

State of New Jersey
Department of Treasury
Integrity Monitoring Reporting Model
For Quarter Ending 6/30/2014

Reports required under A-60 will be submitted by Integrity Monitors on the first business day of each calendar quarter to the State Treasurer and will contain detailed information on the projects/contracts/programs funded by the Disaster Relief Appropriations Act.

No.	Recipient Data Elements	Response	Comments
A. General Info			
1.	Recipient of funding	The New Jersey Department of Community Affairs ("DCA"), Sandy Recovery Division ("SRD"), is the direct recipient of funding from the United States Department of Housing and Urban Development ("HUD"), Community Development Block Grant, Disaster Recovery Program ("CDBG-DR") to address the massive property damage inflicted by Superstorm Sandy. DCA retained several contractors, who fall under the purview of the New Jersey Integrity Oversight Monitor Act ("A-60"), to assist it in managing various programs designed to distribute CDBG-DR funds to eligible New Jersey residents and businesses. These contractors include the Gilbane Building Company ("Gilbane"), CB&I Shaw, and the URS Group, which were retained to manage the Rehabilitation, Reconstruction, Elevation and Mitigation Program ("RREM"); Gilbane, which was retained to manage the Landlord Rental Repair Program ("LRRP"); CGI Federal ("CGI"), which was retained to create and manage the Sandy Integrated Recovery Operations and Management System ("SIROMS"), an information technology solution to assist DCA in managing its SRD programs; Hammerman & Gainer ("HGI"), which was retained to manage the housing application process for the SRD's various housing programs; ICF, Inc., which was retained to provide subject matter expertise and staffing augmentation services to DCA; and Cohn Reznick, which was retained to serve as DCA's internal integrity monitor.	
2.	Federal Funding Agency? (e.g. HUD, FEMA)	HUD	
3.	State Funding (if applicable)	None	
4.	Award Type	HUD CDBG-DR Award	
5.	Award Amount	Gilbane (RREM): \$27,781,951; Gilbane (LRRP): \$6,449,691 CB&I/Shaw: \$24,425,557 CGI: \$45,230,816 ICF: \$54,787,946 URS: \$20,096,853 HGI: \$67,739,989 Cohn Reznick: \$9,992,683	
6.	Contract/Program Person/Title	RREM and LRRP: Stephen Grady, Assistant Director, Housing Recovery Programs, DCA SIROMS and Sandy Grant Manager Module ("SGM"): Peter Lijoi, Executive Director, New Jersey Urban Enterprise Zone Program (Mr. Lijoi left DCA in July 2014 and was replaced as SIROMS/SGM Contract Manager by Craig Schultz) ICF: Craig Schultz, Contract Manager, DCA Cohn Reznick: Robert Bartolone, Director, Office of Auditing, DCA	

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7.	Brief Description, Purpose and Rationale of Project/Program	RREM provides CDBG-DR awards of up to \$150,000 to eligible homeowners to restore homes damaged by Superstorm Sandy. LRRP provides CDBG-DR awards of up to \$50,000 per unit to owners of rental properties with between 1 and 25 units that require rehabilitation as a result of Superstorm Sandy. SIROMS, developed and administered by CGI, manages all of DCA's Superstorm Sandy funding requests from State agencies, local governments and school districts, as well as all HUD reporting obligations. SGM, a grant tracking system, was developed by CGI. It has replaced the eGrant system developed by HGI. ICF provides strategic advice, program implementation, subject matter expertise and staff augmentation services to DCA. Superstorm Sandy Housing Incentive Program ("SSHIP") covered the completion and processing of housing program applications, and the determination of eligibility and disbursement of funds under the Resettlement Incentive Program, and the RREM and LRRP Programs. HGI was the original contractor selected to manage SSHIP, but prior to the beginning of Navigant's monitorship, DCA and HGI, by mutual agreement, terminated HGI's role as the SSHIP contractor. HGI's performance under the contract is currently the subject of an arbitration proceeding. The New Jersey Attorney General's Office represents the State in that proceeding. DCA has assumed responsibility over HGI's duties at the Superstorm Sandy Housing Recovery Centers, and CGI has assumed responsibility for migrating applicant data from HGI's eGrants system to CGI's SGM system.	
8.	Contract/Program Location	Trenton, New Jersey	
9.	Amount Expended to Date	Amounts are based on current invoice totals as of June 30, 2014: Gilbane (RREM): \$11,500,034; Gilbane (LRRP): \$2,918,300 CB&I/Shaw: \$6,957,098 CGI Federal: \$14,797,419 ICF: \$12,768,569 URS: \$1,613,989 HGI: \$35,910,449.43 Cohn Reznick: \$5,272,704	
10.	Amount Provided to other State or Local Entities	N/A	
11.	Completion Status of Contract or Program	Completion Status based on contract values and invoiced amounts as of June 30, 2014: RREM (Gilbane/CB&I Shaw/URS): approximately 28% LRRP (Gilbane): approximately 45% SIROMS/SGM (CGI): approximately 33% ICF: approximately 23% Cohn Reznick: approximately 53%	

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12.	Expected Contract End Date/Time Period	RREM (Gilbane & CB&I Shaw): May 22, 2015 LRRP (Gilbane): September 30, 2015 CGI: May 24, 2015 ICF: May 24, 2015 Cohn Reznick: May 13, 2016	
B. Monitoring Activities			
13.	If FEMA funded, brief description of the status of the project worksheet and its	N/A	

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No.	Recipient Data Elements	Response	Comments
14.	Quarterly Activities/Project Description (include number of visits to meet with recipient and sub recipient, including who you met with, and any site visits warranted to where work was completed)	Navigant's integrity oversight monitoring activity for the first full Quarter of our monitorship focused principally on Task B, which involved our reviewing and evaluating the policies and procedures, internal system of controls, and risk assessments devised and implemented by DCA, Cohn Reznick and the contractors assisting DCA in overseeing the RREM and LRRP programs, and the Information Technology ("IT") applications and infrastructure supporting those programs, including SIROMS, eGrants and SGM. (These contractors currently include Gilbane, CB&I Shaw, ICF and CGI, hereinafter, "the Contractors"). In completing Task B, we reviewed numerous documents and reports created by DCA, Cohn Reznick and the Contractors (see Appendix A for a list of documents and reports reviewed), and conducted twenty-five interviews with DCA, Cohn Reznick and Contractor staff regarding the policies and procedures, and internal controls and risk assessments created for the RREM and LRRP programs, ICF and the IT applications and infrastructure, as well as additional interviews with officials from the Department of the Treasury, the Office of the Attorney General, the Division of Purchase and Property, and the Office of the Comptroller (see Appendix B for a list of government officials and Contractor staff interviewed). After completing our review of the internal control environment surrounding these programs, we concluded that DCA, Cohn Reznick, the RREM and LRRP Contractors, and ICF have compiled a commendable set of policies and procedures, and internal controls to manage many of the programmatic, financial and integrity risks associated with the RREM and LRRP programs, and with ICF's staffing functions. Despite this collection of documented policies, procedures and controls, however, Navigant identified several risks that, in our judgment, were not sufficiently addressed or mitigated. We then made a series of recommendations to address these risks, and spent the remainder of the Quarter reviewing with DCA and monitoring the implementation of our recommendations (see Paragraph 19, below, for details). We expect that as these programs continue to evolve and mature, we will be making additional recommendations to improve the policies, procedures and controls associated with the programs. We also determined that neither DCA nor CGI have developed written policies and procedures per se for managing CGI's development, implementation and management of SIROMS and SGM. (This was not surprising since CGI is charged not with administering a program, but with creating and maintaining an IT solution to enable DCA to manage the various Superstorm Sandy related programs). As a result, in place of a review of policies and procedures, our IT experts met with DCA and CGI staff and familiarized themselves with the front-end user functionality and back-end security and system functionality of these systems. They also developed a strategy for testing the potential vulnerabilities of these systems, and monitoring their continuing development and implementation. As part of their efforts to monitor SIROMS this Quarter, Navigant IT experts conducted an initial assessment of the SIROMS front-end, with a focus on the Funds Request and RREM SGM modules; confirmed the existence of a functional SQL Server back-end; reviewed the data migration of RREM applications from the eGrants system to the RREM SGM module within SIROMS; and reviewed the additional fields and improved functionality in the RREM SGM module. In addition, Navigant reviewed the specific technical recommendations pertaining to eGrants RREM data set forth in the HUD Management Review Report, and began monitoring DCA's and CGI's efforts to respond to those recommendations, which will be continued into the next Quarter. The Navigant IT team will also conduct in the Next Quarter a comprehensive data security review of SIROMS and SGM, and assist the rest of the Navigant monitoring team in analyzing the voluminous data gathered and maintained for the RREM and LRRP programs with various data analytic tools.	

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No.	Recipient Data Elements	Response	Comments
15.	Brief Description to confirm appropriate data/information has been provided by recipient and what activities have been taken to review in relation to the project/contract/program.	Navigant obtained from DCA, the Contractors and Cohn Reznick, among other documents and reports, Policy and Procedure Manuals for the RREM and LRRP programs prepared by DCA and the Contractors, Risk Assessments prepared by Cohn Reznick, and internal monitoring reports prepared by DCA and Cohn Reznick related to the RREM Program, LRRP Program, the ICF staffing function, and the IT applications and infrastructure including SIROMS, eGrants and SGM (see Appendix A). Navigant staff also downloaded from the DCA website the relevant DCA CDBG-DR Plan Documents and the contract documents associated with the Contractors we are monitoring. Navigant staff reviewed and analyzed these documents, reports and contracts, and evaluated whether they addressed and mitigated the risks inherent in the RREM and LRRP programs, the ICF staffing functions, and the IT applications and infrastructure. Regarding IT related data, CGI provided Navigant with read-only access to the following SIROMS front-end modules: the SIROMS Portal, Funds Request, and RREM SGM. In addition, CGI also provided access to a SharePoint site that contains documentation related to SIROMS, including NJ SIROMS weekly status reports and various technical reports, as well as a custom report containing a catalog of attachments in the RREM SGM module.	
16.	Description of quarterly auditing activities that have been conducted to ensure procurement compliance with terms and conditions of the contracts and agreements.	As explained in paragraphs 14 and 15, above, during this Quarter, Navigant reviewed, analyzed and evaluated the policies and procedures, system of internal controls, and risk assessments devised and implemented by DCA, Cohn Reznick and the Contractors assisting DCA in overseeing the RREM and LRRP programs, and the IT applications and infrastructure supporting those programs, including SIROMS, eGrants and SGM. As part of this exercise, we reviewed the controls and systems in place at DCA (1) to ensure compliance with HUD regulations and DCA's CDBG-DR Action Plan; (2) to track, test and review the invoices submitted by the Contractors to DCA; and (3) to ensure that homeowners comply with the RREM and LRRP program policies and procedures so as to minimize the risk of deobligation or fraud. We reviewed all of Cohn Reznick's final reports and audits of payment requisitions submitted by the various Contractors, including HGI, URS, Gilbane, CBI Shaw, ICF and CGI. Navigant also performed an IT assessment of the SIROMS front-end to confirm that the system was working as expected, and we confirmed the existence of a functional SQL Server back-end. Through a series of interviews, we confirmed that all RREM applications previously housed in eGrants have been migrated to the RREM SGM module within SIROMS, although the State's efforts to validate that all of the data from eGrants properly migrated from eGrants to SGM remain in progress as of the end of this Quarter. Next Quarter we will be assessing the procedures DCA began this Quarter to validate that the data migration was complete and accurate.	
17.	Have payment requisitions in connection with the contract/program been reviewed? Please describe	As noted in paragraph 16, above, Navigant reviewed all of the final reports and audits performed by Cohn Reznick of the payment requisitions submitted by HGI, URS, Gilbane, CBI Shaw, ICF and CGI in the months prior to the start of Navigant's monitorship. We will be conducting our own independent reviews of payment requisitions in the next Quarter.	

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No.	Recipient Data Elements	Response	Comments
18.	Description of quarterly activity to prevent and detect waste, fraud and abuse.	The first essential step in preventing and detecting waste, fraud and abuse in government programs is to review and evaluate the comprehensiveness and effectiveness of the existing policies, procedures and controls in place to manage and mitigate the risks inherent in those programs. As explained above in response to Questions 14-16, Navigant's monitoring activities this Quarter focused on that crucial task. In addition, CGI performed for Navigant a technical demonstration of the RREM SGM module within SIROMS and a visual demonstration of the eGrants system for comparison. By means of these demonstrations, Navigant confirmed the inflexible characteristics of HGI's eGrants system and the need to develop the RREM SGM module within SIROMS, which allows workflow tracking and management of the RREM applications. Specifically, Navigant confirmed the addition of specific fields that track: (1) the position of an application within the application lifecycle, (2) the date on which an application enters each step of the application lifecycle, (3) the length of time an application remains within each step, and (4) the user who moved the application between steps. In addition, error checking functionality has been built into the RREM SGM module to ensure that all requirements for a particular step are fulfilled before the system allows the RREM application to move to the next step. The addition of these fields and workflow functionality specifically addresses recommendations made in the HUD Management Review Report, and is intended to mitigate the risk of waste, fraud, and abuse that HUD identified as being present in the eGrants system. The development of SGM and the migration of program data from eGrants to SGM necessitated a validation process to confirm that the data migrated completely and accurately, and Navigant will review that validation process in the next Quarter.	

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No.	Recipient Data Elements	Response	Comments
19.	Provide details of any integrity issues/findings	As noted in paragraph 14, above, Navigant identified several risks that, in our judgment, were not sufficiently addressed or mitigated by the policies, procedures and controls created by DCA, Cohn Reznick and the Contractors. A summary of these risks, and our recommendations to address them, follow: a. Lack of Adequate Due Diligence on Subcontractors and Home Builders A common risk to each of the programs we have been charged with monitoring is the inadequate level of investigative due diligence ("IDD") conducted on the RREM and LRRP subcontractors and pre-qualified Pathway C home builders who perform tasks that are critical to the success of the programs. For example, the RREM and LRRP contractors are utilizing 31 subcontractors who are performing, among other tasks, initial site inspections ("ISIs") to determine the scope of repair or reconstruction work for a home, estimated costs of repair ("ECRs") to calculate the approved costs of repairs or reconstruction, environmental tests and inspections, and work in place ("WIP") and final inspections to approve the release of progress and final payments to home builders. Despite the critical importance of these tasks to the success of the RREM and LRRP Programs, it was left entirely to the Contractors to vet the subcontractors who are performing a significant part of these services, and their vetting process was, in our judgment, insufficient. Although there was a degree of vetting for the approved home builder pools, including a review of each home builder's license, debarment status and financial capacity, we concluded that it was imperative to perform more thorough IDD on each home builder to ensure that none have disqualifying problems, including organized crime or other criminal associations, a history of OSHA, environmental, ERISA or other regulatory violations, evidence of financial instability, or adverse monetary judgments and liens that could undermine their ability to fulfill their responsibilities as a home builder. Finally, ICF is utilizing four subcontractors who are providing a significant number of temporary workers to staff the Housing Centers around the State. Because the temporary workers these subcontractors provide have access to highly sensitive personal identifying information ("PII") of thousands of New Jersey residents, the subcontractors that selected those workers should be subject to IDD and have their background check protocol examined, verified and periodically tested. As a result, we proposed to perform IDD on each of the subcontractors and home builders utilized in the programs we are monitoring to ensure that they are free of any potentially disqualifying problems. We began this process this Quarter and will complete it during the next Quarter.	

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No.	Recipient Data Elements	Response	Comments
		b. Contract Management Based on our interviews of DCA and Contractor staff, we determined that the way in which DCA was managing the contractor invoice process was unnecessarily cumbersome and was resulting in excessive delays in resolving contractor invoice issues. Essentially, DCA was requiring that the Contractors ensure that each staff member who recorded hours during a billing period stayed within the estimated hours the Contractor had specified for that individual's staffing title in its Best and Final Offer ("BAFO") submitted to the State. Rather than simply making sure that the Contractors were keeping within their approved yearly budgets for each approved task, DCA was requiring the Contractors to show that each staff member was staying within the estimated hours allotted to him or her in the Contractor's BAFO. We researched this question as a matter of State procurement law and found that it was not required, and observed that it was consuming a disproportionate amount of time for the Contractors to comply with and for DCA to track without providing the State with any appreciable benefit. It was also resulting in each Contractor's having to submit formal contract amendments when it wanted to increase the hours available to one staff member whose services were required more than the Contractor had originally anticipated, or to reduce the hours allocated to another staff member whose services were not required to the extent estimated in the BAFO, even though the Contractor was staying within its budget for the particular task. This requirement also was delaying payments to the Contractors and their subcontractors and vendors, which inevitably could create performance and integrity risks for the RREM and LRRP Programs. In our experience, performance and integrity issues can be created or exacerbated when contractors are not paid in a timely manner for work legitimately completed. Navigant facilitated a discussion of this issue with the Department of the Treasury, the Division of Purchase and Property ("DPP"), and DCA and forged a consensus on a practical modification to DCA's invoicing requirements which preserves effective controls over the Contractors' use of staff while alleviating the delays and bottlenecks caused by the Contractors' seeking unnecessary contract modifications. DCA now permits the Contractors to reallocate their staffing resources by notifying and obtaining the approval for any reallocation from the State Contract Manager, rather than by going through the time consuming process of securing a formal contract modification, so long as the Contractor remains within its approved budget for the particular task. c. Contract and Task Order Reconciliations In our separate meetings with DCA staff and the Contractors, we determined that they had significantly different perceptions about the volume of work assigned to the Contractors, what was properly considered original contract work, what was extra work not contemplated by the original contracts, and the nature and cause of any changes in the cost of the Contractors' services. These different perceptions were causing difficulties in the administration of the contracts. We performed a reconciliation between the contracts and task orders and facilitated discussions between the parties to resolve these differences.	

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No.	Recipient Data Elements	Response	Comments
		d. Evaluation and Monitoring of Implementation of Cohn Reznick Recommendations and Corrective Action Plans Up through the end of the Quarter ending June 30, 2014, Cohn Reznick had issued numerous recommendations to DCA for corrective action and program improvement, most of which DCA had either fully or partially implemented. Cohn Reznick maintains a system to track the resolution and implementation of their recommendations. Although their recommendations form a fairly comprehensive list of corrective actions required for important program compliance deficiencies, we found that not all of these deficiencies should be considered equal and afforded the same level of risk. We therefore recommended that Cohn Reznick risk rank, prioritize, and follow up on the implementation of their recommendations in accordance with the level of risk assigned to each deficiency. We began drafting revisions to Cohn Reznick's tracking matrix to help facilitate tracking recommendations by the level of risk assigned to them. Going forward, we will continue to review and evaluate Cohn Reznick's recommendations, both current and those that will be issued, for their efficacy and effectiveness, assess the true status of the implementation of the recommendations, and monitor their continued implementation to ensure that DCA implements important recommendations promptly. e. CDBG-DR Compliance Monitoring The HUD Management Review Report on DCA's management of its CDBG-DR funds identified as one of its "concerns" (i.e., a program deficiency that, if not corrected, could result in noncompliance with program requirements), missing or misfiled source documents in eGrants. DCA has addressed this concern by replacing the eGrants system with the more robust and functional SGM system, and has migrated all program data from eGrants to SGM. This migration has required DCA to undergo a validation process to ensure that all the data has migrated completely and accurately. In the next Quarter we will review this validation process to confirm that HUD's concern over program data integrity has been properly addressed.	
20.	Provide details of any work quality or safety/environmental/historical preservation issue(s).	N/A	

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21.	Provide details on any other items of note that have occurred in the past quarter	N/A	
22.	Provide details of any actions taken to remediate waste, fraud and abuse noted in past quarters	N/A	

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C. Miscellaneous			
23.	Attach a list of hours and expenses incurred to perform your quarterly integrity monitoring review	For the Quarter Ending June 30, 2014: Total hours incurred: 931.33 hours Total fees incurred: \$256,115.75 Total expenses incurred: \$534.58	
24	Add any item, issue or comment not covered in previous sections but deemed pertinent to monitoring program.	N/A	

Name of Integrity Monitor: Navigant Consulting Inc.
 Name of Report Preparer: Richard T. Faughnan
 Signature: 
 Date: October 1, 2014

Appendix A
List of Reports and Documents Reviewed by Navigant

Issue/Reissue Date

I. DCA Request for Quote and Related Addendums and Modifications

A. Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM)	4/25/2013
B. Landlord Rental Repair Program (LRRP)	8/26/2013
C. Sandy Integrated Recovery Operations and Management System (SIROMS)	4/25/2013
D. Housing Program Implementation Strategy Advisor	4/29/2013

II. Reconstruction, Rehabilitation, Elevation and Mitigation Program ("RREM")

A. Technical Proposals

1 Shaw Environmental, Inc. (a CB&I Company) ("CBI/Shaw")	5/9/2013
2 Gilbane Building Company ("Gilbane")	5/9/2013

B. Contracts

1 Shaw Environmental, Inc. (a CB&I Company) (Contract # A84066)	5/23/2013
2 Gilbane Building Company (Contract # A84067)	5/23/2013

B. Policy and Procedures

1 RREM Policies & Procedures (number 2.10.36)	10/22/2013 (and revised 12/19/2013)
2 RREM Policies & Procedures (in Word format)	updated 2/17/2014
3 Clarification/Updates to RREM Policies & Procedures	
a. Eligibility Criteria (Doc #2.10.34)	10/2013
b. Resettlement Program Policy (Doc #2.10.35)	8/2013
c. Policy Governing Voluntary and Administrative Withdrawals (Doc #2.10.45)	11/2013
d. Construction Contingency Policy Clarification (Doc #2.10.52)	12/2013
e. Contesting Work in Place or Estimate Cost to Complete (Doc #2.10.53)	12/2013
f. Condominium and Row House Properties (Doc #2.10.54)	11/2013
g. Documentation of Property Owner Reimbursement (Doc #2.10.55)	9/2013
h. Payment of Pre-Construction Design Services (Doc #2.10.56)	12/2013
i. Construction of One-Bedroom Properties (Doc #2.10.57)	1/2014
j. Grant Termination (Doc #2.10.58)	2/2014
k. Proof of Primary Residency - Clarification Regarding Alternative Verification(Doc #2.10.63)	3/2014

Appendix A (continued)
List of Reports and Documents Reviewed by Navigant

Issue/Reissue Date

III. Landlord Rental Repair Program ("LRRP")

A. Technical Proposal

Gilbane Building Company 9/4/2013

B. Contract

Gilbane Building Company (Contract # A85114) 10/1/2013

C. Policy and Procedures

1 LRRP Program Guidelines 11/14/2013

2 LRRP Program Manual, Policy and Procedures

a. 1.0 Program Overview and Reimbursement Requirements, Version 1.0 11/14/2013

b. 2.0 Initial Site Inspection, Version 1.0 11/14/2013

c. 3.0 Pre-Construction, Version 1.0 11/14/2013

d. 4.0 Construction, Version 1.0 11/14/2013

e. 5.0 Tenant Leasing and Project Close Out, Version 1.0 11/14/2013

f. 6.0 Application and Approval Process, Version 1.0 11/14/2013

g. 7.0 Compliance and Monitoring, Version 1.0 11/14/2013

h. 8.0 Additional Program Requirements, Version 1.0 11/14/2013

3 Clarification/Updates to LRRP Policies & Procedures

a. LRRP 414 URA Policy - Notification (Doc #2.10.46) 1/2014

b. Policy Governing Voluntary and Administrative Withdrawals (Doc #2.10.48) 11/2013

c. Amendment #1 : LRRP Policy – Section 3, Landlord Selected Construction 3/7/2014

Contractor Review, Insurance, Payment and Performance Bonds, and Funding
During Rehabilitation Period, Reconstruction Pathway Assignment; Uniform
Relocation Act provisions; Proof of Household Income (Doc #2.10.51)

IV. Sandy Integrated Recovery Operations and Management System ("SIROMS")

A. Technical Proposal

CGI Federal Inc. 5/14/2013

B. Weekly Status Reports

NJ SIROMS Weekly Status Reports 7/5/2013 - 4/4/2014

V. Housing Program Implementation Strategy Advisor

A. Technical Proposal

ICF Incorporated, L.L.C. 5/17/2013

Appendix A (continued)
List of Reports and Documents Reviewed by Navigant

Issue/Reissue Date

VI. Monitoring Reports

A. CohnReznick LLP

1 Observations and Resolution Management Summary as of 4/30/2014 (176 recommendations)

2 Control Environment and Risk Assessments

- | | |
|---|-----------|
| a. Comprehensive Compliance, Monitoring, and Fraud Prevention Plan, V 1.0 | 9/20/2013 |
| b. Semi-Annual Program Risk Assessment | 1/31/2014 |
| c. DCA - Testing of Payment Process (report #IMR-010.201309) | 9/27/2013 |
| d. DCA - Follow-up Monitoring of Payment Process (report #IMR-034.201403) | 3/18/2014 |

3 RREM

- | | |
|---|------------------------------------|
| a. RREM Monitoring of the Hombuilder Pool Prequalification Process (report #IMR-024.201312) | 12/18/2013
(updated 4/10/2014) |
| b. RREM Contractor Invoice Analysis for Gilbane (report #IMR-021.201311) | 11/20/2013 |
| c. RREM Contractor Invoice Analysis for Shaw (report #IMR-023.201311) | 11/20/2013 |
| d. RREM Contractor Invoice Analysis for URS (report #IMR-022.201311) | 11/20/2013 |

4 LRRP

- | | |
|--|----------------------------------|
| a. LRRP Contractor Invoice Submissions (report #IMR-017.201312) | 10/21/2013 |
| b. LRRP HGI and Gilbane Application Intake Eligibility Process Monitoring (report #IMR-025.201401) | 12/19/2013 |
| c. LRRP Contractor Invoice Analysis for Gilbane (report #IMR-029.201402) | 2/19/2014 (updated
4/10/2014) |
| d. LRRP Contractor Invoice Analysis for Gilbane (report #IMR-031.201403) | 3/5/2014 (updated
4/10/2014) |

5 ICF, Incorporated, L.L.C.

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| Testing of Invoices Received from ICF by DCA (report #IMR-018.201401) | 1/30/2014 |
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6 CGI Federal, Inc.

- | | |
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| CGI - Monitoring of CGI (SIROMS) Performance (report #IMR-013.201310) | 10/8/2013 |
|---|-----------|

7 Hammerman & Gainer, Inc. ("HGI")

- | | |
|--|-----------|
| HGI - Monitoring of Superstorm Sandy Housing Incentive Program Contractor Performance (report #IMR-008.201308) | 8/26/2013 |
|--|-----------|

B. U.S. Department of Housing and Urban Development ("HUD")

- | | |
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| Management Review Report (February 2014 visit) | May 2014 |
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Appendix B
Interviews Conducted

I. Department of Community Affairs

A.	Richard Constable III	Commissioner
B.	Melissa Orsen	Deputy Commissioner
C.	Charles Richman	Deputy Commissioner
D.	Timothy Cunningham	Assistant Commissioner and Director of Disaster Recovery
E.	Robert Bartolone	Director, Office of Auditing
F.	Stephen P. Grady	Assistant Director, Housing Recovery Programs
G.	Paul Macchia	Chief of Staff (former Assistant Director Housing Recovery Programs)
H.	Craig Schultz	Contracts Manager
I.	Eric Rowland	Contract Officer
J.	Terrie Quintero	Contract Officer
K.	David Lindenbaum	Contract Officer
L.	Rick Butler	LRRP Program Manager
M.	Peter Lijoi	Executive Director, New Jersey Urban Enterprise Zone Program

II. Department of the Treasury

A.	David Ridolfino	Associate Deputy State Treasurer
B.	Daniel Povia	Chief Auditor
C.	John M. White	Budget and Grant Officer
D.	Michael Jonas	Chief Financial Officer

III. Division of Purchase and Property

A.	Lisa DuBois	Deputy Director
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IV. Office of the Attorney General

A.	Christopher Iu	Deputy Attorney General
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Appendix B (continued)
Interviews Conducted

V. Office of the State Comptroller

- A. Noelle Maloney Director of Investigations
- B. J. Adam Hughes Assistant Director, Investigations Division
- C. Rich O'Brien Special Investigator In Charge

VI. Cohn Reznick

- A. Paul Raffensperger Principal

VII. ICF, Inc.

- A. Marsha Tomkovich Senior Vice President
- B. Robert Hegner Senior Vice President

VIII. Gilbane Building Company

- A. Deborah Pereira Vice President/Program CEO
- B. John Naleppa Project Coordinator
- C. Robert Pumphrey Director, CAT Response (RREM Director)
- D. Mark Banziger Project Executive (LRRP Director)

IX. Shaw Environmental, Inc. (a CB&I Company)

- A. John Moody Director, Emergency Response & Recovery
- B. Jo Carroll Program Manager

X. CGI Federal, Inc.

- A. Nawfel Elalami Director
- B. William Richey Deputy Program Director