

Guided by values. Transforming communities.

Crowe public sector accomplishments



Welcome from Lisa Voeller

Crowe | Principal, Public Sector Consulting Leader

The public sector is transforming: You're modernizing, and you're using technology to break down silos, improve efficiency, and increase transparency. We're so proud of the challenging and exciting work this industry is accomplishing.

You've come a long way, but you know you have further to go. The demand for public services and spending is growing. Those who live, work, and go to school in our communities need public agencies to use technology to meet that demand. They want – and deserve – smarter cities, safer communities, better schools, and improved services for all.

As an industry, you're ready to step into the digital era and modernize workflows. Manually updating spreadsheets and keeping on top of never-ending emails isn't working. Some of you have already begun your digital transformation journey. Others of you are ready but aren't sure where to begin.

Crowe can be your guide.

With both the technology and the public sector expertise you need, we can provide help for today and whatever comes next. Even more, we have a passion for the work that you do and are honored to be a part of it. Guided by the Crowe values of care, trust, courage, and stewardship, we want to help you make a lasting difference in the lives of your constituents.

Take this opportunity to learn about some public sector accomplishments. Then reach out to start your journey. We can't wait to hear from you.

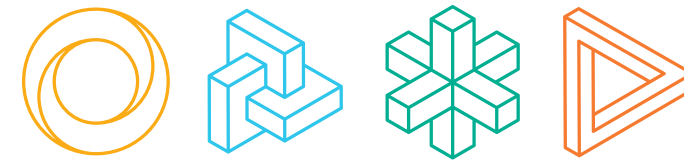
Sincerely,

Lisa Voeller

Lisa Voeller
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Help today, and with whatever comes next.



CARE TRUST COURAGE STEWARDSHIP



City of Sacramento



The technology

Microsoft Power BI™



The problem

The City of Sacramento became eligible for \$112.2 million of *American Rescue Plan Act of 2021* (ARP) funds. On May 19, 2021, the city received its first installment of \$56.1 million. An ARP framework was created to prioritize funding of programs and projects in five key areas: small business and commercial corridor revitalization; homelessness and housing; youth services, workforce training, and gang prevention; arts and the creative economy; and valuing city employees and addressing organizational needs.

With implementation of the framework crossing different departments, the city knew it needed help with administration of the ARP funds. The city wanted a concerted strategy for performing administration, monitoring of the funds to maintain compliance, supporting coordination between departments, working with its various grantees, and publicly reporting expenditures to increase transparency.



The transformation

Microsoft Power BI is a solution that allows businesses to connect to and visualize key data. In the summer of 2022, Crowe used Power BI to help the City of Sacramento develop interactive reports and visuals on their ARP funding priorities. Now the city has an active ARP community investment dashboard that seamlessly reports ARP expenditures and project status in real time on the city's website.

Having an active dashboard available to the public is a great way for the City of Sacramento to communicate to its residents. The ARP community investment dashboard supports the city's efforts at transparency of its ARP investments into the community. Working with Crowe has enabled the city to accurately report on a large amount of data and effectively communicate to targeted populations affected by the investments. The city is thrilled to increase constituent trust and highlight the city's ARP investments and related performance with its new dashboard.



Supporting the administration and management of the city's ARP funding is a big undertaking with many different people and departments involved. Crowe professionals' understanding and expertise in Microsoft Power BI along with grants transformed our data management. Crowe helped us create the governance structure and processes we needed to effectively communicate the city's ARP investments externally.



Ash Roughani
Special Project Manager, **City of Sacramento**





Crowe has intimate knowledge of our business imperatives, processes, and technology needs. Crowe specialists bring a deep knowledge of economic development, and they know how to leverage technology to grow and transform businesses. They truly understand our business processes and the underlying technology enabling them.



| Robert Paglia
Senior Vice President and Chief
Administrative Officer, **Indiana Economic
Development Corporation**



Indiana Economic Development Corporation



The technology

Microsoft Dynamics 365™



The problem

The Indiana Economic Development Corporation (IEDC) is charged with growing the state economy, driving economic development, helping businesses launch, grow, and locate in the state of Indiana. A keystone for the IEDC is its external-facing project information management system (PIMS), which manages business development and account management activities. The IEDC has created a business-forward environment, and in doing so it needed PIMS to be more nimble for immediate updates and more flexible for future growth. The custom-built portal the IEDC was operating simply wasn't meeting all of its needs.



The transformation

Starting in 2019, Crowe and the IEDC began working together to use Microsoft Dynamics 365 Power Apps™ portals to rebuild the framework of the PIMS external portal. First, the legacy portal was redeveloped to maintain the current functionality. Then, enhancements and new functionality were added after gathering user feedback both from external IEDC customers and key IEDC stakeholders.

The PIMS portal transformed into the IEDC submission portal, and it has helped bring the IEDC up to current technology levels with heightened security and a state single ID integration. Crowe specialists have continued to enhance how the IEDC manages its current offerings. They onboarded additional programs into the portal in 2021 and 2022 and will continue to do so in upcoming years. Thousands of portal users can now enjoy accessing a much larger range of programs and resources in one place, and the IEDC administration has greater programmatic management capabilities to support economic growth in Indiana.

Values define us all. They affect everything we do, no matter how big or small.

At Crowe, our values remind us who we are, what we do, why we work, and how we get things done. More than a mission, they're the principal actions that guide our way.

Care

We truly, deeply care about others, ourselves, and the future.

Trust

We empower everyone to be a leader: to be agile, to lead with integrity, and to extend trust to others.

Courage

We encourage each person to be bold and take action, knowing their team will support them.

Stewardship

We will work hard to help our future generations thrive.



Guided by values. Transforming communities.



How do values guide the work you do?



CARETRUSTCOURAGESTEWARDSHIP



Care

“ Care is vital to our success. Our clients depend on our team’s care for executing priorities and managing change under uncertain terms.

Tommy Abeyta

Public Sector Consulting
tommy.abeyta@crowe.com

Client: City of Sacramento

Technology: Microsoft Power BI

Trust

“ Trust is the centerpiece of how I operate and make decisions. Developing trust is critical to the success of our clients and our teams. There’s no greater satisfaction than becoming a client’s trusted adviser or seeing a team member experience true growth because you trusted them with new opportunities.

Ashley Craig

Technology & Strategy
ashley.craig@crowe.com

Client: Indiana Economic Development Corporation

Technology: Microsoft Dynamics 365



Courage

“ Courage is something we all need to embrace when tackling new challenges, taking on risks, and pushing ourselves to go further. Given the volatile world we live in, courage is more important than ever.

John Manilla

Managing Director,
Public Sector Consulting
john.manilla@crowe.com

Client: Salem State University

Technology: Crowe Lease Accounting Optimizer and Oracle® NetSuite



Stewardship

“ Being good stewards of the resources given us is a cornerstone of the work we do in public sector. Whether it is taxpayer funds, gifts from donors, or students’ tuition dollars, maximizing the impact of those investments is a duty we all share.

Kevin Bailey

Salesforce Consulting
kevin.bailey@crowe.com

Client: Syracuse University Whitman School of Management

Technology: Salesforce® Platform





Salem State University



The technology

Crowe Lease Accounting Optimizer and Oracle NetSuite



The problem

In 2017, the Governmental Accounting Standards Board issued Statement No. 87 (GASB 87) providing new lease accounting standards that dramatically affect the way governmental and public entities record leases.

For Salem State University (SSU), its relationship with another state agency added complexity. The Massachusetts State College Building Authority (MSCBA) finances residence halls and student activity facilities across several Massachusetts university campuses, including SSU. Additionally, due to the COVID-19 pandemic, significant refinancing occurred over several years resulting in many of SSU's leases changing entirely.

To further complicate matters, details such as debt service reserve usage, subsidized Build America bonds (BABs), and other credits had to be accounted for when factoring in the new GASB 87 requirements. SSU knew it needed a better way to manage its leases. SSU needed to cover its GASB 87 implementation that began July 2020 in time to meet the June 2022 deadline. The university needed help.



The transformation

SSU, MSCBA, and Crowe worked together to figure out how to properly handle the complex leases and ready their financial statements by using the software solution Crowe Lease Accounting Optimizer built on NetSuite. The solution was implemented by the fiscal year end in time for the annual audit, which allowed the organization to be in compliance with the new GASB standards by the required adoption date.

The university remained compliant, and it was equipped to streamline administrative functions for greater transparency, efficiency, and flexibility for years to come. Ongoing management of the leases has been simplified and the leased facilities will continue to be used daily by current and future students.



I realized very quickly the Crowe product was superior to anything I had reviewed in the marketplace from various other vendor demonstrations. The Crowe software and team are thoughtful, intuitive, and sophisticated. The level of professionalism and expertise is both rare and unparalleled. Our Crowe specialist's knowledge and attentiveness has been consistently excellent from the beginning. There are few companies I have worked with as excellent as Crowe.



| Russell Bethoney, CPA
Assistant Vice President/Controller,
Salem State University, Massachusetts



“ The Crowe team is very thoughtful in its scoping of projects and asks the right questions. Crowe specialists helped us build a few different Salesforce solutions, and they have been there for us when things didn't go as expected.



| John Reedy
Executive Director of Information Services and Facilities, **Syracuse University, Whitman School of Management**



Syracuse University Whitman School of Management



The technology

Salesforce Platform



The problem

While already using the Salesforce Platform, Syracuse University's Whitman School of Management knew it could be using it more strategically. The school approached Crowe, seeking help with two main objectives.

The first objective was to better track student engagement in the school's co-curricular activities. After trying multiple different tracking systems, Whitman still hadn't found a seamless solution.

The second objective was to stop sending Whitman students unnecessary emails. Since the school operated under an "every email to every student" system, students complained about receiving information that didn't apply to them. As a result, students tuned out of emails altogether and missed critical information the school wanted to communicate.



The transformation

Guided by Crowe specialists, Whitman added functionality to its existing Salesforce Platform implementation.

Student participation is now gamified, allowing students to track their co-curricular activities in one place. Upon graduation, they receive a co-curricular transcript that outlines their engagement in a presentable format for potential employers or graduate schools. In addition to incentivizing participation, the improved tracking system allows administrators to know where their investments in co-curricular activities are paying off and where they need to make programmatic changes.

Additionally, a knowledge creation and delivery platform was created within Salesforce. Students are automatically opted in to critical communications related to their program of study and class year, and they can choose to receive communications on other topics of interest.

Whitman has been able to reduce the number of systems their students and administrators have to use. Moving formerly manual processes into the Salesforce Platform and adding enhancements allows the school to focus on the strategic work of improving the student experience.

Special thanks to all our clients, including those in this review and many others. You all make a difference in the communities you serve, and Crowe appreciates your efforts.

The Crowe public sector consulting team supports governmental, not-for-profit, and higher education entities as they work to provide sustainable, secure, and safe futures for their constituents and stakeholders. Our experienced consultants bring passion and a stewardship mindset as we strive to provide innovative solutions for long-term improvements.

With more than 50 years of public sector experience, connections, and insights, we can help guide your stakeholder teams by listening, collaborating, and tailoring cost-effective solutions.

Together, we can transform communities and improve lives.



Smart decisions. Lasting value.™

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