The Office shall have the authority to make investigations of county affairs and the power to review past, present and proposed County and Public Health Trust programs, accounts, records, contracts and transactions.

(2) The Office shall have the power to require reports from the Mayor, County Commissioners, Manager, County agencies and instrumentalities, County officers and employees and the Public Health Trust and its officers and employees regarding any matter within the jurisdiction of the Inspector General.

(3) The Office shall have the power to subpoena witnesses, administer oaths and require the production of records. In the case of a refusal to obey a subpoena issued to any person, the Inspector General may make application to any circuit court of this State which shall have jurisdiction to order the witness to appear before the Inspector General and to produce evidence if so ordered, or to give testimony touching on the matter in question. Prior to issuing a subpoena, the Inspector General shall notify the State Attorney and the U.S. Attorney for the Southern District of Florida. The Inspector General shall not interfere with any ongoing criminal investigation of the State Attorney or the U.S. Attorney for the Southern District of Florida where the State Attorney or the U.S. Attorney for the Southern District of Florida has explicitly notified the Inspector General in writing that the Inspector General's investigation is interfering with an ongoing criminal investigation.

(4) The Office shall have the power to report and/or recommend to the Board of County Commissioners whether a particular project, program, contract or transaction is or was necessary and, if deemed necessary, whether the method used for implementing the project or program is or was efficient both financially and operationally. Any review of a proposed project or program shall be performed in such a manner as to assist the Board of County Commissioners in determining whether the project or program is the most feasible solution to a particular need or problem. Monitoring of an existing project or program may include reporting whether the project is on time, within budget and in conformity with plans, specifications and applicable law.

(5) The Office shall have the power to analyze the need for, and the reasonableness of, proposed change orders. The Inspector General shall also be authorized to conduct any reviews, audits, inspections, investigations or analyses relating to departments, offices, boards, activities, programs and agencies of the County and the Public Health Trust.

(6) The Inspector General may, on a random basis, perform audits, inspections





and reviews of all County contracts. The cost of random audits, inspections and reviews shall, except as provided in (a)-(n) in this subsection (6), be incorporated into the contract price of all contracts and shall be one quarter (1/4) of one (1) percent of the contract price (hereinafter "IG contract fee"). The IG contract fee shall not apply to the following contracts:

- (a) IPSIG contracts;
- (b) Contracts for legal services;
- (c) Contracts for financial advisory services;
- (d) Auditing contracts;
- (e) Facility rentals and lease agreements;
- (f) Concessions and other rental agreements;
- (g) Insurance contracts;
- (h) Revenue-generating contracts;
- (i) Contracts where an IPSIG is assigned at the time the contract is approved by the Commission;
- (j) Professional service agreements under one thousand dollars (\$1,000.00);
- (k) Management agreements;
- (l) Small purchase orders as defined in Administrative Order 3-2;
- (m) Federal, state and local government-funded grants; and
- (n) Interlocal agreements.

Notwithstanding the foregoing, the Commission may by resolution specifically authorize the inclusion of the IG contract fee in any contract. Nothing contained in this Subsection (c)(6) shall in any way limit the powers of the Inspector General provided for in this Section to perform audits, inspections, reviews and investigations on all county contracts including, but not limited to, those contracts specifically exempted from the IG contract fee.

(7) Where the Inspector General detects corruption or fraud, he or she shall notify the appropriate law enforcement agencies. Subsequent to notifying the appropriate law enforcement agency, the Inspector General may assist the law enforcement agency in concluding the investigation. When the Inspector General detects a violation of one (1) of the ordinances within the jurisdiction of the Ethics Commission, he or she may file a complaint with the Ethics Commission or refer the matter to the Advocate.

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(8) The Inspector General shall have the power to audit, investigate, monitor, oversee, inspect and review the operations, activities and performance and procurement process including, but not limited to, project design, establishment of bid specifications, bid submittals, activities of the contractor, its officers, agents and employees, lobbyists, County staff and elected officials in order to ensure compliance with contract specifications and detect corruption and fraud.

(9) The Inspector General shall have the power to review and investigate any citizen's complaints regarding County or Public Health Trust projects, programs, contracts or transactions.

(10) The Inspector General may exercise any of the powers contained in Section 2-1076 upon his or her own initiative.

(11) The Inspector General shall be notified in writing prior to any meeting of a selection or negotiation committee where any matter relating to the procurement of goods or services by the County is to be discussed. The notice required by this subsection (11) shall be given to the Inspector General as soon as possible after a meeting has been scheduled, but in no event later than twenty-four (24) hours prior to the scheduled meeting. The Inspector General may, at his or her discretion, attend all duly noticed County meetings relating to the procurement of goods or services as provided herein, and, in addition to the exercise of all powers conferred by Section 2-1076, may pose questions and raise concerns consistent with the functions, authority and powers of the Inspector General. An audio tape recorder shall be utilized to record all selection and negotiation committee meetings.

(12) The Inspector General shall have the authority to retain and coordinate the services of Independent Private Sector Inspectors General (IPSIG) or other professional services, as required, when in the Inspector General's discretion he or she concludes that such services are needed to perform the duties and functions enumerated in subsection (d) herein.

(e) Physical facilities and staff.

(1) The County shall provide the Office of the Inspector General with appropriately located office space and sufficient physical facilities together with necessary office supplies, equipment and furnishings to enable the Office to perform its functions.

(2) The Inspector General shall have, subject to budgetary allocation by the Board of County Commissioners, the power to appoint, employ, and remove such assistants, employees and personnel and establish personnel procedures as deemed necessary for the efficient and effective administration of the activities of the Office.

(f) Procedure for finalization of reports and recommendations which make findings as to the person or entity being reviewed or inspected. Notwithstanding any other

provisions of this Code, whenever the Inspector General concludes a report or recommendation which contains findings as to the person or entity being reported on or who is the subject of the recommendation, the Inspector General shall provide the affected person or entity a copy of the report or recommendation and such person or entity shall have 10 working days to submit a written explanation or rebuttal of the findings before the report or recommendation is finalized, and such timely submitted written explanation or rebuttal shall be attached to the finalized report or recommendation. The requirements of this subsection (f) shall not apply when the Inspector General, in conjunction with the State Attorney, determines that supplying the affected person or entity with such report will jeopardize a pending criminal investigation.

**(g) Reporting.** The Inspector General shall annually prepare and submit to the Mayor and Board of County Commissioners a written report concerning the work and activities of the Office including, but not limited to, statistical information regarding the disposition of closed investigations, audits and other reviews.

**(h) Removal.** The Inspector General may be removed from the office upon the affirmative vote of two-thirds (2/3) of the whole number of members of the Board of County Commissioners.

**(i) Abolition of the Office.** The Office of the Inspector General shall only be abolished upon the affirmative vote of two-thirds (2/3) of the whole number of members of the Board of County Commissioners.

**(j) Effective Term.** The incumbent Inspector General shall, subject to the execution and approval of a contract of employment as provided in subsection (c), commence a four-year term of office upon the effective date of this ordinance.

(Ord. No. 97-215, § 1, 12-16-97; Ord. No. 99-63, § 1, 6-8-99; Ord. No. 99-149, § 1, 10-19-99; Ord. No. 00-105, § 1, 7-25-00; Ord. No. 01-114, § 1, 7-10-01; Ord. No. 05-51, § 1, 3-1-05)



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