



June 27, 2023

Mr. Bradley Sussman
Managing Director
K2 Integrity
730 Third Avenue
New York, NY 10017

VIA EMAIL ONLY: bsussman@k2integrity.com

**RE: NOTICE OF AWARD: 2022-RFP-144-002 Integrity Oversight Monitor
Risk Assessment**

Dear Mr. Sussman:

Thank you for your response to the Task Order Request for the above referenced program. I am pleased to inform you that K2 Integrity has been awarded this TOR. We will schedule a kickoff meeting as soon as possible so please provide the contact information for the staff members who will be assigned to this TOR. I look forward to working with you.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. [unclear]", is written over a black redaction box.

[Redacted]
Legal - Director, Federal and State Compliance

Cc: [Redacted], Vice President – Legal & Compliance
2022-RFP-144-002

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY
TASK ORDER REQUEST**

[Reference RFP #2022-RFP-144- 004]

VENDOR NAME	Deloitte and K2 Integrity
PROJECT TITLE	Risk Assessment
DATE	3/21/2023
PROJECT SUMMARY	Risk Assessment
DATE NEEDED	ASAP
NJEDA CONTACT (Name, Title, Address, E-mail & Telephone Number)	For general IOM contract management questions. [REDACTED], VP, Legal & Compliance, [REDACTED] [REDACTED]. Program specific contacts will be provided upon award.
<p>Cost Submission: Please provide a cost estimate for the above referenced project, in accordance with the Fee Schedule submitted for RFP #2022-RFP-144 – Integrity Oversight Monitor. By providing a cost estimate, the Vendor is certifying that there is no Conflict of Interest with the subject request. Within five (5) business days of confirmation of receipt of the TOR Request, the Vendor shall e-mail the Authority a TOR Vendor Response Form provided by the Authority. Each estimate must include a Not-to-Exceed amount and statement as such.</p>	
<p>WRITTEN NOTICE TO PROCEED MUST BE PROVIDED BY THE AUTHORITY BEFORE WORK ON THIS PROJECT MAY BEGIN.</p>	
<p>Pursuant to RFP section 3.3.1, the awardee of this Task Order is requested to conduct a risk assessment in accordance with the COVID-19 Compliance Plan (Feb. 2022) and complete the risk assessment template attached to the RFP (and available online at https://nj.gov/comptroller/doc/Risk%20Assessment%20Template%20(002).docx).</p> <p>The awardee will work with the NJEDA’s Accountability Officer and other staff to conduct the risk assessment. It should encompass the COVID-19 Recovery Programs and expenditures of COVID-19 Recovery Funds as listed below. For each of the below programs, the following is attached: approved board memoranda, program specifications/eligibility criteria and memoranda of understanding between the grantee agency and NJEDA, or for SSBCI, an allocation agreement. The Risk Assessment shall comply with the requirements of the RFP, addenda, EO 166, the COVID-19 Compliance Plan (Feb. 2022) and the IOM Guidelines (Aug. 2020).</p>	
<p><u>A. State Small Business Credit Initiative (SSBCI)– 6 programs (\$255M in total from U.S. Department of the Treasury); Allocation agreement attached:</u></p>	
<ol style="list-style-type: none"> 1. Blended Capital Fund (\$50M) (Board memorandum attached) 2. Socially & Economically Disadvantaged Individuals (SEDI)Fund (\$20M) (Board memorandum attached) 3. Angel Match Fund (\$20M) (Board memorandum attached) 4. Life Science Fund (\$60M) (Board memorandum attached) 5. Recovery Loan Loss Reserve Fund (\$25M) (Board memorandum attached) 6. Clean Energy Business Financing (\$80M) (Board memorandum attached) 	

B. American Rescue Plan Coronavirus State Fiscal Recovery (SFRF) Funds:

- 1. Commuter Hub COVID-Impacted Redevelopment Program a/k/a Activation, Revitalization, and Transformation (ART) Program (\$10M) plus supplemental funding through appropriation for Arts Support and Placemaking (\$15M)** (Board memorandum for first \$10M attached; application submitted; MOU not yet signed)
- 2. Child Care Facilities Program & Child Care Facilities Fund (\$84.5M SFRF plus \$4.45M state funds)** (Board memorandum for first \$24.45M & 2 MOUs attached)
- 3. Commuter and Transit Bus Private Carrier Pandemic Relief & Jobs Program (\$25.625M)** (Board memorandum & MOU attached)
- 4. Gap Financing - Real Estate Projects Funding n/k/a Construction Inflation Fund (\$10.5M)** (Board memorandum attached; application submitted; MOU not yet signed)
- 5. Maternal and Infant Health Center Capital (\$20M)**
- 6. Real Estate Projects Fund - Property Assemblage (\$30M)**
- 7. Sustain & Serve – Phase 3** (Board memorandum & MOU attached)
- 8. University Hospital New Health Care Facilities (\$50M)** (application submitted; MOU not yet signed)

Pursuant to RFP section 3.6, this Task Order Request will be competed amongst both awardees. Both contractors are required to follow the Method of Operation for the Task Order Competition Process (previously provided and attached).

ADDITIONAL PARTIES TO RELY ON THE RESPONSE

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY
TASK ORDER REQUEST
CONFLICT OF INTEREST CERTIFICATION STATEMENT**
[Reference RFP #2022-RFP-144]

I hereby certify that I am an authorized representative of the Vendor and can provide this Conflict of Interest Certification Statement on the Vendor's behalf.

I hereby certify and attest that to the best of my knowledge that the Vendor does not have a direct, familial, personal or monetary interest in the business entity, business site or project indicated below; nor does the Vendor or any employee, agent and/or representative of the Vendor currently have or have had any previous or existing personal or professional relationships with, interaction with, or done business with the project-specific business, site and/or with the current or previous owner(s). Further, neither Vendor nor any employee, agent and/or representative of the Vendor is now or has been employed by, or is a principal of, or is affiliated with the respective business, business sites, owner(s) or project involved with the Task Order Request (TOR) named below, in any manner.

To the best of my knowledge, neither the Vendor or any employee, agent or representative of the Vendor hold any ownership interest in the respective Task Order Request businesses or business sites which are the subject of the work to be performed, nor does Vendor under contract (other than the Authority Contract) to perform work or services, including representation for the same businesses or business sites referenced in the Task Order Request for the work to be performed.

During the performance of the work for the Task Order Request, should a conflict of interest arise, whether real or perceived, Vendor will immediately notify the New Jersey Economic Development Authority's Designated Contract Manager of the conflict and await the Authority's review and decision regarding Vendor's further participation.

I understand that, should a conflict exist, whether real or perceived, in the sole discretion of the Authority, Vendor shall immediately recuse itself from the work to be performed. In the event Vendor declines to complete and execute this Conflict of Interest Statement, Vendor understands that it will be removed from the work.

TASK ORDER REQUEST DETAILS:

2022-RFP-144-004

RFP #

State Small Business Credit Initiative & American Rescue Plan Coronavirus
State Fiscal Recovery Funds (SSBCI & SFRF)

RFP Title

- Vendor hereby certifies and attests that, to the best of my knowledge, there is no conflict of interest, as indicated above, that would affect Vendor's ability to accurately, effectively and impartially perform the work required on the specific Task Order Request.
- Vendor hereby recuses itself from participating in the performance of any work required on the specific Task Order Request for the following reasons:

Michael Bernstein

Vendor Employee Name



Vendor Employee Signature

Bradley Sussman

Vendor Contract Manager Name

Vendor Contract Manager Signature

Director, K2 Integrity

Title

March 27, 2023

Date

Managing Director, K2 Integrity

Title

March 27, 2023

Date



INTEGRITY MONITORING

K2 Integrity - Bid Submission-2022-RFP-144 – Integrity Oversight Monitor:

Task Order Request No. 2 – Risk Assessment

Prepared for:
New Jersey Economic Development Authority

Attention:


Director – Legal, Federal & State Compliance
New Jersey Economic Development Authority
36 West State Street
P.O. Box 990
Trenton, NJ 08625-0990

April 20, 2023

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1. Management Overview and Technical Approach

1.1. Introduction

K2 Integrity, operating through K2 Intelligence, LLC (referred to herein as “K2 Integrity”) appreciates the opportunity to submit a proposal to the New Jersey Economic Development Authority (“EDA” or “the Authority”) to provide Integrity Oversight Monitor (“IOM”) services, Task Order Request (“TOR”) for the **Risk Assessment**.

K2 Integrity is the preeminent risk, compliance, investigations, and monitoring firm — built by industry leaders, driven by interdisciplinary teams, and supported by cutting-edge technology to safeguard our clients’ operations, reputation, and economic security. K2 Integrity represents the merger of K2 Intelligence, LLC an industry-leading investigative, compliance, monitoring, and cyber defense services firm founded in 2009 by Jeremy M. Kroll and Jules B. Kroll, the originator of the modern corporate investigations industry, and the Financial Integrity Network (“FIN”), a premier strategic advisory firm founded by Juan Zarate and Chip Poncy, former senior U.S. Treasury and government officials, dedicated to helping clients achieve their financial integrity goals.

Our teams include former senior government advisors, regulators, compliance officers, technology professionals, prosecutors, lawyers, law enforcement and intelligence professionals, forensic accountants, investigative journalists, and academics, each bringing a unique set of risk management, investigative, and advisory skills and perspectives to the client’s situation.

Headquartered in New York with offices in London, Washington, DC, Madrid, Geneva, Doha, Los Angeles, and Chicago, K2 Integrity employs a total global staff of more than 300 and maintains deep, diverse global networks. We act as advisors to governments, financial institutions, companies, and high-net-worth individuals; our clients frequently include public entities and authorities along with private companies across a wide variety of business sectors.

K2 Integrity advises governments, companies, boards, and individuals in business areas including integrity monitoring, investigations and disputes, regulatory compliance, cyber defense, construction and real estate, strategic risk and security, and private client services. We also assist financial institutions and governments with strategic advisory, policy, controls, and training to protect against the full range of illicit financing threats.

K2 Integrity is known for its strategic application of technology. Whether it is sophisticated digital forensic tools, deep web search capabilities, or sophisticated analytic platforms for interrogating massive data sets, we consistently produce efficient results for clients by knowing how and when to employ innovative technology.

K2 Integrity leverages unmatched multidisciplinary experience to develop cutting-edge solutions, stimulate business opportunities, and shape global economic security in a complex world. Whether it’s protecting clients’ assets or navigating the complex financial regulatory landscape to help clients identify, manage, and mitigate risk, K2 Integrity is a trusted advisor striving to meet and exceed clients’ goals in a rapidly changing world.

K2 Integrity is confident it can assist the Authority and provide a monitoring plan that can perform the requested services. We are uniquely qualified to provide the services requested in the Authority’s RFP. No other firm possesses decades of experience, depth of proprietary intelligence, and expertise in performing such services. As explained below, in 2020-21, we performed very similar IOM services on five engagements including for the Authority and other New Jersey agencies in which we monitored the expenditure of Covid-19 relief funds.

1.2. Management Overview and Technical Approach to Achieve the Scope of Work

K2 Integrity understands that the TOR calls for one initial risk assessment of fourteen (14) programs in total, which includes six (6) programs under the State Small Business Credit Initiative (“SSBCI”) and eight (8) programs under the American Rescue Plan Coronavirus State Fiscal Recovery (“SFRF”) Funds. The programs are identified as follows:

SSBCI Programs

1. Blended Capital Fund (\$50M).
2. Socially & Economically Disadvantaged Individuals (SEDI) Fund (\$20M).
3. Angel Match Fund (\$20M).
4. Life Science Fund (\$60M).
5. Recovery Loan Loss Reserve Fund (\$25M).
6. Clean Energy Business Financing (\$80M).

SFRF Programs

1. Commuter HUB COVID-Impacted Redevelopment Program a/k/a Activation, Revitalization, and Transformation (ART) Program (\$10M) plus supplemental funding through appropriation for Arts Support and Placemaking (\$15M).
2. Child Care Facilities Program & Child Care Facilities Fund (\$84.5M SFRF plus \$4.45M state funds).
3. Commuter and Transit Bus Private Carrier Pandemic Relief & Jobs Program (\$25.625M).
4. Gap Financing - Real Estate Projects Funding n/k/a Construction Inflation Fund (\$10.5M).
5. Maternal and Infant Health Center Capital (\$20M).
6. Real Estate Projects Fund - Property Assemblage (\$30M).
7. Sustain & Serve – Phase 3.
8. University Hospital New Health Care Facilities (\$50M).

K2 Integrity understands that to complete the risk assessment, the COVID 19 Compliance and Oversight Taskforce risk assessment template will be utilized.

In addition, K2 Integrity understands that the following particulars are part of the requested IOM services:

- Initial program risk assessments.
- Review of written documents, such as quarterly financial and performance reports, recent audit results, documented communications with the State, prior monitoring reports, pertinent performance data, and other documents or reports, as appropriate.
- Interviews of Authority staff, as well as the constituents they serve, to determine whether program objectives are being met in an efficient, effective, and economical manner.

- Review of specific files to become familiar with the progression of the disbursement of funds in a particular program, (i.e., are actual expenditures consistent with planned expenditure and is the full scope of services listed in the project work plan being accomplished at the same rate of actual and planned expenditures?).
- Ensuring that the Authority is retaining appropriate documentation, based on Federal and State regulations and guidance, to support fund disbursement.
- Supporting services, including analysis of internal processes in support of Federal compliance and efficient and effective delivery of program.

1.3. General Approach

Designing, implementing, and managing proactive integrity monitoring and anti-fraud engagements is a core competency of K2 Integrity. As a result, K2 Integrity has an intimate understanding of the risks inherent in federal grant and disaster recovery programs, and knowledge of how to apply our methodologies in an independent fashion while collaborating and calibrating our work with decision-makers.

K2 Integrity has performed this type of work with multiple agencies in the past and continues to do so. In 2020 through 2021, we were instrumental in assisting the Authority, The New Jersey Department of Agriculture, the New Jersey Department of State, the New Jersey State Police, and the New Jersey Office of Higher Education in monitoring their expenditures of Covid-19 recovery funds.

We have performed integrity monitoring for major disaster recovery engagements since 2001, with our work on the clean-up of the World Trade Center site. Since then, we have performed these services in other engagements for a host of government agencies, including the New Jersey Department of Environmental Protection, the New Jersey Transit Corporation, the Port Authority of New York & New Jersey, the New York State Empire Development Corporation, and the Metropolitan Transportation Authority. Our experience on these past and current disaster recovery engagements allows us to design and implement efficient monitoring methodologies that will minimize the time and expense required to perform the services required on the engagement.

Our proposed work plan approach, as further described in the following sections of this document, focuses on practicality and real-world solutions to how grant funds and grant disbursements are managed. Our years of integrity monitoring experience enable us to target engagement-specific risks, not wasting resources in areas that do not require scrutiny. As we identify problems, we strive to get to the heart of the matter and design solutions to address and prevent integrity issues without burdening the engagement's progress. We also follow through to ensure that proposed solutions work and do not adversely impact the fulfilment of our clients' goals.

We understand that our clients have limited resources. We understand that while we cannot effectively monitor every transaction on every engagement, we maximize our efforts to focus on those activities or transactions most susceptible to risks of fraud, waste, and abuse. We can accomplish these objectives successfully, despite our clients' resource limitations, because we employ a cost-effective, intelligence-driven approach designed to identify the areas of greatest risk (both in terms of impact and likelihood of occurrence), and the controls in place to mitigate those risks, so that we can target the use of our resources and make our sampling of processes and controls maximally effective. This pragmatic approach avoids duplication of the routine operational reviews of grant management controls and processes and provides a value-add for an affordable cost.

K2 Integrity's approach is distinguished by the following characteristics:

Solutions-oriented, Not Process-Driven

We believe that there is no such thing as a routine situation. We work to understand the problem before forming the solution. We are experts at analyzing internal data, documents, and communications and marrying that to market and situational intelligence to give our clients an edge.

Decades of Combined Experience

Our senior practitioners bring decades of experience as leaders in their fields and deliver the best solutions to our clients.

Strategic Application of Technology

Whether using sophisticated digital forensic tools, analytic platforms for interrogating massive data sets, or cutting-edge case management systems, K2 Integrity consistently relies on technology to deliver the most effective solution to our clients.

Tailored to the Needs of the Client

We address client challenges from every possible angle and work tirelessly to craft solutions as quickly and efficiently as the particular situation requires. Our investigations frequently support the legal strategies of law firms.

Multidisciplinary Breadth

Our teams can engineer multifaceted solutions that always put our clients' needs first. Using the latest technological, data, and analytical tools, our teams address client challenges from every angle and discipline to craft solutions.

Nimble Teams

With global experience and local knowledge, we are able to go anywhere in the world at a moment's notice, including many remote or difficult locations. In addition to drawing on our own collective experience, we partner with a worldwide network of experts and practitioners in every field and capacity. This footprint allows us to service client needs wherever and whenever they arise.

Independence and Insight

We are proud of what we have come to stand for: good outcomes, honest outcomes, and a reputation not only for risk advisory, consulting and compliance excellence, but for our independence and insight. Because of it we are trusted by governments around the world.

1.4. Addressing Potential Problems

Given our extensive experience assisting agencies such as the Authority, The New Jersey Department of Agriculture, the New Jersey Department of State, the New Jersey State Police, and the New Jersey Office of Higher Education in monitoring their expenditures of Covid-19 recovery funds, we feel fully equipped to effectively handle any problems that may arise over the scope of this engagement. Our recent engagement with the Authority has given us specific familiarity with Agency procedures, programs, and staff, and should mitigate any potential problems that may arise.

1.5. Proposed Work Plan

Upon notification of an award and execution of a written engagement letter for a Task Order, K2 Integrity professionals will work closely with NJEDA to plan and conduct the following four-phases of work to assist NJEDA in achieving its objectives:

1.5.1. Kickoff and Identification of Monitorship Needs

Objective

During this phase of work, K2 Integrity will work with the NJEDA to plan and scope the project to ensure that key stakeholders are aligned with the project objectives, related deliverables, and timelines.

Project Kick-off Meeting

During this initial phase of work, K2 Integrity will coordinate a project kick-off meeting with key NJEDA personnel. The purpose of the kick-off meeting is to ensure that all stakeholders are aligned on the project objectives, scope, timelines, and deliverables.

Preparation of an Information Request

K2 Integrity will prepare a preliminary information request including relevant policies, procedures, and internal controls implemented by NJEDA. This may include, but will not necessarily be limited to the following:

- Documentation evidencing processes, controls, and technologies implemented to support the execution of applicable programmatic, financial, and administrative requirements set forth in Federal-State grant agreements, sub-grant award agreements, and applicable Federal and State laws, regulations, and guidelines in its administration of the SSBCI and SFRF programs.
- Results of quality assurance reviews and assessments associated with the payments process to ensure that they are following Federal and State regulations.
- Grants management policies and procedures.
- Accounting policies and procedures including, but not limited to, procurement, payments, expense reimbursement process, financial reporting, and accounts reconciliation process.
- Code of conduct, compliance program, and other governance related documentation.
- Results of prior risk assessments and related risk and control matrix.
- Audit reports including the identification of prior internal control deficiencies and management's response regarding the same.
- Board memoranda related to the program subject to monitorship.
- Periodic reports and other financial reports that NJEDA produces or receives in its management of the grants and its program utilizing grant funding.
- Sub-grantee application processing data.

1.5.2. Risk Assessment

Objective

K2 Integrity will perform an initial risk assessment inclusive of an evaluation of the NJEDA inherent program risks as well as the established controls to mitigate such risks for the fourteen (14) programs.

K2 Integrity professionals will work closely with NJEDA personnel to coordinate and perform the following tasks to achieve the project objectives.

Initial Risk and Internal Control Assessment

K2 Integrity will assess the operational and fraud risks that are associated with NJEDA's SSBCI and SFRF Programs (including the risks of asset misappropriation, financial reporting fraud, and violations of Federal or State laws, regulations, or established grant management protocols).

In 2020, K2 Integrity conducted a risk assessment NJEDA's Small Business Emergency Assistance Grant Program, the New Jersey Small and Micro Business PPE Access Program, and the Community Development Finance Institution Emergency Assistance Grant Program. We will build upon our knowledge from previous work with NJEDA and other agencies in their expenditures of Covid-19 recovery funds, incorporating these lessons learned about the relevant processes and related control environment, to create a highly informed risk assessment.

The purpose of the assessment will be to identify potential areas where NJEDA may be susceptible to greater program risk (e.g., past compliance issues, adverse audit findings, non-compliance with reporting requirements, areas with significant financial reporting errors, undocumented transactions, reliance on manual controls, history of unsatisfactory performance, retention of appropriate documentation). K2 Integrity will assess the design of the controls established by NJEDA to mitigate the inherent program risks.

This will include a review of relevant program documents and policies/procedures identified collected as part of the planning and scoping phase (e.g., results of prior risk assessments and related risk and control matrix). This will also include a review of applicable federal and state laws and regulations as well as existing budgets, grant disbursement reports, programmatic documentation, written accounting policies and procedures, controls manuals, and documentation of prior internal control deficiencies and management's response regarding the same. Specifically, we will identify, review, and assess all relevant processes and functions, including financial, procurement, and grants management, grant award including sub-recipient eligibility determinations, conflicts of interests and enhancing ethics compliance, sub-recipients' use of funds and compliance with sub-recipient reporting, recordkeeping, and grant reporting,

This will also include interviews with key NJEDA personnel. The following is a preliminary listing of personnel and roles that may be included in our interviews:

- SSBCI and SFRF Programs Accountability Officer;
- SSBCI and SFRF Programs Managers;
- Accounting and Finance Staff;
- Information Technology Specialists; and
- Program Operations Personnel.

We will also benchmark the programs and controls against regulatory frameworks and leading practices that grant recipients have found to be effective in preventing, detecting, and mitigating such risks.

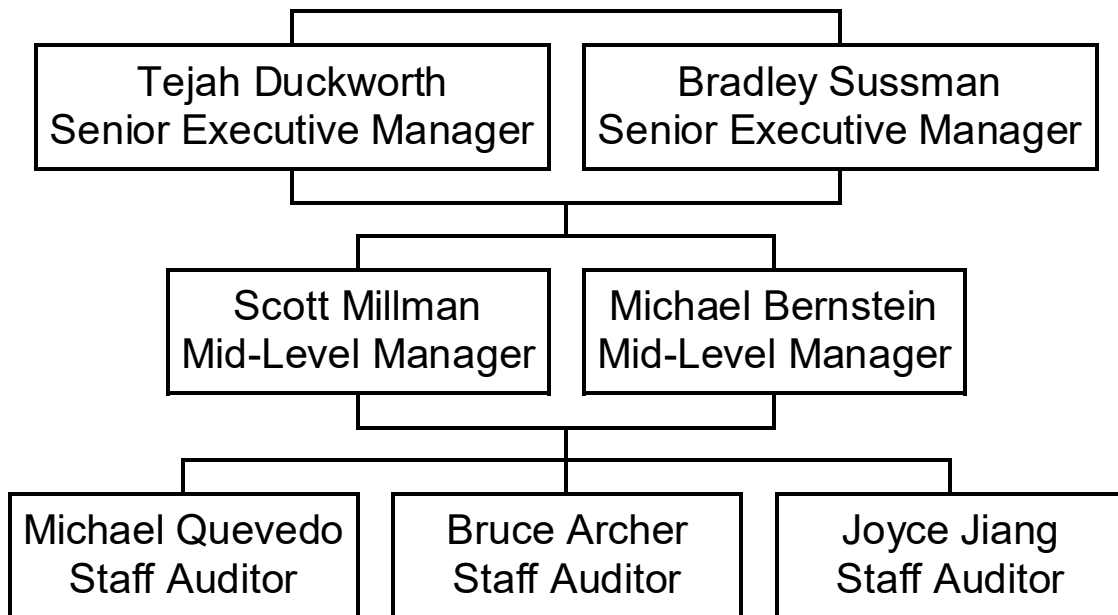
K2 Integrity will review NJEDA's Program performance and compliance monitoring procedures and will advise on best practices. As part of this review, K2 will review NJEDA's systems, determine data available to NJEDA, and advise on NJEDA's resulting analytics capabilities.

K2 Integrity will share its draft initial risk assessment with NJEDA for comment.

Finalize Initial Risk Assessment

- K2 Integrity will review operational effectiveness of key control activities against the initial risk matrix to determine residual risk.
- K2 Integrity will review comments from NJEDA regarding the draft risk assessment to inform its finalized initial risk assessment.

2. Organization Chart



3. Key Team Member List

Our Key Team Members for this TOR are identified below:

Key Team Member	Proposed Role
Bradley Sussman	Executive Oversight of IOM Team
Tejah Duckworth	Project Management
Michael Bernstein	Management of All Audit Functions

4. NJEDA Task Order Request – Vendor Response Form

Attached please find K2 Integrity's TOR Vendor Response Form, RFP Exhibit B3, as Appendix 2.

K2 Integrity will complete the requirements of TOR No. 2 to conduct the risk assessment in accordance with the COVID-19 Compliance Plan within a budget not to exceed \$43,840.00.

Appendix 1 – Vendor Response Form

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY
TASK ORDER REQUEST - VENDOR RESPONSE FORM**

[Reference RFP #2022-RFP-144]

TASK ORDER REQUEST #2 - Risk Assessment

The undersigned, having familiarized himself/herself with the conditions affecting the cost of the work and with the Authority Contract documents agrees to furnish all mobilization, insurances, labor, materials and services, and perform all work as described in the Contract documents, per the rates included in the Fee Schedule. The Contractor is responsible for verifying and estimating all quantities for providing the prices.

CONTRACTOR NAME	K2 Integrity		
PROJECT SUMMARY	Integrity Oversight Monitoring Services		
STANDARDIZED POSITIONS/TITLES	HOURLY RATES	NUMBER OF HOURS	PRICE
Senior Executive / Manager	\$340.00	Eight (8)	\$ 2,720.00
Mid-Level Manager	\$290.00	Seventy-two (72)	\$20,880.00
Low-level (or similar title)	\$220.00	Ninety-two (92)	\$20,240.00
Administrative/Support Staff	\$195.00	-	-
TOTAL PRICE			\$43,840.00
<p>Contractor agrees as follows: Project completion shall be consistent with the dates outlined on the Task Order Request. Scheduling of all work shall be coordinated with the Authority. Consultant represents that there is no conflict of interest in the performance of this Task Order Request. The Authority is a tax-exempt organization: [REDACTED].</p>			

Respectfully submitted,

K2 Integrity

 Name of Firm

Bradley Sussman

 Name of Individual

Bradley Sussman Senior Managing Director

 Signature & Title

4/20/2023

 Date

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