

Firm Name: Navigant Consulting Inc.  
 Engagement: EQ2014-002-P3-DCA Sandy Contracts  
 For Quarter Ending: 9/30/2016

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> \$75,194,441; <b>Gilbane (LRRP):</b> \$10,779,405  <b>CB&amp;I/Shaw:</b> \$92,011,031  <b>CGI:</b> \$77,945,831  <b>ICF:</b> \$77,526,395</p>	

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

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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 September 30, 2016: Gilbane (RREM): \$56,062,155; Gilbane (LRRP): \$9,361,778 CB&I/Shaw: \$62,476,521 CGI Federal: \$58,322,160 ICF: \$67,575,857	
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 September 30, 2016: <b>RREM (Gilbane/CB&amp;I Shaw):</b> approximately 72% <b>LRRP (Gilbane):</b> approximately 87% <b>SIROMS/SGM (CGI):</b> approximately 75%* ICF: approximately 87%	
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	
<b>B. Monitoring Activities</b>			
13.	<b>If FEMA funded, brief description of the status of the project worksheet and its support.</b>	N/A	

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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>	<p>Navigant's integrity oversight monitoring activity for the Third Quarter 2016 focused principally on three areas: (1) reviewing the invoices of the RREM Contractor Gilbane and their hazmat subcontractors; (2) commencing our Pathway B homeowner payment review and (3) continuing our comprehensive technical electronic analysis of RREM and LRRP application data to identify potentially problematic files for further review. During this quarter, we conducted six (6) meetings or teleconferences with State of NJ Department of the Treasury, DCA, Gilbane and CB&amp;I.</p> <p><b>A. Invoice Review:</b></p> <p>Throughout the Quarter, we continued our review of Gilbane's hazmat subcontractor ("subcontractor") invoices and related supporting documentation, and continued:</p> <p>(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;</p> <p>(2) Updating our invoice database based on additional relevant supporting documentation provided by Gilbane; and</p> <p>(3) Our review of subcontractor invoices, hazmat reports and related supporting documentation to identify and track additional potential discrepancies in the subcontractor invoiced amounts.</p> <p>Navigant reported in the prior Quarter's report that we were performing an analysis of invoices submitted by two of Gilbane's subcontractors which revealed potential findings and that in this Quarter we would (1) continue to follow up with Gilbane during the next quarter to obtain the necessary additional supporting documentation and (2) 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> <p><b><u>Potential Findings for Gilbane Subcontractor #1 – Shift Rate Contract Modifications Not Executed:</u></b></p> <p>According to our review, Subcontractor #1 submitted invoices totaling approximately \$1.98 million. These invoices were also included with Gilbane's invoice submissions to DCA.</p>	

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		<p>In our prior Quarter's report, our review of the detailed invoice support provided for this subcontractor determined that they billed for certain hazmat related tasks and associated unit prices that were not authorized in their contract with Gilbane. There are three (3) separate issues we have identified in connection with the contract modifications. First, this subcontractor billed \$150 per home for the preparation of abatement cost estimates for homes that were determined to contain asbestos or lead risks. These billings totaled \$174,600. Second, the subcontractor also utilized a higher daily shift rate of \$2,200 for inspections conducted on the weekends for an incremental increase of \$42,000. Finally, the subcontractor also billed at higher rates, ranging from \$1-\$6 per sample, for asbestos and lead samples collected during the field inspections and sent to the lab for the analysis of hazmat risks. These hazmat sample billings at the higher rates resulted in increased billings of \$39,785.</p> <p>Gilbane advised Navigant that expedited testing was necessary for the asbestos and lead samples collected from initial site inspections ("ISI's") of applicant homes in order to comply with DCA requirements and also to avoid any impact on subsequent dependent work flow processes. Gilbane further advised that due to challenges encountered at the onset of the RREM program (i.e. homeowner scheduling delays affecting the DCA turnaround time for ISI's), Gilbane issued verbal authorizations to its subcontractors, and later followed up with an email authorizing the subcontractors to bill the shift rates and the lead/asbestos sample collections at the higher unit prices. Accordingly, Gilbane conceded that although the original agreements did not reflect the higher unit prices for the shift rates and sample collections, and were not modified to reflect the amended unit prices, these prices were known and agreed to in advance between Gilbane and the subcontractor.</p>	

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		<p>Navigant's review noted that the amended unit rates that were billed in this subcontractor's invoices were referenced in contemporaneous documentation between Gilbane and the subcontractor by an email dated July 9, 2013, and Gilbane's Modification #1 dated July 12, 2013.</p> <p>Navigant therefore recommended that Gilbane formally update and modify this subcontractor's agreement to properly incorporate the additional unit items and prices in order to properly reconcile the subcontractor's contract with the subcontractors' and subsequently, Gilbane's billings. Gilbane has agreed to modify the agreement to include the amended unit prices.</p> <p>During the next quarter, Navigant will continue its review of this subcontractor's invoices and the corresponding hazmat lab reports to identify any additional potential discrepancies, and Navigant will follow up with Gilbane for clarification and supporting documentation, as necessary.</p> <p><b>Potential Findings for Gilbane Subcontractor #2:</b>                      According to our review, Subcontractor #2 submitted invoices totaling approximately \$1.1 million. These invoices were also included with Gilbane's invoice submissions to DCA.</p>	

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No.	Recipient Data Elements	Response	Comments
		<p><b>Finding A: - Overbilling for Duplicate Shift Rates:</b>            In our prior Quarter's report, we reported that this subcontractor's invoices included potential discrepancies wherein the subcontractor billed more than one \$1,700 daily shift rate when more than one field inspector visited and performed a single hazmat inspection on the same day. These billings for duplicate shift rates totaled \$34,500 and were passed through by Gilbane to DCA for payment.</p> <p>During the quarter, Navigant's review also noted that Gilbane identified additional duplicate shift rate billings by this subcontractor. The additional duplicate shift rate billings totaled \$93,500. Our review determined that Gilbane made the proper reductions to the subcontractor's invoices for these overbillings and did not submit them to DCA for payment.</p> <p>Navigant is continuing its analysis to validate and finalize our preliminary determination that this subcontractor overbilled an additional \$34,500 related to duplicate daily shift rates and to identify any additional potential overbillings involving duplicative daily shift rates that this subcontractor billed before a final quantification can be made for the total potential overbilled amount, and the amount of credit that the State should expect from Gilbane.</p>	

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		<p><b>Finding B: - Revised Pricing Contract Modifications Not Executed:</b>                      In our prior Quarter's report, we reported that our analysis of a sample of hazmat reports and supporting lab results revealed some potential quantity and pricing discrepancies in the subcontractor's billings.</p> <p>During the quarter, Gilbane obtained clarification from the subcontractor for these potential discrepancies. Gilbane provided Navigant with a pricing table that included an additional set of asbestos and lead sample unit prices that Gilbane authorized this subcontractor to bill. This set included higher unit rates charged by the subcontractor to provide a shortened turnaround time for lab analyses and the subcontractor's report. Similar to the circumstances and justification provided by Gilbane for amended unit rates authorized for Subcontractor #1, Gilbane did not modify their contract with the subcontractor to reflect the amended unit prices and pricing table. Navigant therefore recommended that Gilbane formally update and modify this subcontractor's agreement to properly incorporate the additional hazmat unit prices referenced in the pricing table to properly reconcile the subcontractor's contract with the subcontractor's and subsequently, Gilbane's billings. Gilbane has agreed to modify the agreement to include the amended unit prices.</p>	

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		<p>Additionally, Gilbane provided clarification on asbestos and lead samples that were collected during ISI's that were not analyzed by the lab due to "stop positive" or "insufficient materials." Gilbane explained that although the lab did not analyze these samples, the subcontractor should have billed a \$10 prep fee per sample in lieu of billing the analysis unit prices for the appropriate hazmat sample type.</p> <p>During the next quarter, Navigant will continue its review of this subcontractor's invoices and the corresponding hazmat lab reports to identify any additional potential pricing and quantity discrepancies, and Navigant will follow up with Gilbane for clarification and supporting documentation, as necessary.</p>	

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		<p><b>B. Meetings and Inspections:</b></p> <p>During the quarter, Navigant participated in meetings with each of Gilbane and CB&amp;I in order to understand their internal procedures for receiving, reviewing, recommending approval, and then maintenance of documentation for draw requests submitted by either applicants in the RREM program (Pathway A and B), or homebuilders hired as part of the RREM program (Pathway C). The draw requests pertain to Advance Payments, Design Draw Requests, 'standard' Draw Requests, and Final Release of Funds from an applicant's grant award.</p> <p>The review with Gilbane was performed in person in which Gilbane walked Navigant through the steps and documentation that they review for each draw request received from applicants in the RREM program. Gilbane's process is multi-stepped in which internal teams each perform reviews based on the required documentation to ensure each draw request is complete, accurate and includes the appropriate support as required in the form of photos or invoices.</p> <p>All documentation received is maintained in both hard copy and electronically. The hard-copy files are maintained by Gilbane in secure file cabinets in a room accessible only to Gilbane employees. The electronic files are maintained both on SIROMS, and on an internal Gilbane server. At closeout, each applicant's files on SIROMS will be fully checked and verified to ensure completeness, providing the ability for the duplicative data on the Gilbane server to be subsequently deleted and destroyed.</p> <p>The review with CB&amp;I was performed via teleconference. CB&amp;I personnel walked us manually through the steps and documentation that they review for each draw request received from applicants in the RREM program. A more detailed review of the CB&amp;I process has been scheduled to be performed in person in the next quarter. A similar set of checks and balances for draw request reviews was communicated by CB&amp;I, and both electronic and hard copy files are maintained as required by DCA until applicant closeout.</p>	

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		<p>The current processes employed by both contractors appears to be sufficient to ensure draw requests are properly documented, supported, and maintained as required. In the following quarter, a more detailed review of sample draw requests will be performed, initially with personnel from each of the contractors, and then electronically via Navigant personnel performing reviews of documentation as available on SIROMS, and as required by the program.</p> <p>In the next quarter Navigant will continue our review of the draw request process and Gilbane and CB&amp;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.</p> <p><b>C. Technical Electronic Analyses:</b></p> <p>During the Quarter, Navigant continued our comprehensive review of SIROMS application data to identify potentially problematic applications for further review.</p> <p>This Quarter, the Navigant team received a listing of known twin applicants from DCA as part of an independent review of applications with the same, or substantially similar, damaged property addresses between RREM and LRRP applications. During the Quarter, Navigant ingested the listing received from DCA and began comparison of the contents of the DCA report to the results of our initial analysis. This comparison will continue into the next Quarter.</p>	

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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 RREM and LRRP application structured data available at the time of the data migration, the current RREM and LRRP application structured data available when the extract was prepared, and the current audit trail of changes made to the RREM and 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, commenced our Pathway B homeowner payment review, and continued our comprehensive technical electronic analyses of RREM and LRRP application data to identify potentially problematic files for further review.	
17.	<b>Have payment requisitions in connection with the contract/program been reviewed? Please describe</b>	<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. Although many of the previously reported subcontractor billing issues have been resolved there are a few issues that 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.	

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18.	<b>Description of quarterly activity to prevent and detect waste, fraud and abuse.</b>	As described in paragraph 14 above, 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 review of Pathway B homeowner payments was commenced to develop the methodology we will execute during subsequent quarters to identify any potential irregularities in connection with these payments ; and our technical electronic analyses of the universe of RREM and LRRP applications sought to identify potentially problematic applications for further review using data extracts from SIROMS.	
19.	<b>Provide details of any integrity issues/findings</b>	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. Although many of the previously reported subcontractor billing issues have been resolved there are a few issues that 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 RREM and 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.	
20.	<b>Provide details of any work quality or safety/environmental/historical preservation issue(s).</b>	N/A	
21.	<b>Provide details on any other items of note that have occurred in the past quarter</b>	N/A	

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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 September 30, 2016: Total hours incurred: 232.45 hours Total fees incurred: \$ 63,924.00 Total expenses incurred: \$0	
24	Add any item, issue or comment not covered in previous sections but deemed pertinent to monitoring program.	N/A	

Name of Integrity Monitor: Navigant Consulting Inc.	
Name of Report Preparer: Daniel F. Gill	
Signature:	
Date: December 31, 2016	

**Appendix A**  
**Meetings Conducted**  
**For Quarter Ending 9/30/2016**

**I. New Jersey Department of Community Affairs**

- |                      |   |
|----------------------|---|
| A. Samuel Viavattine | Deputy Commissioner   |
| B. Robert Bartolone  | Director, Office of Auditing  |
| C. David Mazzuca     | Assistant Director Housing Recovery                                       |
| D. Terri Quintero    | Sr. Contracting Officer-<br>Procurement/Legal- Sandy Recovery<br>Division |
| E. Laura Shea        | Assistant Commissioner, Sandy<br>Recovery Division                        |
| F. Elizabeth Mackay  | Assistant Director of Procurement<br>and Legal                            |
| G. Michael Simon     | Compliance  |

**II. New Jersey Department of the Treasury**

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| Roseann Koval | Deputy Chief of Staff - Division of<br>Purchase & Property |
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**III. Gilbane Building Company**

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|---------------------|----------------------------|
| A. Deborah Perriera | VP, Program CEO, LEED BD+C |
| B. Thomas Nieder    | Senior Project Executive   |
| C. Samir Patel      | Senior Project Executive   |
| D. Kevin Kennedy    | Project Manager            |
| E. Ed Savoth        | Payment Team               |

**IV. CB&I Shaw**

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|-------------------|----------------------|
| A. Jo Carroll     | Program Manager      |
| B. Mary Shapiro   | Marketing Specialist |
| C. Roger Clifford | Project Manager      |
| D. Darren Hurley  | Project Manager      |
| E. Joanna Kennedy | Senior Manager       |