

City of San Jose Office of Retirement Systems

Proposal to Provide Internal Audit Services

September 3, 2025

Presentation by Crowe LLP



WITH YOU TODAY

- **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

Understanding Your Service Needs

Our Qualifications

Our Approach

Closing Remarks

Q&A



UNDERSTANDING YOUR NEEDS

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.

OUR QUALIFICATIONS

OUR COLLABORATIVE APPROACH



**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
12th
for
**ACCOUNTING TODAY'S
TOP FIRMS (2024)**

37 U.S.
OFFICES

6,600+
PERSONNEL



RELEVANT EXPERIENCE

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



OUR APPROACH

PROJECT OVERVIEW

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



PLANNING



RISK ASSESSMENT



AUDIT PLAN



RESULTS

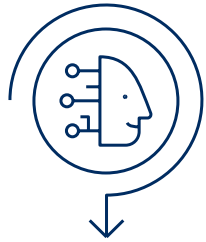


FOLLOW-UP



RISK ANALYSIS

HIGHLIGHT KEY DIFFERENTIATORS



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

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

QUESTIONS?



Thank you

Mark Maraccini, Partner

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Smart decisions. Lasting value.™

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