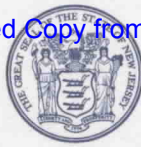


*State of New Jersey*  
*Office of the Inspector General*  
Mary Jane Cooper, Inspector General



**2006 Annual Report**



State of New Jersey  
OFFICE OF THE INSPECTOR GENERAL  
PO Box 208  
TRENTON NJ 08625-0208

JON S. CORZINE  
Governor

MARY JANE COOPER  
Inspector General

Honorable Jon S. Corzine  
Governor, State of New Jersey  
State House  
Trenton, New Jersey 08625

Dear Governor Corzine:

Enclosed is a copy of the Office of the Inspector General's (OIG) 2006 Annual Report. The report highlights several of the large scale investigations and reviews OIG conducted during the year including our investigation into the improper conduct of the former Assistant Commissioner of the Division of Addiction Services within the Department of Human Services, Summary and Analysis of State Authorities' Employee Benefits Review, Department of Transportation Employee-Assigned Equipment Review, and a progress report on the implementation of OIG recommendations and corrective actions by the then-New Jersey Schools Construction Corporation.

OIG performs a critical function for state government and our work has resulted in the recoupment of previously dispersed and misspent State funds as well as the rescue of funds from a pattern of misuse.

It is an honor to serve as New Jersey's Inspector General and I am proud of the accomplishments and valuable work the office has provided to the State in the short period of time since its establishment. I look forward to continuing the work of the office in the years to come.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Mary Jane Cooper".

Mary Jane Cooper  
Inspector General

cc: Senate President Richard J. Codey, New Jersey State Senate  
Speaker Joseph J. Roberts, Jr., New Jersey State Assembly  
Edward J. McBride, Jr., Chief Counsel, Office of the Governor

**Statement from the Inspector General**

It is my privilege to submit the second annual report of the Office of the Inspector General (OIG). I look forward to preparing this report each year as it provides me an opportunity to reflect on the work the office has completed and hopefully offers valuable and useful information about the office – what we do, who we are, and what benefits the work has provided to the State.



As I have said many times before, I accepted the appointment to become New Jersey's Inspector General because I believe in the mission of the office and the commitment as an individual to "doing good". The opportunity to be the first State Inspector General, structure the office and ensure its ability to function long after my term is completed was an opportunity I could not pass up and in the two and one half years since my appointment, I am proud of the growth and productivity of the staff and accomplishments of the office, including identifying monies which were misspent and should be returned to the State as well as rescuing funds from well established patterns of misuse the office uncovered in the course of our investigations. OIG's investigations are highly-detailed, thorough and comprehensive and the findings of each continue to demonstrate the benefit this type of work provides the State.

The office's first year was devoted primarily to establishing and staffing the office while simultaneously conducting the investigation of the New Jersey Schools Construction Corporation (SCC). While in the second year of existence the office has continued its work with new SCC leadership and management, establishing the SCC OIG which performs investigations and reviews solely related to the SCC, OIG has also been able to conduct several other investigations and reviews which are described in further detail in this report.

I am humbled and honored to serve as New Jersey's Inspector General. I hope you find the information provided in this report informative and most importantly, the work of this office valuable to you, the residents of New Jersey. As always, do not hesitate to contact the office with any questions or concerns you might have.

Very Truly Yours,

A handwritten signature in blue ink, which appears to read "Mary Jane Cooper". The signature is fluid and cursive, written over a light blue horizontal line.

Mary Jane Cooper  
Inspector General  
State of New Jersey

## **Mission of the Office of the Inspector General**

The Office of the Inspector General is dedicated to seeking out waste, mismanagement and fraud in government spending and ensuring the accountability and integrity of all State agencies. This office will review procurements and public contracts; receive complaints, and perform investigations to make certain that programs are in compliance with State laws.

## **Background on the Office of the Inspector General**

In November 2004, former Governor Richard J. Codey signed Executive Order No. 7 creating the Office of the Inspector General (OIG) and on July 1, 2005, OIG was permanently established under N.J.S.A. 52:15B-1 et seq. Charged with seeking out waste, mismanagement and fraud in government spending, the Inspector General is authorized to conduct investigations and reviews designed to provide increased accountability, integrity and oversight of all recipients of State funds, including independent authorities, commissions, boards, agencies, or instrumentalities funded by or disbursing State funds. The Inspector General is also authorized to investigate the performance of governmental officers, employees, appointees, functions, and programs in an effort to identify potential cost savings and report any abuses.

In order to carry out the duties of this office, the Inspector General has the power to subpoena documents or sworn testimony from individuals. For this purpose, the Inspector General is empowered to administer oaths and examine witnesses under oath. Failure to comply with a subpoena can lead to sanctions in the Superior Court of New Jersey.

The Inspector General has the authority to cooperate and conduct joint investigations with other law enforcement and oversight agencies. If during the course of, or at the completion of an OIG investigation, information concerning possible criminal activity is uncovered, the Inspector General is required to refer the information to the appropriate law enforcement agency.

The Inspector General reports directly to the Governor and any public reports issued by OIG must be submitted to the Governor, New Jersey State Senate President, Speaker of the New Jersey General Assembly and the entity at issue.

The OIG has one office located in Trenton, New Jersey.

## **Who We Are**

### **Mary Jane Cooper, Inspector General**

Mary Jane Cooper has served as New Jersey's Inspector General since February 2005 when she was appointed to the newly-created position by former Governor Richard J. Codey. The Office of the Inspector General (OIG) is dedicated to seeking out waste, mismanagement and fraud in government spending and ensuring the accountability and integrity of all State departments and agencies. As such, Inspector General Cooper has led several investigations and reviews conducted by OIG which have resulted in the recovery of misused State funds and prevented the potential further abuse of unspent State funds by organizations with insufficient or non-existent internal controls.

At the same time that Inspector General Cooper was appointed to the five-year post, and working to hire staff and establish the office, she was requested by Governor Codey to begin a review of the New Jersey Schools Construction Corporation (SCC) which is responsible for the financing, designing and construction of school facilities in the State's 31 special needs districts, known as "Abbott districts", and providing grants to fund the State share to non-Abbott districts school facilities projects previously approved by the State Department of Education. Governor Codey directed Inspector General Cooper to determine whether the previously dispensed portion of the SCC's \$8.6 billion in State funding was dispersed in an efficient and appropriate manner and to make recommendations that could result in efficient use of the remaining funds. Since OIG's Initial Report of Findings in April 2005, which cited severe deficiencies in the organization's structure and internal controls, the Inspector General has worked with new SCC leadership and management to implement OIG recommendations and corrective actions and develop new procedures to ensure the proper controls are in place.

In addition to the highly publicized SCC investigation, OIG has conducted other large scale investigations including an investigation into alleged misconduct of a former state department Assistant Commissioner that required review of over 45,000 documents including grant files, financial statements, and Board and General membership meeting minutes by OIG staff. This investigation included the Inspector General's oversight of an unprecedented financial review of a grant recipient's use of State funds. The result was a conclusion that \$1.76 million should be returned to the State; and a recommendation that another \$4.4 million be reviewed by the department to determine whether those funds should be returned as well. In addition, the agency's grant was terminated early and \$2.3 million in State funds were rescued from a well-established pattern of misuse by the agency.

Under the Inspector General's direction, OIG has also worked on various reviews whether directed by the Governor, requested by another State agency or department, or provided by constituent or anonymous tip.

Prior to her appointment and confirmation as New Jersey's Inspector General, Ms. Cooper gained more than 28 years experience in complex litigation, investigations, and

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business integrity services in both the public and private sector. Ms. Cooper joined the law firm Stier Anderson in February 1989 and was a member of the firm until her appointment as Inspector General. As a member of the firm, Ms. Cooper conducted numerous investigations into such areas as misuse of corporate assets, procurement fraud, falsification of engineering analyses, mismanagement of safety issues, conflicts of interest, discrimination and retaliation. During these investigations, she worked closely with a variety of experts including nuclear engineers, internal auditors, regulators, members of management, Boards of Directors and Trustees, and public officials, as well as internal and outside counsel representing the client in related legal matters. When appropriate, Ms. Cooper made presentations to regulatory agencies concerning her investigations. Ms. Cooper participated in the firm's work as an independent monitor at Ground Zero following 9/11 monitoring contractors and subcontractors, and reviewing activities and billing procedures to ensure the appropriate expenditure of taxpayer dollars and to uncover any fraud and abuse of those funds.

At Stier Anderson, Ms. Cooper led the firm's efforts in conducting independent investigations of allegations of sexual harassment and discrimination. Outside counsel have recommended Ms. Cooper to more than 30 employers to investigate allegations against high level managers, and have then used the firm's findings to resolve the matters without litigation. Among those for whom Ms. Cooper has conducted these investigations are publicly-traded and privately-held companies engaged in a variety of businesses as well as government entities. Ms. Cooper has acted as an expert witness, evaluating the sufficiency of employer programs designed to prevent unlawful harassment and discrimination, and investigations conducted under these programs.

Before joining Stier Anderson, Ms. Cooper worked as a New Jersey Deputy Attorney General with the New Jersey Division of Criminal Justice for nine years. Many of her prosecutions involved white-collar crimes, including insurance fraud, gender-related crimes and false construction claims. These cases involved pyramid schemes and complex document trails created by wrongdoers to conceal their activities, as well as sorting out conflicting witness statements. She was the lead attorney of a litigation section and a newly formed unit to investigate organized crime on the New Jersey waterfront. While in the Division of Criminal Justice, Ms. Cooper worked closely with the New Jersey State Police and local police who assisted her with the investigation of her cases and frequently testified concerning those cases. Ms. Cooper successfully prosecuted cases in which police officers and troopers were the defendants.

Ms. Cooper received her J.D. from Rutgers, The State University of New Jersey School of Law, in Camden, in 1979, and earned her B.A. in English Literature from the College of New Jersey in 1967.

**Office of the Inspector General Staff**

Because of the unique nature of the work of the office, it is imperative that all staff possess a variety of qualifications including strong analytical skills with a balanced professional skepticism and a keen eye for details as they apply to the overall environment. To that end, the Office of the Inspector General (OIG) staff is comprised of professional individuals equipped with the knowledge and skills necessary to accomplish the mission of the office.

**Investigative Staff**

OIG investigative staff is composed of 13 individuals who come to the office from a variety of disciplines in both the public and private sectors. The talented investigative staff is comprised of experienced attorneys, accountants, auditors, and investigators, whose varied professional experiences bring valuable perspective to each assignment.

In addition to the 11 OIG investigators, this year OIG hired two investigators to work exclusively on New Jersey Schools Construction Corporation (SCC) related issues and report directly to the Inspector General. These investigators joined OIG as a result of an earlier OIG recommendation to SCC that they establish an SCC OIG staffed with two investigators working at the direction of the Inspector General. This agreement is described in further detail in the “Year in Review” section of this report.

**Administrative Staff**

The administrative staff consists of a Chief of Staff, Public Information Officer, Junior Analyst and Assistant to the Inspector General. These individuals provide the Inspector General and investigators with administrative support and are responsible for the successful daily operation and function of the office.

## Services

### Website

The Office of the Inspector General (OIG) maintains a website containing information related to the office including the mission, background and answers to some “Frequently Asked Questions”. Visitors to the website will also find PDF files of reports and press releases issued by OIG.

OIG has tried to make the website as user-friendly as possible by giving constituents the ability to file a complaint electronically in the “File a Complaint” section. Electronic complaints can be made anonymously and are automatically directed to the OIG’s general email box upon submission. With the creation of the Schools Construction Corporation (SCC) OIG this year, the website was updated to include another complaint form for SCC-specific issues and complaints.

Website address: [www.state.nj.us/oig](http://www.state.nj.us/oig)

### Hotline

OIG maintains a statewide toll-free hotline to receive complaints from individuals reporting possible waste, abuse or fraud of State money. Callers are requested to submit their request or complaint in writing via mail, fax or electronically as the office requires all complaints to be received in writing. Individuals can call the hotline 24 hours a day, seven days a week and all messages left on the hotline are promptly returned. Like the updated website, the OIG Hotline was also updated to include a message mailbox for SCC-specific issues and complaints.

**OIG Hotline Number: (866) 633-6585 (toll-free in New Jersey)**

## **Correspondence/Constituent Relations**

All correspondence, whether received from an individual or forwarded from a State agency, State Legislator or the Governor's Office of Constituent Relations, are received by the Inspector General, date stamped and forwarded to the Public Information Officer to be logged into the OIG constituent correspondence database. All correspondence are then properly acknowledged and reviewed to determine appropriate course of action.

### *Acknowledgements*

The Office of the Inspector General (OIG) sends acknowledgement letters to senders of correspondence the office receives with the exception of correspondences sent by an individual who does not provide contact information, requests anonymity and does not wish to be contacted or correspondences where OIG is only a copied recipient.

### *Review Process*

Correspondences are reviewed by the Inspector General and investigative staff to determine if the issue at hand is within OIG's jurisdiction and should be investigated by OIG. If not, OIG determines the most appropriate agency to handle the issue.

The Inspector General approves all recommendations made regarding the appropriate course of action for every correspondence.

### *Declining to Investigate a Complaint*

In accordance with NJSA 52:15B-10, the Inspector General may decline to investigate a complaint received when it is determined that: the complaint is trivial, frivolous, vexatious or not made in good faith; the complaint has been too long delayed to justify a present investigation; the resources available, considering established priorities, are insufficient for an adequate investigation; or the matter complained of is not within the Inspector General's investigatory authority.

### *Anonymous Letters*

The OIG welcomes anonymous complaints or tips. A constituent who contacts the office requesting anonymity is directed to put his or her concerns in writing. When a constituent offers contact information but requests anonymity, in the event an investigation is opened, the constituent may be advised of such decision. These correspondences undergo the same review process as all others.

**Correspondence Statistics for Calendar Year 2006**

Correspondences Received – 117

Correspondences Acknowledged – 95

Difference Between Correspondences Received and Acknowledged – 22

- Anonymous/No Contact Information – 15
- OIG Carbon Copied (cc'd) – 7

Correspondences Course of Action Determined – 101<sup>1</sup>

- Not OIG's Jurisdiction – 20
- Referral – 66
- Thank You For Information/Potential OIG Investigation – 15

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<sup>1</sup> Total Correspondences Reviewed and Response Letter Approved in 2006 includes correspondences that were acknowledged in 2005 but the determination of course of action was made in 2006.

## **Year in Review**

### **New Jersey Schools Construction Corporation Update Report**

*Report Issued: January 12, 2006*

The first report the Office of the Inspector General (OIG) issued in 2006 was the New Jersey Schools Construction (SCC) Update Report which provided outgoing Governor Richard J. Codey and incoming Governor Jon S. Corzine a progress report regarding new SCC leaderships' implementation of previous OIG recommendations for stronger internal controls and protection of State dollars. The Update Report also documented other areas of SCC that OIG had reviewed since earlier reports and included new recommendations for further SCC reforms.

The Inspector General reported that SCC had made significant improvements since OIG's Initial Report of Findings issued in April 2005, and recognized the commitment new SCC leadership had made to reform SCC and put safeguards in place to protect State dollars. OIG had made recommendations that SCC create previously non-existent high-level positions for stronger management and internal controls. Among the positions SCC created were Chief Financial Officer, reporting directly to the Chief Executive Officer and the SCC Board of Directors Audit Committee; Comptroller; Formal Accounting Department; Director of Legal Services; and Compliance Officer, also serving as the Ethics Officer. New SCC management changed the Operating Authority making it more restrictive and eliminating single-signature approval authority for contract changes. Other improvements SCC made in response to initial OIG findings and recommendations for corrective action was the establishment of the Change Order Review Unit – charged with reviewing previously approved change orders for appropriateness and seeking recoupment of funds disbursed inappropriately as well as approving all future change orders at various threshold amounts. New SCC management, with input from the Inspector General, also created and adopted land acquisition guidelines, and put in place a prohibition against any SCC Project Management Firms from working on any other SCC-managed project as a prime contractor or subcontractor.

In addition to monitoring SCC implementation of OIG's recommendations from the Initial Report of Findings, OIG reviewed several other areas of SCC operations at the request of the newly-constituted SCC Board of Directors and management including an operations review of the Design & Construction Division. OIG confirmed an allegation that an SCC employee had circumvented Board authority and changed significant terms of a Board-approved contract. OIG reviewed SCC ethics procedures and accordance with standards promulgated by the Executive Commission for Ethical Standards (now the State Ethics Commission), purchase and utilization of Temporary Classroom Units. These areas of review and any relevant findings are outlined in the Update Report.

The primary recommendation OIG made for further improvement of SCC's internal controls and efficient construction of schools included in the Update Report was for SCC to establish an SCC OIG to help restore the SCC's overall fiscal integrity. SCC senior

management agreed with the Inspector General. To implement this recommendation, OIG and SCC entered into a Memorandum of Understanding (MOU) in 2006 to create two additional Assistant Inspector General positions within OIG. These two positions have been established and the office is currently staffed with an attorney and an investigator who report directly to the Inspector General and work exclusively on SCC-related issues. Investigations and reviews conducted by the SCC OIG are performed under the direction of the Inspector General. The MOU provides the opportunity for the SCC CEO and/or Board of Directors to request an investigation or examination by SCC OIG of a specific matter.

### **The New Jersey Department of Transportation Employee-Assigned Equipment Review**

*Report Issued: September 21, 2006*

Early in his tenure, Department of Transportation (DOT) Commissioner Kris Kolluri asked OIG to assist DOT in their effort to determine whether DOT's resources were being used efficiently. Commissioner Kolluri specifically requested that OIG review the assignment of communication and other devices to DOT employees, establish a consolidated inventory of devices and identify those individuals to whom multiple devices are assigned. This review included DOT-assigned cell phones, Blackberrys, laptop and desktop computers. The inventory was to be used by DOT management to determine the appropriateness and efficiency of device assignment for current and future DOT employees while achieving the most benefit to DOT.

Additionally, Commissioner Kolluri requested OIG's assistance in determining whether DOT mileage reimbursement for use of personal vehicles as an alternative to utilization of State-owned vehicles has been appropriate or excessive.

OIG reported the results of the analysis to Commissioner Kolluri with items and actions for his consideration which will assist DOT management in ensuring proper support for issuance of communication devices, equipment and mileage reimbursements. During the course of OIG's review, Commissioner Kolluri worked to correct certain potential abuses of the mileage reimbursements implementing a new policy which allows for vehicle mileage reimbursement of a personally-owned vehicle only when a State-assigned or pool car is not available.

This review demonstrates the way in which OIG can work with state entities proactively rather than reactively to ensure that proper procedures are in place and where deficient, those items can be addressed in a timely fashion to prevent potential waste or abuse.

**Summary and Analysis of State Authorities' Employee Benefits Review**

*Report Issued: October 23, 2006*

In 2005, then Governor Codey signed Executive Order No. 41 directing OIG to “assess the internal controls that are in place at every authority and make recommendations concerning what uniform practices and procedures should be established for all State authorities.” Simultaneously, the Governor’s Authorities’ Unit provided OIG a list of those authorities that should be included in the review. The review of the authorities follows two tracks and remains on-going. While the first track includes a detailed review of each individual authority, the second track is an across the board review of noteworthy practices and procedures. As a result of OIG’s work following the second track, OIG issued a report entitled “Summary and Analysis of State Authorities’ Employee Benefits” on October 23, 2006.

OIG’s review examined the various benefits bestowed upon State authority employees as compared to similarly situated non-authority State employees and included a review of benefits and policies including, but not limited to, health benefits, pension system, travel and entertainment, vehicles and cellular phones. The report is broken down into four sections: (1) Employee Benefits (host department, personnel, number of employees, salary information, Public Employees’ Retirement System, and health benefits); (2) Equipment, Travel and Miscellaneous Information (vehicles, travel and entertainment policy and cellular phone policy); (3) Authority Salary Review (chief position salary, middle manager and executive assistant); and (4) Supplemental Document (detailed observations specific to each authority).

OIG’s review revealed that the benefits provided to authority employees often varied from the benefits provided to non-authority State employees, and in most cases where there was a difference, the benefits provided to authority employees were better than those provided to employees of the State departments and agencies. OIG’s review also demonstrated a lack of consistency with the benefits provided among similarly situated employees of the authorities. Differences among the various authorities and the benefits provided to employees can in some cases be attributed to the authorities’ enabling legislation, bargaining agreements, or the result of in-house policies and procedures adopted.

OIG’s review further uncovered that there is no central listing of the benefits given to authority employees, unlike the benefits for non-authority State employees. To address the lack of centralized, accurate information, the Inspector General reported to the Governor that OIG would annually update the listing of benefits provided to authority employees and document any changes as provided to OIG. Once compiled and verified, OIG will provide the updated information on its website. Inspector General Cooper also recommended that to the extent possible and appropriate, consideration be given to establishing policies of the authorities that are consistent with those of the State.

**Investigation into Conduct of  
Former Assistant Commissioner of Division of Addiction Services**

*Report Issued: November 20, 2006*

Early in 2006, then Governor's Chief Counsel Stuart Rabner forwarded a letter to OIG he had received from Kevin Ryan, then Commissioner of the Department of Human Services. The anonymous letter contained allegations that the then Assistant Commissioner for the Division of Addiction Services (DAS) within the Department of Human Services had conflicts of interest with several organizations receiving DAS grants and that she bestowed unwarranted benefits on those entities. OIG's investigation focused on allegations concerning the former Assistant Commissioner's relationship with two closely connected organizations with which she had had a long standing professional relationship: Addiction Treatment Providers of New Jersey, Inc. (ATP) and the Associated Treatment Providers Management Services Network, Inc. (ATP-MSN). Since 2001, ATP-MSN received approximately \$8.1 million dollars in grant funds from DAS – all but a minor portion of which was awarded during the former Assistant Commissioner's tenure between 2003 and 2006. This investigation was one of the largest OIG has done to date requiring more than 27 individuals called to be interviewed, some on multiple occasions, and review and analysis of more than 45,000 pages of documents OIG gathered from numerous sources including grant files, financial documents, Board and General membership meeting minutes.

OIG's investigation revealed that the former Assistant Commissioner engaged in conduct violative of her trust as a State employee by securing unwarranted benefits for organizations with which she had a long standing professional relationship and creating an appearance of conflict when exercising her official duties regarding matters concerning ATP, ATP-MSN, and their representatives. Moreover, OIG's investigation concluded that the former Assistant Commissioner was responsible for the decimation of DAS internal controls in place to protect DAS grant funds which ultimately weakened the award, oversight and monitoring functions of DAS and allowed a significant amount of DAS funds to be misused by ATP/ATP-MSN during her tenure.

In addition to the corrective action new DAS management began implementing during OIG's investigation, OIG made several recommendations including: a complete review of DAS' internal controls to assure there is an adequate system in place to protect DAS funds; staff training on grant monitoring processes and procedures as well as training for all grant recipient management employees and Board members responsible for spending DAS funds; and DAS administration perform a personnel assessment of employee participation in the specific abuses OIG reported and take appropriate action. OIG also recommended that DAS and DHS seek recoupment of improperly used funds; conduct risk audits of other entities and contracts cited in the anonymous letter and any other contracts awarded during the former Assistant Commissioner's tenure to ensure that they were properly awarded and monitored, in accordance with all relevant State and federal requirements and guidelines; reinforce appropriate recusal and disclosure policies that

requires senior management to disclose prior relationships with relevant entities and recusal from any decisions that would have the potential to benefit those entities.

Upon issuing the report the Inspector General referred the matter to the Division of Criminal Justice, Department of Law and Public Safety, for their review and determination as to whether or not any of the conduct outlined in the report amounts to criminal conduct warranting prosecution.

**NOTE:** Full text of all OIG publicly issued reports and accompanying press releases can be found on OIG's website: [www.state.nj.us/oig](http://www.state.nj.us/oig)

### More 2006 Highlights

Throughout the year, OIG was requested by several departments on both the State and federal level to assist with various assignments. These assignments did not result in the issuance of a report and are highlighted in this section.

#### Department of Treasury

The Department of Treasury (Treasury) asked for OIG's assistance in restructuring its departmental Ethics Program (program), specifically, OIG was asked to provide recommendations and suggestions to strengthen the current Treasury Ethics program to assist employees in meeting the requirements of the statutes and regulations governing State employees, provide a secure way for Treasury employees to report possible violations as well as seek guidance and clarification concerning ethics issues, and most importantly ensure accountability and compliance of all employees.

Given the size of Treasury, approximately 4,000 employees operating in 11 divisions at various locations, and the broad range of financial and procurement responsibilities, Treasury went beyond just restructuring its Ethics Program but also entered into a Memorandum of Understanding (MOU) with OIG to establish a Treasury-OIG office. The MOU creates two additional Assistant Inspector General positions who will work at the direction of, and report solely to, the Inspector General and be dedicated to Treasury-related reviews and investigations.

#### Meeting with Chinese Delegation

On November 6, 2006, the Inspector General was joined by Robert Salman, New Jersey Department of Transportation Inspector General, and Jean Chang, New Jersey Commerce, Economic Growth & Tourism Commission International Trade Representative who coordinated the meeting, in welcoming a delegation of Inspector General representatives from various Chinese provinces and the central government's Ministry of Communications offices (similar to our Departments of Transportation). The delegation was traveling to the United States to understand and learn more about the structure and "best practices" used in Inspector General offices in the United States and was particularly interested in New Jersey. The delegations' trip included visits to only two other Inspector General Offices in the United States, New York and California.

The dialogue, which was aided by an interpreter, was informative and included discussion about OIG's investigative process and details on how OIG was established.

#### Speaking Engagements

The opportunity to address different audiences is one of the most effective ways the Inspector General can inform and educate people on who and what OIG is and how the work it performs benefits the State and can be utilized at the request of State authorities. During 2006, the Inspector General was fortunate to speak at several different events and venues including giving the keynote address at the New Jersey Division of Criminal Justice Training Academy Commencement and the Public Purchasing Conference hosted by Rutgers University.

Drafting Legislation and Requests for Proposals

Throughout the year, OIG was requested by a few state departments to assist them in drafting Requests for Proposals, specifically providing guidance and recommendations regarding appropriate content. The Inspector General was similarly asked for input regarding federal legislation being drafted to establish a Disaster Assistance Fraud Prevention Program which was being written in response to 9/11 and Hurricane Katrina.

The Inspector General maintains regular contact with the leadership and management of all of the entities OIG has made recommendations for corrective action to, as well as the Governor's Chief Counsel's Office to provide input and make recommendations concerning potential cost savings and financial benefits to the State.

## **How to Contact the Office of the Inspector General**

**Mail:** P.O. Box 208  
Trenton, New Jersey 08625

**Phone:** 609-292-8183 (phone)

**Fax:** 609-984-3990 (fax)

**Hotline:** 866-633-6585 (toll free in New Jersey)

**Website:** [www.state.nj.us/oig](http://www.state.nj.us/oig)