

**Integrity Monitor Report  
Category 3**

Integrity Monitor Firm Name: K2 Integrity  
Quarter Ending: December 31, 2025  
Expected Engagement End Date: December 31, 2026

**A. General Info**

1. Recovery Program Participant:

New Jersey Economic Development Authority (“NJEDA”).

2. Federal Funding Source (e.g. CARES, HUD, FEMA, ARPA):

N/A

3. State Funding Source (if applicable):

State Fiscal Recovery Fund (“SFRF”)

4. Deadline for Use of State or Federal Funding by Recovery Program Participant:

March 14, 2026.

5. Accountability Officer:

Elizabeth George-Cheniara, Director Legal Compliance.

6. Program(s) under Review/Subject to Engagement:

University Hospital Study and Master Plan Project

7. Brief Description, Purpose, and Rationale of Integrity Monitor Project/Program:

The NJEDA allocated \$50 million in State Fiscal Recovery Fund (“SFRF”) towards the UHS MPP to study and plan for new health care facilities at the University Hospital (“UH”) site in Newark, New Jersey, the UH/Rutgers Biomedical and Health Sciences Academic Health Center Campus, to meet community health care needs, and to fund site development and capital construction. The study will be submitted to the Governor, the Legislature and the UH Board of Directors.

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8. Amount Allocated to Program(s) under Review:

\$50 Million

9. Amount Expended by Recovery Program Participant to Date on Program(s) under Review:

\$3,905,298.70 expended as of December 2025

10. Amount Provided to Other State or Local Entities:

N/A

11. Completion Status of Program (e.g. planning phase, application review, post-payment):

TBD

12. Completion Status of Integrity Monitor Engagement:

On-going

**B. Monitoring Activities**

13. If FEMA funded, brief description of the status of the project worksheet and its support:

a) IM Response

N/A

b) Recovery Program Participant Comments

N/A

14. Description of the services provided to the Recovery Program Participant during the quarter (i.e. activities conducted, such as meetings, document review, staff training, etc.):

a) IM Response

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The Monitor participated in the Kick-Off meeting with the NJEDA team and Rutgers representatives on October 10, 2025. During the session, NJEDA provided a comprehensive overview of the program, including participation guidelines, applicant qualifications, and current program status. In addition, the Monitor reviewed the CRM system to identify documentation submitted to date, verify monies spent to date, and check application statuses.

During the quarter, the Monitor developed a detailed testing plan that outlined Task Order Request (TOR) eligibility requirements, ineligibility criteria, NJEDA internal controls, and assessment procedures used by the TOR team. In addition, the Monitor reviewed the CRM system to identify documentation submitted to date, verify monies spent to date, and check application statuses.

b) Recovery Program Participant Comments

N/A.

15. Description to confirm appropriate data/information has been provided by the Recovery Program Participant and description of activities taken to review the project/program:

a) IM Response

On November 12, 2025, NJEDA submitted supplemental documents for University Hospital.

b) Recovery Program Participant Comments

N/A.

16. Description of quarterly auditing activities conducted to ensure procurement compliance with terms and conditions of contracts and agreements:

a) IM Response

See response to Question 14.

b) Recovery Program Participant Comments

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N/A

17. If payment documentation in connection with the contract/program has been reviewed, provide description.

a) IM Response

N/A.

b) Recovery Program Participant Comments

N/A

18. Description of quarterly activity to prevent and detect waste, fraud, and/or abuse:

a) IM Response

See response to Question 14.

b) Recovery Program Participant Comments

N/A.

19. Details of any integrity issues/findings, including findings of waste, fraud, and/or abuse:

a) IM Response

None.

b) Recovery Program Participant Comments

N/A.

20. Details of any other items of note that have occurred in the past quarter:

a) IM Response

None.

b) Recovery Program Participant Comments

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N/A.

21. Details of any actions taken to remediate waste, fraud, and/or abuse noted in past quarters:

a) IM Response

N/A.

b) Recovery Program Participant Comments

N/A.

**C. Miscellaneous**

22. List of hours (by employee) and expenses incurred to perform quarterly integrity monitoring review:

a) IM Response

Bradley Sussman	0.00 hours, no expenses
Tejah Duckworth	0.50 hours, no expenses
Michael Bernstein	1.25 hours, no expenses
Bruce Archer	0.00 hours, no expenses
Lucy Gonzales	0.00 hours, no expenses
Michael Quevedo	8.75 hours, no expenses
Naomi Pena	1.75 hours, no expenses

b) Recovery Program Participant Comments

N/A.

23. Add any item, issue, or comment not covered in previous sections but deemed pertinent to monitoring program:


a) IM Response

None.

b) Recovery Program Participant Comments

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None.

Name of Integrity Monitor: K2 Integrity  
Name of Report Preparer: Tejah Duckworth  
Signature:   
Date: 12/31/2025