



plante moran | Audit. Tax. Consulting.
Wealth Management.

City of San Jose Office of Retirement Services

Internal Audit Consulting Services

September 2025



Discussion agenda

1. Introductions and firm overview
2. Our expertise and understanding of your needs
3. Why Plante Moran is the ideal partner
4. Conclusion and Q&A



Introductions & firm overview



The team that will serve you

Day-to-day team



Amanda Carrigan
Engagement Partner
"I will guarantee our project success"



Matthew Bohdan
Colleague Partner
"I will provide high-quality review and problem-solving support"



Gabrielle Wafer
Senior Manager
"I will lead the project and provide an additional level of oversight"



Mickey Ahearn
Senior Consultant
"I will provide day-to-day support executing internal audit activities."

IT audit & cybersecurity



Kyle Miller
Principal
"I will lead IT related audits"

Forensic accounting



Eric Conforti
Principal
"I will lead any investigative or forensic projects that arise"

Of-counsel resource



Amanda Cronk
Principal
"As the leader of our PERS practice, I will bring my expertise to your engagement to supplement that of your core team."



About Plante Moran

Honored to be celebrating over 101 years as a firm, building a strong reputation as reliable and trusted advisors.



1924

Year founded



3,900+

Staff



400+

Partners



25

Offices worldwide



50

States with clients



150+

Countries where
we've served clients



45+

Services available



25+

Industries served



27 years on Fortune magazine's "100 Best Companies to Work For"





Structured differently... to serve the ORS better

Our “one-firm” firm model means we are organized by industry group, not by local office profit centers.

What does that mean for the ORS?

- ✓ More experts available to your team, including governmental accounting, forensic, and IT specialists
- ✓ Quick and direct access to our best resources —across all audit, tax, and consulting teams — to keep up with your growth plans and strategies
- ✓ A scalable team that can sort out challenges and meet all deadlines
- ✓ Collaborative technologies and processes that save the county time and energy

No barriers to firm technical experts

Access to our entire talent pool, across all offices



Agility to respond quickly as new needs arise

Easy collaboration, regardless of location



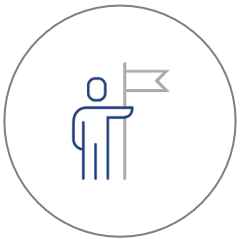
Our team's
expertise and
understanding of
your needs



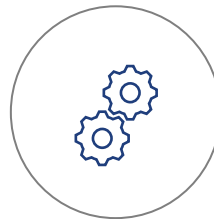
Our understanding of your needs

We understand your need for a partner with demonstrated experience:

1. Performing risk assessments and developing a risk-based internal audit plan.
2. Conducting internal audits for public sector organizations including IT and cyber audits, compliance audits, performance audits, financial audits.
3. Maintaining findings and remediation tracking.
4. As needed, for forensic investigations.



Experienced
staff serving
public sector



Technical and
pension expertise



Best-in-class
client service
and
communication



Track record of excellent
quality, timeliness, and on
budget



Adaptable to changing
and expedited audit
demands



Internal audit workplan & approach

Phase 0: Risk Assessment

- Review **open audit findings** to ensure continuity.
- Conduct the **risk assessment** including review of financial statements, deploying surveys, and conducting interviews.
- Develop the customized, risk-based **Five-Year Internal Audit Plan**.

Phase 1: Internal Audit Planning

- Develop **internal audit testing objective criteria**.
- Conduct **entrance conferences** and review preliminary document requests.
- Provide regular **status reports** for all active tasks/projects including progress completed/upcoming, preliminary findings, issues, and hours summary.

Phase 2: Internal Audit Fieldwork

- Conduct process **walkthrough interviews** and observe key management processes.
- Perform **sample-based testing of transactions** to validate operation of internal controls.
- Employ **data analytics** to analyze transactions for anomalies and unusual activity.
- Develop draft **risk-based internal audit report** including actionable recommendations to remediate gaps and deficiencies.

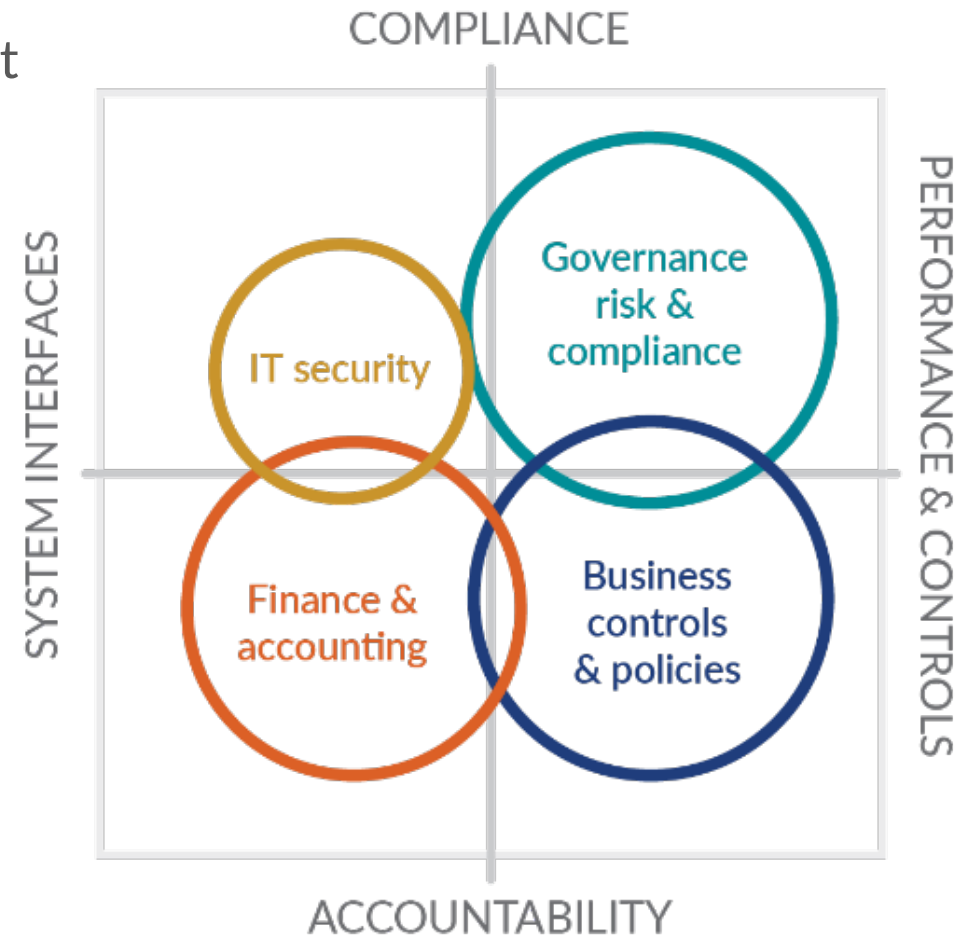
Phase 3: Post-Audit Fieldwork

- Perform **workpaper** and deliverable quality review.
- Deliver **draft report** to the CEO and auditee(s) via **exit conferences**.
- Review and align on **management corrective action plans**.
- Present a **summary of the report** to the Board of Trustees and the Audit Committee.



Leveraging our comprehensive capabilities to address the ORS's challenges

- ✓ 100+ years of service - we have built a strong reputation as reliable and trusted advisors
- ✓ 1,700+ public sector and 500+ governmental clients across the U.S.
- ✓ 170+ **Forensic & Valuation (FVS)** and **Risk and Accounting Advisory Services (RAAS)** professionals 100% dedicated to identifying, managing, and mitigating organizational risks
- ✓ 13+ average years of staff experience providing risk and accounting advisory services





Transparent communication & collaborative approach

Our goal is to ensure that the risk assessment and each internal audit proceeds smoothly for stakeholders, without any unwanted surprises. To achieve this, we will establish clear and transparent communication protocols including:



Regular update discussions, meetings, and monthly status reports



Upfront discussion of concerns and issues



Discussion of solutions that encompasses best practices and reasonable implementation



Efficient use of your time



Experience in California



Local Involvement



Association of
California Water
Agencies



California Data
Collaborative



California Society
for Municipal
Finance officers



Municipal
Information Systems
Association of
California



Similar clients

“We engaged Plante Moran to assist us with performing risk assessments, developing our annual audit plans, and serving as our co-source internal audit partner. Their insights and recommendations have transformed our department and the district. We have achieved greater efficiency and completed more internal audits than ever before in our department. Their value-added services and qualified, professional team have truly made a significant impact.”

Connie Brown, CPA, CIA, CRMA
Atlanta Public Schools (Retired)

- **Public Employee Retirement System of Idaho (PERSI)**
Annual risk assessment, internal audit plan development and updates, and execution of internal audits, remediation tracking
- **Retirement Plan for Chicago Transit Authority (CTA) Employees**
Internal control assessment and standard operating procedure development
- **Town of Cary, NC**
Segregation of duties assessment, internal control identification and ERM assessment
- **Minnesota State Retirement System (MSRS)**
Internal control framework development, identification and remediation of control gaps, segregation of duties assessment
- **Lansing Board of Water and Light**
Internal controls weakness remediations, segregation of duties assessment, and policies and procedures documentation
- **Metro Water Recovery (Denver, CO)**
Annual risk assessment, internal audit plan development and execution, and remediation tracking



Technology tools and partnerships



Interactive dashboards to plan, track, and adhere to corrective action timelines and tasks in real-time



Automates data entry, document matching, and financial analysis, improving efficiency and collaboration



Effectively track and report the status and implementation of corrective action plans

Other tools we can leverage to further enhance the engagement:



CoCounsel





Why Plante Moran
is the ideal partner
and how we plan to
get started



What makes Plante Moran unique

Key features of our risk assessment and internal audit services



“One-firm” firm philosophy



No surprises approach



Heavy partner involvement



Staff continuity



Deep industry expertise



Proven record of quality



Analytics center of excellence



Innovation lab

Collaborative, personal, and tailored approach



- We make the internal audit process as easy as possible on your team
- We invest time in building relationships
- We care about your goals, objectives, and concerns



How our partnership benefits you



Our partnership model: a legacy of personal investment



The Plante Moran model: leadership succession plus strategic direction to respond to change, while keeping our culture intact.



We reaffirm our commitment to stay close to our clients, invest in our people and stay true to our core values and principles.



Our responsibility has been and always will be to our clients and staff, not to outside investors or shareholders. We are focused on what drives long-term success: our clients and our people.

Independent decision making | Long-term commitment | Innovation plus quality



Conclusion & Q&A

We are excited about the opportunity to join your team and serve as your internal audit service provider.

Thank you for the opportunity to present.

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