



# 2025 Crowe Public Sector Accomplishments

Navigating change. Building futures.



# A note of gratitude

The world is navigating change at a faster rate than ever, and nowhere is that more evident – or more important – than in the public sector. Your work shapes the lives of individuals, families, and entire communities. Whether it's modernizing systems, addressing pressing challenges, or planning for tomorrow, your efforts have a lasting impact.

At Crowe, we're inspired by the commitment and care you bring to your work, addressing today's needs while paving the way for stronger, more resilient communities for generations to come. Guided by our values of care, trust, courage, and stewardship, Crowe is proud to support you in these vital endeavors.

This book highlights the remarkable achievements of public sector organizations like yours. Thank you for allowing us to play a part in this important journey. Together, we're navigating change and building a better future for all.

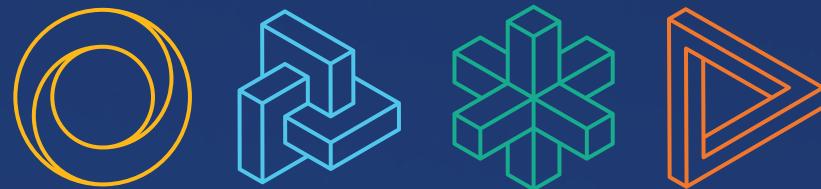
Sincerely,

A handwritten signature in black ink that reads "Lisa Voeller". The signature is fluid and cursive, with "Lisa" on the top line and "Voeller" on the bottom line.

**Lisa M. Voeller**  
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# Crowe public sector – for help today and with whatever comes next



CARE TRUST COURAGE STEWARDSHIP

# Creating a first-of-its-kind trauma system plan

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**Developing Indiana's first-ever trauma system plan was an ambitious goal, and we couldn't have achieved it without the Crowe team's support. The Crowe approach to planning, facilitation, and ability to collaborate with stakeholders helped us build a framework that will improve timely and consistent trauma care for all Hoosiers. This plan is an important step forward for public health in our state.**



Brain Busching  
Director, Trauma and Injury  
Prevention Division  
Indiana Department  
of Health

The Indiana Department of Health (IDOH) had a bold goal to create the state's first trauma system plan and address gaps in care across Indiana. IDOH envisioned a framework that would provide every Hoosier, whether in urban or rural areas, access to consistent, high-quality trauma care.

Crowe helped bring this vision to life by guiding stakeholder collaboration among more than 250 individuals from across the state, including representatives from public health agencies, emergency management organizations, and healthcare providers. This collaboration encompassed a wide range of perspectives and expertise essential to addressing the complexities of statewide public health and trauma care.

Based on stakeholder input, Crowe helped create an actionable plan tailored to IDOH's needs. The plan enhances coordination, improves data sharing, and supports timely, lifesaving care across the state while meeting the American College of Surgeons' requirements.

This groundbreaking initiative now serves as a model for other states and exemplifies what's possible when change is navigated thoughtfully and purposefully. It was an honor to collaborate with IDOH on a plan to help Indiana residents now and for years to come.



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It was amazing to support the Indiana Department of Health in achieving this milestone. By conducting rigorous research, facilitating stakeholder feedback and collaboration, and crafting an actionable plan, we worked together to create a pathway for a system that provides access to lifesaving trauma care, now and in the future.

**Susannah Heitger**  
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# Streamlining operations for future success

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**By modernizing our systems, we're not just improving efficiency – we're strengthening our position as a vital economic engine for the region.**

**We're empowered to better serve our industry – now and for future generations!**

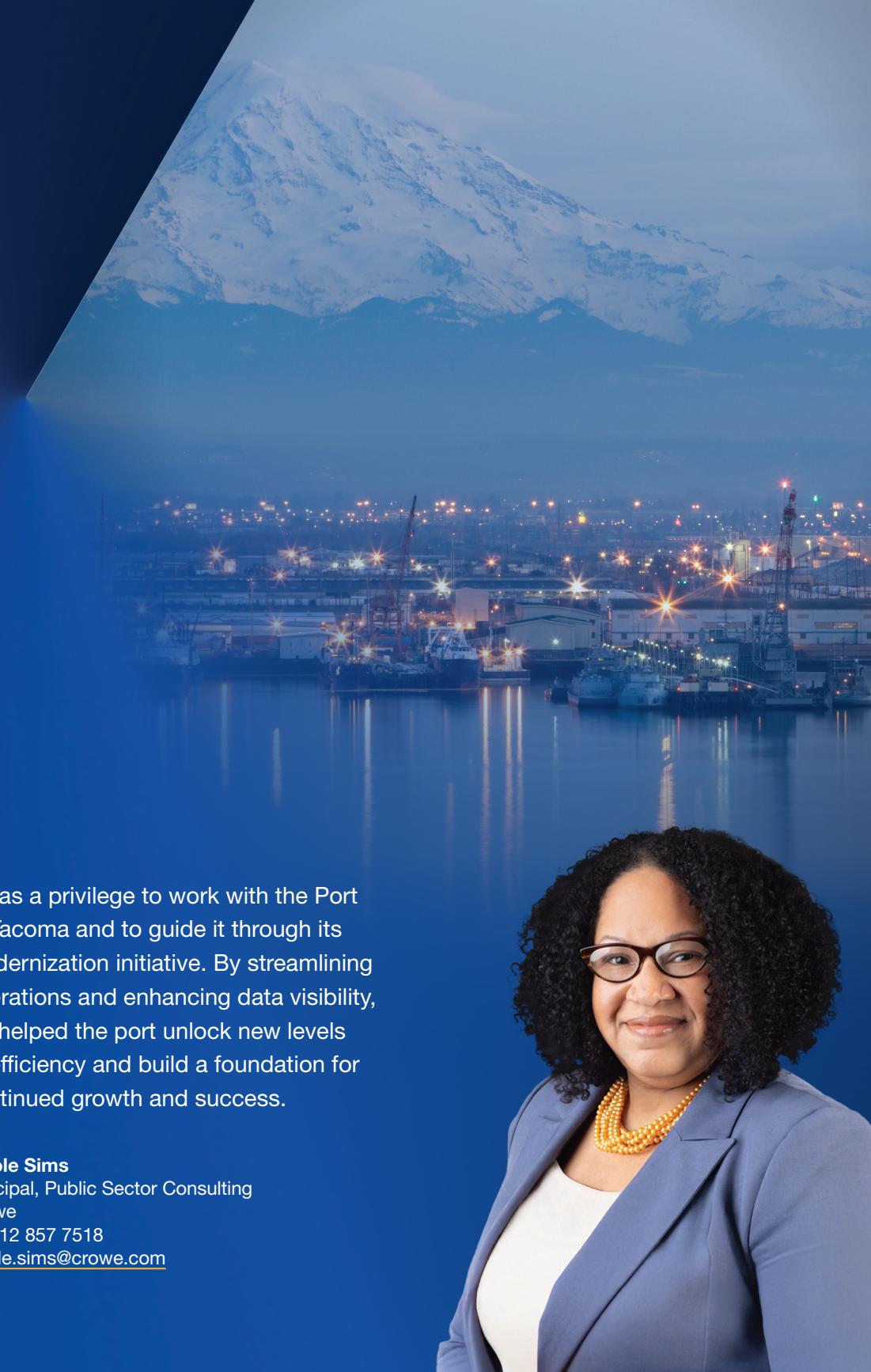


Erin Galeno  
Chief Financial and Administrative Officer  
Port of Tacoma

The Port of Tacoma is a cornerstone of regional trade located near Seattle, Washington, and it's a driving force of the state's economy. Washington is one of the most trade-dependent states in the country. Due to the scope of operations, the port faced efficiency and growth challenges from siloed systems and manual processes. Determined to modernize and better support the region's economic needs, the port worked with Crowe to bring its operations under one unified platform, Microsoft Dynamics 365™.

Crowe worked alongside the port to understand its unique needs, streamline workflows, and enforce consistent processes through a phased implementation approach. By consolidating disparate systems and introducing stronger internal controls, the port improved data sharing, operational efficiency, and overall performance.

With a multiyear road map in place, the port is now well-positioned to continue optimizing its operations, advancing its role as a vital economic hub, and serving its community.



It was a privilege to work with the Port of Tacoma and to guide it through its modernization initiative. By streamlining operations and enhancing data visibility, we helped the port unlock new levels of efficiency and build a foundation for continued growth and success.

**Nicole Sims**  
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# Driving sustainability with recycling innovation

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**Navigating the complexities of the RMA was a monumental undertaking. We are incredibly proud of the innovative system we built and grateful for the valuable guidance Crowe provided in developing a defensible fee structure. Crowe specialists' knowledge helped translate a core component of the RMA into a reality of a more sustainable future for Oregon.**



Justin Gast  
Natural Resources Specialist  
State of Oregon Department of Environmental Quality

The state of Oregon's Plastic Pollution and Recycling Modernization Act (RMA) marks a new chapter for producers, as it requires them to take responsibility for the full life cycle of their products through extended producer responsibility (EPR) regulations. The [Oregon Department of Environmental Quality's \(DEQ's\) materials management programs](#) embraced the challenge, and they are striving to build a more sustainable future with a fair and efficient recycling system.

To support this vision, DEQ relied on the experience of Crowe to navigate a core component of the RMA. Crowe conducted detailed assessments of commingled recycling processing facilities, analyzed costs, and developed a tailored fee structure to meet regulatory and sustainability goals. These efforts helped transform the act's requirements into actionable solutions, and they supported DEQ in implementing an innovative system that balances fairness and environmental responsibility.

Through its leadership, DEQ has set a national benchmark for EPR implementation, and it demonstrates how visionary planning and specialized guidance can help organizations navigate change and create a sustainable future. On July 1, 2025, Oregon will be the first state in the U.S. to implement packaging-focused EPR, and it will set the bar for other states implementing similar laws. Oregon's RMA implementation is a testament to what's possible when bold action meets thoughtful execution.



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Crowe was honored to support DEQ in implementing the RMA. By analyzing proprietary data and developing a tailored fee structure, we helped create a foundation that balances producer responsibility with environmental sustainability, and we believe this will set an example for other states.

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# Building a strategic plan for the next chapter

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**The Crowe public sector team was a key player in helping us navigate this critical juncture in our organization. Its support enabled us to craft a strategic plan that honors our legacy while charting an exciting course for a successful future.**



Joe Ferguson  
President  
Civic Federation of Chicago

Amid a leadership transition, the Civic Federation embraced a pivotal opportunity to plan for the future while honoring its more than 130-year legacy as a nonpartisan government research organization in Chicago, Illinois. Determined to realign its mission, strengthen governance, and modernize funding strategies, the organization sought to navigate this period of change thoughtfully.

With invaluable support from Crowe, the Federation brought together board members, community members, and staff to shape a unified vision for its next chapter. Through collaborative workshops and strategic discussions led by Crowe public sector consultants, the organization crafted a strategic plan that reflects its shared goals and priorities. This process clarified the Federation's direction, strengthened stakeholder relationships, and renewed the team's morale and energy for the work ahead.

The Federation's new strategic plan positions it to continue serving as a trusted advocate for sound government policy and financial stewardship. By navigating change with intention, the organization built a foundation to support its mission for decades.



By facilitating open dialogue and collaborative workshops, Crowe helped the Federation develop a strategic plan that reflects its shared vision and positions it for continued success. It was a rewarding project, and we were all excited to give our time to it.

**Jill Willis**  
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# Together, we can navigate change and build better futures for communities nationwide

We'd like to thank all our clients, including those in this review. You all make a difference in the communities you serve, and Crowe commends you for your efforts.

The Crowe public sector consulting team supports government, 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.



[Learn more about  
Crowe public sector  
consulting.](#)



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