

# City of San Jose Office of Retirement Systems

Proposal to Provide Internal Audit Services

September 3, 2025

Presentation by Crowe LLP



# WITH YOU TODAY

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- **Mark Maraccini – Lead Partner:** 25 years of experience with public sector clients, specializing in internal audit management, quality assurance, peer reviews, and compliance with IIA Standards and GAGAS. Long-standing IIA member and committee contributor.
- **Jeremy Epstein – Partner, Forensic Services:** Nearly 20 years of experience in forensic accounting, fraud investigations, litigation support, and compliance reviews. Expert in fraud risk assessments, procurement reviews, and forensic analysis of financial transactions.
- **Jen Aras – Audit Partner:** 22+ years of experience auditing public employee retirement systems, with expertise in securities, alternative investments, and derivatives. Frequent speaker at the Public Pension Financial Forum (P2F2).
- **Bill Dykstra – Senior Manager:** 24 years serving government, higher education, and nonprofits in internal audit, risk management, and consulting. Certified Internal Auditor (CIA) and Certified in Risk Management Assurance (CRMA).

## YOUR TEAM



**MARK MARACCINI,  
PARTNER**



**JEREMY EPSTEIN,  
PARTNER**



**JEN ARAS, PARTNER**



**BILL DYKSTRA, SENIOR  
MANAGER**





# AGENDA

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Understanding Your Service Needs

Our Qualifications

Our Approach

Closing Remarks

Q&A



# UNDERSTANDING YOUR NEEDS

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WE SEEK FIRST TO UNDERSTAND, AND WE ACKNOWLEDGE THAT THE CITY OF SAN JOSE:

- Has its own unique culture, vision, values, hierarchies, processes, and people.

- Already manages risk and internal controls. Our job is to work as a partner, bringing our expertise, innovation and reliability to your organization.

- Is seeking an experienced partner who will help excel an internal audit function, that fits San Jose's culture, vision, values, etc.

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# OUR QUALIFICATIONS



# OUR COLLABORATIVE APPROACH

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**We support you by putting  
professionalism  
and quality assurance at  
the forefront of our  
operations**



**We Prioritize your  
partnership through  
Communication and  
Collaboration**



**We support you with our  
extensive resources and  
experience to provide  
successful internal audit  
services**

# WE HAVE EXTENSIVE RESOURCES TO SUPPORT YOU

**97%**

said they would  
do business with  
Crowe again.\*

**97%**

said they would  
recommend Crowe  
to a colleague.\*

**96%**

said they like  
doing business  
with Crowe.\*

\* Nearly 900 completed client surveys – 2024

Ranks  
**12<sup>th</sup>**  
for  
**ACCOUNTING TODAY'S  
TOP FIRMS (2024)**

**37** U.S.  
OFFICES

**6,600+**  
PERSONNEL



# RELEVANT EXPERIENCE

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## INTERNAL AUDITING

(RISK/CONTROL ASSESSMENTS, INTERNAL AUDITS, OTHER RISK CONSULTING PROJECTS)

- |   |  |
|---|--|
| 1. Harry-Reid International Airport               | 1. Seattle Public Schools                  |
| 2. Denver International Airport                   | 2. State University System of Florida      |
| 3. Metro Washington Airport Authority             | 3. City and County of Denver               |
| 4. Reno-Tahoe Airport Authority                   | 4. Lake County, Illinois                   |
| 5. North County Transit District                  | 5. Indianapolis and Marion County, Indiana |
| 6. Washington Metropolitan Area Transit Authority | 6. City of San Diego                       |
| 7. Utah Transit Authority                         | 7. University of Texas System              |
| 8. Chicago Transit Authority (CTA)                | 8. Ivy Tech Foundation, Inc.               |
|   | 9. Fort Worth Independent School District  |
|   | 10. University of Illinois                 |



# HIGHLIGHTS FROM PAST PROJECTS



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# OUR APPROACH

# PROJECT OVERVIEW

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**WE WILL WORK SIDE-BY-SIDE WITH YOU THROUGH EACH STEP OF THE WAY**



**PLANNING**



**RISK ASSESSMENT**



**AUDIT PLAN**



**RESULTS**



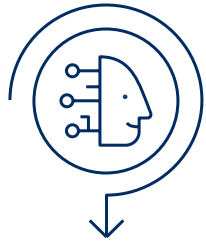
**FOLLOW-UP**



**RISK ANALYSIS**

# HIGHLIGHT KEY DIFFERENTIATORS

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## AI Innovation

Cutting-edge  
artificial intelligence  
business solutions



## Communication Tools

Platforms for  
communication and  
collaboration



## Deep Specialization

Focused expertise  
for transportation and  
Airport clients





# CLOSING REMARKS

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## WHY CROWE?

- We support you by leading with professionalism and quality service
- We prioritize your partnership through communication and collaboration
- We support you with our extensive Internal Audit resources and experience

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# QUESTIONS?



# Thank you

Mark Maraccini, Partner

Mark.Maraccini@crowe.com

## Smart decisions. Lasting value.™

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