

State of New Jersey  
 Department of Treasury  
 Integrity Oversight Monitoring Reporting Model

Firm Name: Navigant Consulting Inc.  
 Engagement: EQ2014-002-P3-DCA Sandy Contracts  
 For Quarter Ending: 6/30/2016

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
<b>A. General Info</b>			
1.	<b>Recipient of Funding</b>	<p>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&amp;I Shaw ("CB&amp;I"), 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 &amp; 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.</p>	
2.	<b>Federal Funding Agency? (e.g. HUD, FEMA)</b>	HUD	
3.	<b>State Funding (if applicable)</b>	None	
4.	<b>Award Type</b>	HUD CDBG-DR Award	
5.	<b>Award Amount</b>	<p><b>Gilbane (RREM):</b> \$75,019,584; <b>Gilbane (LRRP):</b> \$10,779,707  <b>CB&amp;I/Shaw:</b> \$92,011,149  <b>CGI:</b> \$77,945,831  <b>ICF:</b> \$77,526,395</p>	

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6.	Contract/Program Person/Title	<p><b>RREM and LRRP:</b> David Mazzuca, Assistant Director, Housing Recovery Programs, DCA; Terrie Quintero, Senior Contracting Manager, DCA</p> <p><b>SIROMS and Sandy Grant Manager Module ("SGM"):</b> Joyce Paul, SIROMS Manager.</p> <p><b>ICF:</b> Elizabeth Mackay, Assistant Director, Procurement &amp; Legal</p>	
7.	Brief Description, Purpose and Rationale of Project/Program	<p><b>RREM</b> provides CDBG-DR awards of up to \$150,000 to eligible homeowners to restore homes damaged by Superstorm Sandy.</p> <p><b>LRRP</b> 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.</p> <p><b>SIROMS</b>, 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.</p> <p><b>SGM</b>, a grant tracking system, was developed by CGI. It has replaced the eGrant system developed by HGI.</p> <p><b>ICF</b> provides strategic advice, program implementation, subject matter expertise and staff augmentation services to DCA.</p> <p><b>Superstorm Sandy Housing Incentive Program ("SSHIP")</b> 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. In May 2015, DCA and HGI entered into a mutually agreed settlement to resolve HGI's performance issues and the amounts billed by HGI and unpaid by DCA. DCA assumed responsibility over HGI's duties at the Superstorm Sandy Housing Recovery Centers, and CGI assumed responsibility for migrating applicant data from HGI's eGrants system to CGI's SGM system. CGI has completed the migration of data from eGrants to SGM, and is managing the data for the RREM and LRRP programs going forward.</p>	
8.	Contract/Program Location	Trenton, New Jersey	

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9.	<b>Amount Expended to Date</b>	Amounts are based on current invoice totals as of June 30,2016: Gilbane (RREM): \$52,927,548; Gilbane (LRRP): \$8,552,712 CB&I/Shaw: \$56,529,181 CGI Federal: \$54,340,046 ICF: \$64,727,346	
10.	<b>Amount Provided to other State or Local Entities</b>	N/A	
11.	<b>Completion Status of Contract or Program</b>	Completion Status based on contract values and invoiced amounts as of June 30, 2016: <b>RREM (Gilbane/CB&amp;I Shaw):</b> approximately 65% <b>LRRP (Gilbane):</b> approximately 77% <b>SIROMS/SGM (CGI):</b> approximately 70%* <b>ICF:</b> approximately 72%  * In January 2014 HGI was terminated by mutual agreement as a contractor for the RREM program. CGI assumed the remaining responsibility for the IT duties . As a result the total award and amount expended for HGI is no longer considered for purposes of calculating the completion status of the RREM program, and this percentage of completion therefore refers to CGI only.	
12.	<b>Expected Contract End Date/Time Period</b>	<b>RREM (Gilbane &amp; CB&amp;I Shaw):</b> May 22, 2017 <b>LRRP (Gilbane):</b> June 30, 2017 <b>CGI:</b> May 24, 2017 <b>ICF:</b> May 24, 2017	

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<b>B. Monitoring Activities</b>			
13.	If FEMA funded, brief description of the status of the project worksheet and its support.	N/A	
14.	<b>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)</b>	Navigant's integrity oversight monitoring activity for the Second Quarter 2016 focused principally on three areas: (1) reviewing the invoices of the RREM Contractor Gilbane and their hazmat subcontractors; (2) conducting site visits of homes in the RREM program; and (3) continuing our comprehensive technical electronic analysis of LRRP application data to identify potentially problematic files for further review. During this quarter, we conducted 9 meetings or teleconferences with DCA, Housing Center staff and RREM applicants. We conducted site visits in Belmar, Longport, Margate City, Ship Bottom, and Tuckerton, NJ encompassing 105 properties, and another 24 site visits across 13 other cities and townships throughout NJ for a total of 129 properties visited.	

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		<p><b>A. Invoice Review:</b></p> <p>Throughout the Quarter, we continued our review of Gilbane's hazmat subcontractor invoices and related supporting documentation, and continued:</p> <ul style="list-style-type: none"> <li>(1) Follow up discussions with Gilbane to obtain clarification and supporting documentation to address the potential subcontractor invoice discrepancies that were reported in the prior Quarter's report;</li> <li>(2) Updating our invoice database based on additional relevant supporting documentation provided by Gilbane; and</li> <li>(3) Our review of subcontractor invoices, hazmat reports and related supporting documentation to identify and track additional potential discrepancies in the subcontractor invoiced amounts.</li> </ul>	
		<p>Navigant reported in the prior Quarter's report that we were performing an analysis of invoices submitted by two of Gilbane's hazmat subcontractors which revealed potential findings that we will continue to follow up with Gilbane during the next quarter to obtain the necessary additional supporting documentation and quantify the invoice discrepancies that may result in a credit to the State. Navigant provides the following updates with regards to the-potential findings that were reported in the prior Quarter's report:</p>	

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		<p><b>Potential Findings for Gilbane Subcontractor #1:</b>            According to our review, this hazmat subcontractor submitted invoices totaling approximately \$1.98 million. These invoices were also included with Gilbane's invoice submissions to DCA.</p> <p><b>Finding A:</b>            In our prior Quarter's report, our review of the detailed invoice support provided for this subcontractor determined that this subcontractor included a line item charging \$150 per home for the preparation of an abatement cost estimate for homes that contained asbestos or lead risks. Based on Navigant's invoice review, this subcontractor invoiced a total of \$174,600 for hazmat abatement cost estimates. The estimate is a simple calculation based on the square footage of the area where the sample was obtained multiplied by the abatement square footage unit price.</p> <p>Navigant considers this charge to be questionable as it does not require an additional site visit after the first one is conducted or any other significant effort to prepare the cost estimate because the locations from which the samples were obtained and their corresponding square footage information were gathered during the original field inspection site visit. Accordingly, Navigant recommends that Gilbane provide a credit to the State for \$174,600, or DCA deduct this amount from its upcoming invoice payment to Gilbane.</p>	

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		<p><b><u>Finding B:</u></b>                      In our prior Quarter's report, Navigant also identified potential discrepancies in the invoiced unit prices for various types of testing on asbestos and lead samples obtained during the field inspection. These discrepancies ranged from \$1 to \$6 per sample greater than what was authorized in the subcontractor agreement.</p> <p>During the quarter, Navigant was provided an email dated July 9, 2013 between Gilbane and the subcontractor that modified the unit rates. Navigant reviewed the subcontractor's invoices for compliance with the agreed upon unit rates set forth in the e-mail and did not identify any unit rate discrepancies from this review. Furthermore, Navigant recommends that Gilbane formally update the August 26, 2013 subcontract agreement to properly incorporate the revised unit rates agreed to between Gilbane and the subcontractor in the July 9, 2013 email.</p>	
		<p><b><u>Finding C:</u></b>                      In our prior Quarter's report, we determined that the subcontractor billed \$500 more per inspector than the authorized \$1,700 daily shift rate for inspections conducted during weekends, which was resulted in a \$2,200 daily shift rate for weekend inspections.</p> <p>During this quarter, Navigant's invoice review noted that the higher shift rate was an approved unit price in Modification No. 1 to the subcontract, and that such charges appear to be properly billed for inspections that occurred on the weekends.</p> <p>During the next quarter, Navigant will continue its review of this subcontractor's invoices and the corresponding hazmat lab reports to corroborate the timing, nature and extent of inspections performed. Navigant will continue to follow up with Gilbane for additional clarification and supporting documentation, if necessary, to explain any potential discrepancies identified in Navigant's review such as differences in the invoiced sample quantities and hazmat sample types.</p>	

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No.	Recipient Data Elements	Response	Comments
		<p><b>Potential Findings for Gilbane Subcontractor #2:</b>                      According to our review, this hazmat subcontractor submitted invoices totaling approximately \$1.1 million. These invoices were also included with Gilbane's invoice submissions to DCA.</p> <p><b>Finding A:</b>                      In our prior Quarter's report, we reported that our review of this subcontractor's invoices identified potential discrepancies involving several billings where the subcontractor charged for two (2) shift rates instead of one (1), resulting in a potential double charge per shift of approximately \$1,700 each. This potential over charge is reflected in invoices where the subcontractor billed two (2) inspectors for the same home, or the same inspector billed two (2) shift rates to inspect more than one home on the same day.</p>	
		<p>During the quarter, Gilbane conducted a search of its records to address Navigant's billing inquiries and to locate additional examples of billings matching the criteria of the questioned billings that Navigant provided to Gilbane. Additionally, Gilbane followed up with its subcontractor to make a determination if the subcontractor billings were appropriate. Gilbane informed Navigant that their inquiry determined that the subcontractor invoiced for additional shift rates on some days where the inspector's day far exceeded the 10 hours that a \$1,700 daily shift rate covers. Gilbane, however, did not have any documented approvals granted to the subcontractor to allow the additional shift rates to be billed. Furthermore, Gilbane's research determined that the subcontractor billed for hazmat samples collected for lab analysis that were not in compliance with the unit rates that Gilbane agreed to with this this subcontractor. Accordingly, based on Gilbane's research and follow up with its subcontractor, Gilbane made a preliminary determination that this subcontractor overbilled Gilbane in the total amount of \$52,724 (\$34,500 and \$18,224 related to shift rate and unit rate discrepancies, respectively) and Gilbane agrees to credit the State for this amount. A final determination regarding the potential overbilling will be made during the next Quarter.</p>	
		<p>During the next quarter, Navigant will continue its review of this subcontractor's invoices and the corresponding hazmat lab reports to corroborate the timing, nature and extent of inspections performed. Navigant will follow up with Gilbane to obtain additional clarification and supporting documentation for any potential discrepancies identified in Navigant's review such as differences in the invoiced sample quantities and hazmat sample types.</p>	



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		<p><b>Finding B:</b>                      In our prior Quarter's report, we reported that our analysis of a sample of hazmat reports determined that in some cases the supporting hazmat laboratory test results that accompanied the hazmat report could not be reconciled to the subcontractor's invoiced quantities and specific hazmat tests. Specifically, in some instances the invoiced quantities were greater than the number of samples actually tested according to the hazmat laboratory test results. The difference appears to be attributable to a number of samples that the lab did not analyze and denoted as "Stop Positive – Not Analyzed."</p> <p>During the quarter, Navigant's ongoing invoice review identified additional differences between the quantity of hazmat samples invoiced by the subcontractor and the quantity that was actually analyzed by the lab. Some of these differences appears to be attributed to samples that the lab did not analyze and were noted on the lab report with the following notations: "Stop Positive – Not Analyzed" or "Insufficient Materials." Accordingly, Navigant believes such samples should not be invoiced by the subcontractor.</p> <p>Gilbane explained that although such samples are not analyzed, they are still prepped for analysis and therefore preparation fees of \$10 per sample are applicable. During the quarter, Gilbane provided Navigant with a unit rates table that reflects this \$10 preparation fee. This table is not dated and also includes higher lab analysis unit rates for various accelerated turn around time of lab results. Gilbane advised that these higher rates were known and agreed to in advance with its subcontractor. However, because these higher rates have not been memorialized in a modified contract, Navigant does not agree with these higher sample unit rates, which are greater by \$2 to \$16 than the unit rates authorized in the subcontractor agreement. Gilbane advised they will obtain a revised contract to reflect the higher unit rates.</p> <p>Navigant's ongoing review has identified approximately \$37,000 of invoiced charges billed at unit rates that do not agree with the approved unit rates set forth in the subcontractor agreement dated August 26, 2013. During the next quarter, Navigant will continue its invoice review as described in Finding A above, and calculate the final proposed overbilled invoice charges for which Gilbane should credit the State.</p>	

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		<p><b>B. Meetings and Inspections:</b></p>	
		<p>During the Quarter, we reviewed relevant documentation available on SIROMS, and conducted site visits in preparation for performing a detailed review of Gilbane and CB&amp;I's draw request review and approval process.</p>	
		<p>Site visits were performed in Belmar, Bloomfield, Carteret, East Orange, Elizabeth, Hackensack, Hillside, Longport, Margate City, Orange, Rahway, Ramsey, Ridgefield Park, Ship Bottom, Teaneck, Tuckerton, West Orange, and Long Beach Township, encompassing 129 properties in the RREM program. In preparation for the site visits a list of the RREM homes within each town was extracted from SIROMS. The current "status" within SIROMS, as well as some key information, including the Grant Award, Reimbursement Award, Pathway, Payments Received etc., were extracted from SIROMS in preparation for the site visits. Of the 129 properties, 29 were found to be either on hold or voluntarily withdrawn from the RREM program.</p>	
		<p>During the site visits, field observations were made in order to assess the accuracy of homeowner reported information within SIROMS. These site visits and inspections were conducted randomly and not performed in conjunction with RREM Contractor or other scheduled meetings, therefore our interior inspections were not performed.</p>	
		<p>A database of the individual RREM Applicant's information is being maintained for the damaged properties that were visited. Including those site visits performed in previous quarters, a total of 538 site visits have been performed to date. This database is being maintained with payment data including amounts paid and timing of payments. This database will be utilized in review of Gilbane's and CB&amp;I's process for approving draw/reimbursement requests which will be conducted in subsequent quarters.</p>	
		<p>A review and analysis of the SIROMS data was performed on the homes visited this quarter. A total of 29 homes have been deemed ineligible, withdrawn, or placed in compliance hold by the DCA, and therefore removed from further analysis by Navigant. For the remaining 100 homes that were visited this quarter, the average grant award was \$118,133 (or \$11,813,300 in total). It was found that a total of \$8,967,432 had been paid to the applicants for these homes.</p>	

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		Navigant began to review available documentation in SIROMS in order to assess the draw request process and documentation being retained for each RREM file. In the next quarter Navigant will continue our review of the draw request process and Gilbane and CB&I's procedures and processes for reviewing draw requests to ensure accuracy and that they are in accordance with the RREM program and the approved scope of work outlined in the ECR and Grant Award.	
		<b>C. Technical Electronic Analyses:</b>	
		During the Quarter, Navigant continued our comprehensive review of SIROMS application data to identify potentially problematic applications for further review.	
		This Quarter, the Navigant IT team continued an independent review of applications with the same, or substantially similar, damaged property addresses between RREM and LRRP applications. Specifically, Navigant requested from DCA a listing of known twin applicants for comparison to the narrowed set of application pairings identified during our analysis.	
		We expect to receive the listing from DCA in the next Quarter, which will be the basis for the next phase of this analysis.	
15.	<b>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.</b>	Navigant obtained (1) from DCA, invoice-related documentation (2) from DCA, supplemental applicant related data (3) from the Contractors, regular schedules of their planned RREM applicant meetings and inspections, and some, but not all, of the invoice-related documentation requested; and (4) from CGI, data extracts containing the historical LRRP application structured data available at the time of the data migration, the current LRRP application structured data available when the extract was prepared, and the current audit trail of changes made to the LRRP application data available when the extract was prepared. This data and information was utilized in the analyses described in paragraph 14 above.	
16.	<b>Description of quarterly auditing activities that have been conducted to ensure procurement compliance with terms and conditions of the contracts and agreements.</b>	<b>As described in paragraph 14 above</b> , during this Quarter, Navigant reviewed the invoices of the RREM and LRRP Contractor and their subcontractors for potential billing irregularities, conducted site visits of homes under construction or repair, and continued our comprehensive technical electronic analyses of LRRP application data to identify potentially problematic files for further review.	

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17.	<p><b>Have payment requisitions in connection with the contract/program been reviewed? Please describe</b></p>	<p><b>As described in paragraph 14 above</b>, during this Quarter, Navigant continued reviewing the RREM and LRRP Contractor-invoices and their subcontractor invoices, and updated our invoice database to compile relevant invoice details for further analysis. This database enables us to verify the mathematical accuracy of invoiced amounts, validate the invoiced unit rates, identify any second-tier subcontractors, track the amount of the subcontractors' billings to date, track total amounts billed by subcontractors to the terms of their subcontractor agreements or purchase orders, and conduct additional invoice analytics based on the RREM and LRRP application numbers and other key information and underlying source documents. Our review during the Quarter continued to identify potential billing issues that require additional documentation to resolve.</p>	
18.	<p><b>Description of quarterly activity to prevent and detect waste, fraud and abuse.</b></p>	<p><b>As described in paragraph 14 above</b>, all of Navigant's work this Quarter was designed to prevent and detect waste, fraud and abuse. Our review of the invoices of the RREM and LRRP Contractors and their subcontractors sought to identify any potential irregularities with billings submitted by the Contractors and their subcontractors; our performance of site visits to analyze and reconcile the progress of repairs with payments made to both homeowners or homebuilders; and our technical electronic analyses of the universe of LRRP applications sought to identify potentially problematic applications for further review using data extracts from SIROMS.</p>	
19.	<p><b>Provide details of any integrity issues/findings</b></p>	<p>As explained in paragraphs 14 and 18 above, our review of the invoices of the RREM and LRRP Contractor and their subcontractors identified potential billing issues. The subcontractor billing issues continue to be reviewed and a comprehensive set of findings is expected to be completed during the next Quarter pursuant to our review and analysis of additional data and documents to be provided by the contractors; our technical analysis of LRRP applications, similar to our previously completed RREM technical analyses, using data extracts from SIROMS to identify and analyze potential applicant eligibility issues. This analysis will continue through the next Quarter.</p>	
20.	<p><b>Provide details of any work quality or safety/environmental/historical preservation issue(s).</b></p>	<p>N/A</p>	

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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	
<b>C. Miscellaneous</b>			
23.	Attach a list of hours and expenses incurred to perform your quarterly integrity monitoring review	For the Quarter Ending June 30, 2016: Total hours incurred: 492.00 hours Total fees incurred: \$120,175.00 Total expenses incurred: \$0	
24	Add any item, issue or comment not covered in previous sections but deemed pertinent to monitoring program.	N/A	

<b>Name of Integrity Monitor:</b> Navigant Consulting Inc.
<b>Name of Report Preparer:</b> Daniel F. Gill

<b>Signature:</b>
<b>Date:</b> October 1, 2016