



August 11, 2025

# Effingham County

Proposal for audit services

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As of June 3, 2025, Baker Tilly and Moss Adams have merged. Combined statistics are based on data currently available. Actual counts may vary slightly and will be finalized during the integration process.



August 11, 2025

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To whom it may concern:

Effingham County, Illinois (the County) is looking for auditing services for the fiscal years ending November 30, 2025, November 30, 2026 and November 30, 2027. This proposal is the starting point — our vision of how we can achieve your financial goals.

We've kept our proposal brief out of respect for your time. Below are the highlights of everything we'll bring to the County. If you have questions or need additional information, please let us know how we can help support your decision-making process.

#### LOCAL PRESENCE

Baker Tilly is not just familiar with Illinois — it's our home. **Our national headquarters is located in Chicago with a second office located in Oak Brook.** We regularly work with governments throughout the entire state. Our Illinois-based professionals bring deep knowledge of state-specific statutes, grant compliance and the expectations of local oversight bodies. You're not just hiring a qualified firm, you're choosing a neighbor who knows your community, your challenges and your goals.

#### ILLINOIS GOVERNMENT AUDIT EXPERTISE

We have a dedicated public sector audit team with over 50 years of experience auditing governments in Illinois, including nine other counties. We've successfully completed hundreds of government audits — many for counties with similar fund structures, grant portfolios and reporting obligations as Effingham County. Our professionals are not only technically proficient but also committed to helping clients strengthen internal controls, improve financial reporting and enhance transparency to stakeholders.

You seek more than audit services; you aim to elevate your financial journey. Luckily, we don't just crunch numbers. We chart a course for efficiencies, innovation and transparency. It's about transformational thinking and deep collaboration for your organization as we embark toward your auditing goals. Our dedicated public sector and audit specialists understand this. As a result, you can turn compliance into a strategic advantage with Baker Tilly by your side.

The approach shared in our proposal shows how important the County will be to us as a client. We are committed to completing the audit within the defined time frame and ensuring the County's financial statements are accurate and timely.

We can't wait to get started.

Sincerely,

A handwritten signature in black ink that reads "Jason Coyle".

Jason Coyle, CPA, Principal  
+1 (630) 645 6205 | [jason.coyle@bakertilly.com](mailto:jason.coyle@bakertilly.com)

# Firm qualifications and experience

## Required qualifications

Baker Tilly meets the required qualifications set forth in the County's RFP. The following pages demonstrate and detail these qualifications and related experience.

## Delivering specialized expertise to our public sector clients

Unlike many other firms, Baker Tilly is organized by sector, not service line. What does this mean for the County? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in the activities of the County. The County will work with a knowledgeable team that understands your specific challenges and provides innovative solutions to help you overcome them.

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other sectors. Recognizing this complexity and eager to serve as a true valued advisor to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago.

Nationwide, our public sector practice serves more than 3,500 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices.



### Public sector: Experience that matters



## FIRM QUALIFICATIONS AND EXPERIENCE

The County will benefit from our public sector specialization in several specific ways:

- **Dedication to the public sector:** Your engagement team members live and breathe government and work exclusively with the public sector year-round. This translates into insights only experience can bring, as well as an understanding of the best ways to communicate and collaborate with public-sector entities.
- **Specialized training and continuing education:** The County can be assured of an engagement team with the necessary skills and timely knowledge to effectively perform your engagement.
- **Sector involvement:** Members of our public sector practice are leaders in key sector organizations, including the AICPA and its Governmental Audit Quality Center (GAQC) as well as the International City/County Management Association (ICMA). Because of our work with these groups, we know about dynamic trends and consequential developments in state and local government — and are equipped with leading practices to help the County best respond to them.
- **Knowledge sharing with the County:** At Baker Tilly, serving governments goes beyond delivering services — we also supply our clients with crucial thought leadership in the form of webinars, workshops, articles and our regular newsletter, CommuniTIES.
- **Year-round consultation:** Throughout our relationship, we will be available for routine calls and technical questions, connecting you with recommendations and ideas to address the inevitable operational issues that arise. We can also alert you to new opportunities for us to collaborate and create value for the County.

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.

### OUR FULL RANGE OF KEY SERVICE OFFERINGS FOR STATE AND LOCAL GOVERNMENTS INCLUDES:

Accounting services and assurance	Housing and economic development
Arbitrage/rebate regulatory compliance	Human capital services
Attestation services	Investment services**
Capital planning	Organizational management advisory
Cybersecurity consulting	Post-issuance compliance
Economic development	Public finance/bond issuance*
Efficiency studies	Process improvement
Federal funding advisory	Rate and user fee studies
Financial management services	Risk advisory and internal audit
Financial reporting and GAAP services	Strategic planning

\* Services provided by Baker Tilly Municipal Advisors, LLC, a registered municipal advisor and controlled subsidiary of Baker Tilly Advisory Group, LP, a tax and advisory firm.

\*\* Services provided by Baker Tilly Investment Services, a division of Baker Tilly Wealth Management, LLC, which is a registered investment advisor and controlled by Baker Tilly Advisory Group, LP.

## FIRM QUALIFICATIONS AND EXPERIENCE

### Experience and capabilities in auditing county government

Baker Tilly has extensive qualifications for auditing county governments, including nine in Illinois. This depth of experience allows us to share relevant information, best practices and ideas and help our clients with their individual needs. Baker Tilly provides financial and compliance audit services to the following county governments in the Midwest and beyond.

Illinois county clients	Iowa county clients	Minnesota county clients	Pennsylvania county clients	Wisconsin county clients
<ul style="list-style-type: none"><li>• DeKalb</li><li>• DuPage</li><li>• Kane</li><li>• Lake</li><li>• McHenry</li><li>• Peoria</li><li>• Rock Island</li><li>• Will</li><li>• Winnebago</li></ul>	<ul style="list-style-type: none"><li>• Scott</li></ul>	<ul style="list-style-type: none"><li>• Dodge</li><li>• Le Sueur</li><li>• Olmsted</li><li>• St. Louis</li><li>• Steele</li><li>• Stevens</li><li>• Wabasha</li><li>• Waseca</li></ul>	<ul style="list-style-type: none"><li>• Columbia</li><li>• Delaware</li><li>• Luzerne</li><li>• Lycoming</li><li>• McKean</li><li>• Monroe</li><li>• Tioga</li></ul>	<ul style="list-style-type: none"><li>• Bayfield</li><li>• Calumet</li><li>• Dane</li><li>• Dodge</li><li>• Grant</li><li>• Green</li><li>• La Crosse</li><li>• Lafayette</li><li>• Marathon</li></ul> <ul style="list-style-type: none"><li>• Milwaukee</li><li>• Price</li><li>• Racine</li><li>• Rock</li><li>• Sauk</li><li>• Shawano</li><li>• Trempealeau</li><li>• Walworth</li><li>• Washington</li></ul>

#### COUNTY CLIENTS SERVED BY BAKER TILLY

We leverage our expertise to better serve the County, sharing best practices and lessons learned from our significant county client roster across the Midwest and beyond.

### Serving Illinois government clients

We work with several other governments in the state, in addition to the counties we serve in Illinois. The following represents a sample of these clients. We are glad to provide references upon request.

#### ILLINOIS GOVERNMENT CLIENTS

##### Illinois city clients

Bloomington  
Blue Island  
Chicago  
Galesburg  
Hickory Hills  
Highland Park  
Lake Forest  
Macomb  
Moline  
Rockford

##### Illinois village clients

Broadview  
Chicago Ridge  
Deerfield  
Glenview  
Hodgkins  
Lake Zurich  
Lemont

##### Illinois utility clients

DuPage County Water and Sewerage System  
Fox River Water Reclamation District  
Glenbard Wastewater Authority  
Metropolitan Water Reclamation District of Greater Chicago  
Illinois Municipal Electric Agency  
Thorn Creek Basin Sanitary District

##### Illinois library clients

Bedford Park  
Highland Park  
Hodgkins  
McCook

##### Other entities

Chicago Teachers' Pension Fund  
Cook County Deferred Compensation Plan  
Cooperative Association for Special Education  
DuPage County Health Department

## FIRM QUALIFICATIONS AND EXPERIENCE

### ILLINOIS GOVERNMENT CLIENTS

Lincolnshire  
Lisle  
Mahomet  
Maywood  
McCook  
Northfield  
Oak Lawn  
Sauk Village  
Schaumburg

Forest Preserve District of Cook County  
Forest Preserves of Winnebago County  
Greater Peoria Mass Transit District  
Hodgkins Park District  
Illinois Department of Human Services  
Illinois State Board of Education  
McCook Park District  
Regional Transportation Authority  
Rockford Mass Transit District  
Springfield Mass Transit District

Baker Tilly also audits more than 60 public school districts in the state, including Chicago Public Schools.

### Offering the County significant single audit experience

Since the passage of the Single Audit Act of 1984, Baker Tilly has recognized the importance of providing guidance to our clients in this highly complex, specialized area. Our firm currently performs more than 1,100 single audits each year and ranks second nationally based on the number of audits conducted by CPA firms.

Our depth of experience with single audits places us in a leading position to perform high-quality single audits for the County.

To stay on top of the changing requirements, our firm serves on various American Institute of Certified Public Accountants (AICPA) committees engaged in financial and single audit issues. We are frequently selected as speakers for nationally sponsored training courses, and we actively participate in industry/sector events.

Our firm is also asked to review and comment on various single audit documents created by the AICPA and Office of Management and Budget (OMB) prior to their issuance. Below is a list of documents where we have provided contributions:

### Single audit leadership

Baker Tilly conducts more than 1,100 single audits each year and ranks second nationally based on the number of audits conducted by CPA firms.

DOCUMENT	YEARS	ORGANIZATIONS
<b>AICPA Audit Guide — GAS and Single Audits</b>	2021 — 2025 2005 — 2016	AICPA
<b>OMB Compliance Supplement</b>	2008 — 2025	OMB
<b>OMB Guidance for Federal Financial Assistance (Uniform Guidance) 024 Revisions</b>	2024	OMB

## FIRM QUALIFICATIONS AND EXPERIENCE

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### Implementing new Governmental Accounting Standards Board (GASB) standards

We routinely assist our government clients with implementing new accounting standards. To keep our clients up to date on the latest government accounting issues, Baker Tilly provides leadership to industry/sector organizations through our involvement as authors, speakers, trainers and promoters of government accounting and auditing advancement.

We will continuously monitor GASB pronouncements — both issued and proposed — to evaluate how they impact the County. We will discuss these impacts with the County through various audit phases, from planning to fieldwork and audit completion.

We provide educational resources as well as tools and templates to help our clients with implementation at [bakertilly.com](http://bakertilly.com).

Baker Tilly is prepared to assist the County with new GASB standards, as applicable. This will include providing preliminary insights and guidance on the newest standards to be implemented, such as GASB 102, Certain Risk Disclosures, GASB 103, Financial Reporting and GASB 104 Model Improvements. In addition to recently issued GASB Statements, other GASB standards and exposure drafts outstanding are expected to significantly impact current reporting practices. Baker Tilly follows these developments closely and often prepares comment letters to GASB on behalf of the profession to raise items of potential concern before the standards are finalized.

### Prioritizing sector involvement and knowledge sharing

To help the County prepare for and respond to change, we are actively involved in local and national associations. This keeps us on the leading edge of developments in our industry that may impact the County. Our memberships in professional organizations and our involvement as authors, speakers, trainers and promoters of governmental accounting and auditing equip us to actively assist you with implementing new regulations and adopting new standards. Our active involvement enables us to provide the County with timely and relevant sector information. It also allows us to serve as your resource as complex or routine accounting and auditing issues arise.

#### BAKER TILLY TEAM MEMBERS ARE INVOLVED WITH THE FOLLOWING SECTOR ASSOCIATIONS:

- American Institute of Certified Public Accountants (AICPA)
- Government Finance Officers Association
- Illinois Association of Municipal Management Assistants
- Illinois Association of School Business Officials
- Illinois CPA Society (ICPAS)
- Illinois Government Finance Officers Association (IGFOA)
- Illinois Municipal Treasurers Association

Baker Tilly does not just belong to these organizations. We are active members who serve on committees and support the organizations with our time and funds. For example:

- Baker Tilly Principal Jason Coyle is currently serving a term on the AICPA State and Local Government Expert panel.
- Jason is also a member of the ICPAS Governmental Executive Committee and the IGFOA Technical Accounting Review Committee.
- Baker Tilly Principal Blaine Jasper serves as a member of the Executive Committee for the American Institute of Certified Public Accountants (AICPA) Government Audit Quality Center (GAQC)

## FIRM QUALIFICATIONS AND EXPERIENCE

### Contributing to AICPA committees and initiatives important to governments

To help the County respond to and prepare for change, Baker Tilly professionals are actively involved in various AICPA committees and initiatives. Our professionals are among the most influential in the accounting and advisory industry, and our thought leaders are directly involved with issues shaping our industry.

The following are a few of the AICPA boards and committees we are involved in that are relevant to the County.

AICPA INITIATIVE	PURPOSE	DATES
<b>Governmental Audit Quality Center (GAQC)</b>	Promotes the importance of quality governmental audits, serves as a resource to member firms, provides members with online tools for sharing ideas and recognizes certified public accountant (CPA) firms that demonstrate a commitment to governmental audit quality	Since its inception
<b>GAQC Executive Committee</b>	Governs the GAQC, develops its policies and oversees its activities, participates in advocacy and regulatory reviews; also meets twice annually in conjunction with the Single Audit Roundtable (SART), which includes federal inspectors general, federal agencies and CPA firms	2021 — present
<b>Technical Issues Committee (TIC)</b>	Committee of CPA practitioners that represents the views of local firms and small-to-medium-size governments in the standards-setting process	2013 — 2019
<b>State and Local Government Expert Panel</b>	Serves the needs of AICPA members regarding financial and business reporting and audit and attest matters; protects the public interest by bringing together knowledgeable parties in the state and local government sector to deliberate and come to agreement on key issues	2021 — present 2012 — 2020 2004 — 2008
<b>Auditing Standards Board (ASB)</b>	The AICPA's senior committee for auditing, attestation and quality control applicable to the performance and issuance of audit and attestation reports for non-issuers	2015 — 2019 2010 — 2013
<b>Peer review oversight reviewers for single audits</b>	Monitor the quality of peer reviews performed on OMB Uniform Guidance single audits	2014 — present
<b>Peer Review Board</b>	Promulgates the peer review standards and oversees the administration of the peer review program	2017 — present
<b>National Peer Review Committee (NPRC)</b>	Administering entity for all firms that are required to be registered and inspected by the Public Company Accounting Oversight Board (PCAOB) or for firms that perform work under PCAOB standards	2025 — present 2011 — 2019

## FIRM QUALIFICATIONS AND EXPERIENCE

### Sharing complimentary educational resources with the County

Baker Tilly's position of leadership, significant involvement in the accounting profession and deep industry/sector and service specialization translate into knowledge we will share with the County. We are committed to delivering additional value by informing and educating your staff and supporting your operations. Complimentary educational opportunities include:

- **Meaningful, timely and realistic guidance** and responses to routine questions throughout the year at no additional charge.
- **Regular webinars** on topics such as fraud, understanding financial reports, new GASB reporting standards, grant-related topics and cost reduction/revenue maximization. These webinars are free to our clients and qualify for continuing professional education (CPE) credits. Webinar recordings are available on our website and can be viewed anytime.
- **Web-based resources**, including our [Inflation Reduction Act resource center](#), are available to Baker Tilly clients and feature educational materials, tools and resources on topics important to governments.
- Our **CommuniTIES Connection newsletter** features industry/sector and accounting updates.
- Our weekly [CommuniTIES podcast series](#) features public sector leaders from across the firm providing practical guidance to help governmental entities navigate challenges and seize opportunities.
- **Timely alerts** provide updates on laws, regulations or decisions with an immediate or near-future impact on local government clients.



**GASB update for public sector organizations**  
[article](#)



**Tax-exempt organizations have a new cash flow opportunity**  
[article](#)



**Navigating the basics of internal controls**  
[article](#)



**Chart your financial path for the future**  
[article](#)



**Streamlining IRA prevailing wage and apprenticeship compliance**  
[webinar](#)



**IIJA at the midway point: Act now to secure funding opportunities**  
[article](#)

#### INFUSING VALUE IN OUR RELATIONSHIP THROUGH COMPLIMENTARY RESOURCES

*We will provide meaningful insights that support the County's success by sharing educational resources and timely, industry-specific guidance.*

## FIRM QUALIFICATIONS AND EXPERIENCE

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### Documenting our licensure and certificates of awardability

Baker Tilly is licensed to practice public accounting in various states across the U.S. including in the state of Illinois. State licensing certifications are documented and can be provided upon request. All key CPAs assigned to the County's engagement are licensed to practice public accounting in Illinois.

### Meeting the industry's highest standard through quality peer review

We're proud to share the result of our most recent peer review on the next page, completed in November 2024. This quality control review included a review of government engagements.

Baker Tilly received a "pass" report — the highest level of confidence we can obtain regarding our quality control. This is not a new phenomenon; we've achieved this top level with every review. As with past years, no letter of comments was issued.

**Baker Tilly has no history of substandard work.**

## FIRM QUALIFICATIONS AND EXPERIENCE

### Report on the Firm's System of Quality Control

November 14, 2024

To the Partners of Baker Tilly US, LLP  
and the National Peer Review Committee



We have reviewed the system of quality control for the accounting and auditing practice of Baker Tilly US, LLP (the Firm) applicable to engagements not subject to Public Company Accounting Oversight Board (PCAOB) permanent inspection in effect for the year ended March 31, 2024. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a system review as described in the Standards may be found at [wwwaicpaorg/prsummary](http://wwwaicpaorg/prsummary). The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

#### Firm's Responsibility

The Firm is responsible for designing and complying with a system of quality control to provide the Firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

#### Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design and compliance with the Firm's system of quality control based on our review.

#### Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans, audits performed under FDICIA, and examinations of service organizations (SOC 1 and SOC 2 engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

#### Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Baker Tilly US, LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended March 31, 2024, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Baker Tilly US, LLP has received a peer review rating of *pass*.

Eide Bailly LLP  
Minneapolis, Minnesota

# Key personnel

## Leading the County's audit services and uncovering opportunities along the way

Meet the audit team we've assembled to achieve everything you envision. Selected intentionally for your goals and backed by our specialized resources, these individuals are collaborative and multidisciplinary. Their passion for the public sector will make them an unstoppable force on your behalf. All team members assigned to the County's engagement are licensed to practice public accounting in Illinois. You'll find their bios below and complete resumes in the **Appendix**.

### THE TEAM TO ACHIEVE THE COUNTY'S GOALS

#### Jason Coyle, CPA – Principal

##### ***Engagement role: Engagement principal***

Jason is the team leader of the public sector audit practice in Illinois. He specializes in providing financial and compliance audits, as well as accounting services to governmental entities. He will oversee the entire engagement to make sure the County receives a meaningful, genuine experience. He will work with the audit team to provide a seamless and well-planned engagement process, valuable solutions and technically accurate final deliverables to achieve your goals. Jason is committed to the County's success and satisfaction with our services; he will collaborate with you and the team to meet your deadlines and exceed expectations.



***Similar clients: Kane County, Lake County, City of Macomb***

#### Michael Malatt, CPA – Principal

##### ***Engagement role: Engagement quality reviewer***

Michael joined Baker Tilly in 2007 and has focused on auditing governments for his whole career. He will help ensure that quality, integrity and satisfaction are maintained at all times during the engagement.



***Similar clients: DeKalb County, Kane County, Peoria County***

#### Cindy Park – Senior Audit Supervisor

##### ***Engagement role: County audit supervisor***

Cindy will coordinate project management and communication between the County and Baker Tilly to deliver a seamless, collaborative audit engagement. She will gain an in-depth understanding of your processes to effectively guide you through complex or unusual transactions and answer day-to-day questions. She specializes in auditing local governments in Illinois and has been with Baker Tilly since 2011.



***Similar clients: DeKalb County, DuPage County, Lake County***

#### Sebastian Dabrowski — Senior Audit Supervisor

##### ***Engagement role: Circuit clerk audit supervisor***

Sebastian will coordinate project management and communication for the Circuit Clerk audit. He specializes in auditing local governments in Illinois and has been with Baker Tilly since 2011.



***Similar clients: Kane County, Peoria County, City of Galesburg***

# Similar engagements with other government entities

## Demonstrating that we've been down this path before

The experiences of our clients speak more about Baker Tilly's capabilities than any proposal ever could. That's why we encourage you to talk with our clients. Here are a few individuals who welcome the opportunity to share their Baker Tilly experience.

Each will give you an authentic perspective as you consider your own needs.

### ROCK ISLAND COUNTY

<b>Name</b>	April Palmer	<b>Title</b>	County Auditor
<b>Phone</b>	+1 (309) 558 3518	<b>Email</b>	<a href="mailto:apalmer@rockislandcountyil.gov">apalmer@rockislandcountyil.gov</a>
<b>Date</b>	2022 to present		
<b>Scope of work</b>	Annual financial and single audits for the County, as well as for the County Circuit Clerk.		

### LAKE COUNTY

<b>Name</b>	James Klimt	<b>Title</b>	Controller
<b>Phone</b>	+1 (847) 377 2991	<b>Email</b>	<a href="mailto:JKlimt2@lakecountyil.gov">JKlimt2@lakecountyil.gov</a>
<b>Date</b>	2004-2016; 2022 to present (County) 2004 to present (Circuit Clerk)		
<b>Scope of work</b>	Annual audit, single audit, health department reports, Circuit Court Clerk, Public Works, Solid Waste Agency and ETSB.		

### WINNEBAGO COUNTY

<b>Name</b>	Steve Shultz	<b>Title</b>	Chief Financial Officer
<b>Phone</b>	+1 (815) 319 4050	<b>Email</b>	<a href="mailto:sschultz@admin.wincoil.gov">sschultz@admin.wincoil.gov</a>
<b>Date</b>	2017 to present		
<b>Scope of work</b>	Annual financial and single audits for the County as well as for the County Circuit Clerk and Forest Preserve.		

### DEKALB COUNTY

<b>Name</b>	Robert Miller	<b>Title</b>	Comptroller
<b>Phone</b>	+1 (815) 895 7274	<b>Email</b>	<a href="mailto:rmiller@dekalbcounty.org">rmiller@dekalbcounty.org</a>
<b>Date</b>	2022 to present		
<b>Scope of work</b>	Annual financial and single audits for the County as well as for the County Circuit Clerk, Forest Preserve, Public Building Commission, and E-911 Board.		

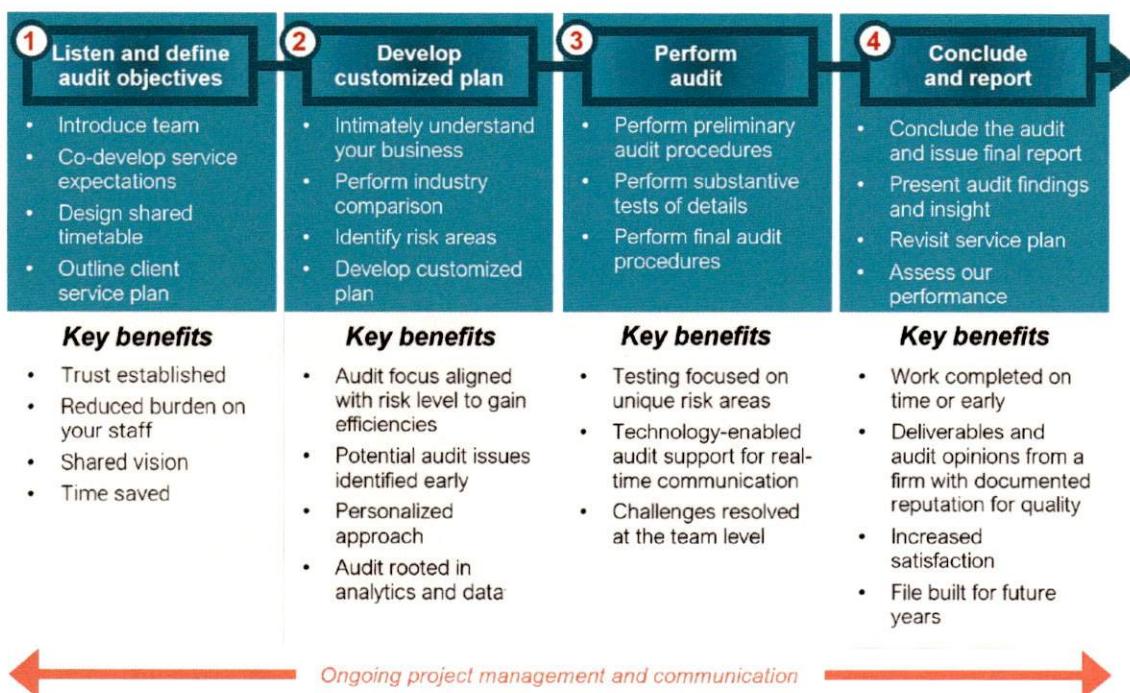
EXPERIENCE MATTERS. ESPECIALLY THE EXPERIENCE OUR CLIENTS RECEIVE  
Connect with our clients to learn more. Additional references are available by request.

# Approach to the audit

## Listening to the County is how we begin your audit

From the initial discussion of your needs to the assessment of our finished work, the County's needs will shape our path. This is how we build lasting relationships and an audit process that meets the highest professional standards yet remains tailored to your needs.

Our audit is rooted in a foundation of communication and is executed in four phases. An overview of our approach is below, with more information provided on the following pages.



### AN AUDIT APPROACH BASED ON YOU

*Our high-touch audit service model gives the County an accessible, reliable and tailored approach.*

#### PHASE 1: LISTEN AND DEFINE AUDIT OBJECTIVES

**Mission:** Build a client service plan that matches our audit timeline to your relationship, organization needs and communication style

##### Steps

- Listen first; then, define your audit objectives and relationship expectations
- Always improve; talk with the County frequently and update your service plan every year

##### Results

- A solid, trust-based bond between the County personnel and Baker Tilly
- Planning, communication and execution that anticipates your needs and avoids surprises

## APPROACH TO THE AUDIT

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### PHASE 2: DEVELOP A CUSTOMIZED AUDIT PLAN

**Mission:** Set the stage for a successful, tailored audit

#### Steps

- Understand your business deeply
- Perform sector comparison\*
- Identify risk areas
- Anticipate knowing what help we may need from your team
- Develop a customized audit plan

#### Results

- Productive plans developed early on to handle potential audit issues
- Personalized audit with a focus that aligns with risk level
- Audit leveraging technology and data analytics

\* All sectors have their idiosyncrasies. To develop your customized audit plan, we'll leverage insights and suggestions from similar client experiences, combined with analytics, walk-throughs and reviews of internal controls and our understanding of your operations. If we identify missing controls or segregation of duties issues, we will point them out immediately and adjust the plan as needed. Examples may include transactions, stock compensation plan options or new business combinations.

### PHASE 3: PERFORM AUDIT

**Mission:** Complete your audit with efficiency, open communication and added insight

#### Steps

- Perform preliminary audit procedures, substantive tests of details and final audit procedures based on the approved audit timeline and the groundwork we achieved during phase 2.
- Deliver interim audit procedures where possible to save time at year-end
- Discuss progress and open items with the County's process owners
- Communicate issues to management

#### Results

- Focused testing based on unique risk areas
- Real-time communication
- Methodical project management
- No surprises
- Challenges resolved at the team level or through our professional practice group

## APPROACH TO THE AUDIT

### PHASE 4: CONCLUDE AUDIT, REPORT AND GET YOUR FEEDBACK

**Mission:** On-time delivery and the County's satisfaction

#### Steps

- Meet deadlines on time or ahead of schedule
- Conclude the audit and issue final report
- Present audit findings and insights to your management and governance team
- Review client service plan
- Assess our performance

#### Results

- Final audit report, including a link to an audit committee landing page for your sector\*
- Value-added deliverables and audit opinions
- Increased client satisfaction
- Comprehensive file building for your future

\* Management, board members, finance committee members and internal process owners can use the landing page link to interact with internal thought leadership, review new accounting standards and address sector-specific accounting updates.

### Co-developing a timeline to meet or beat the County's deadlines

Your time is valuable, and one significant way we will support your goals is by delivering your services on time or ahead of schedule. We will work closely with the County to determine the optimal schedule and duration for our on-site audit work. We are committed to taking your lead and can be present as often as you prefer, ensuring our activities align seamlessly with your operations and priorities.

Below is an overview of our customized approach to successfully provide audit services to the County. Our team will collaborate with you to co-develop an agreed-upon service timeline that meets your timing requirements. We are flexible with our fieldwork schedules and can adjust to fit the County's needs.

WORK TASK	ANTICIPATED DATES
Preliminary audit fieldwork	November/December
Detailed audit plan, schedule and final prepared-by-client list	December
Final audit fieldwork	January/February
Draft reports to the County	March
Issuance of County financial statements	April/May
Presentation to Finance Committee and/or County Board	May/June

#### COMMITMENT TO SUCCESSFULLY DELIVER AUDIT SERVICES TO MEET THE COUNTY'S REQUIREMENTS

*The County's time is valuable. We will co-develop a timeline to provide the County services on time or ahead of schedule.*

### Determining sample sizes and performing statistical sampling

We may use audit sampling throughout the phases of the County's audit because this allows us to perform an audit that is more cost-beneficial to you. We have identified the following audit sampling tests that may be used on the County's audit:

- Substantive tests of details of balance sheet accounts
- Tests of controls
- Tests of compliance with laws and regulations

After reviewing and evaluating the County's internal controls, we will decide on the internal control procedures we intend to test. We will set the expected error rate, audit risk and tolerable error rate parameters to determine the sample size we will generate. We may perform these procedures in the following areas:

- Cash receipts
- Cash disbursements
- Payroll
- Journal entries

We also plan to use audit sampling to perform substantive tests of certain balance sheet accounts, including accounts receivable and recorded vouchers payable. Our firm has customized statistical sampling tools that are in full compliance with all professional standards.

We expect to use the following sample ranges. However, these may increase or decrease based on the results of our understanding of the County's internal controls:

TESTS OF CONTROLS	SAMPLE RANGES
<b>Cash disbursements/expenditures</b>	25–60 documents
<b>Payroll</b>	25–60 documents

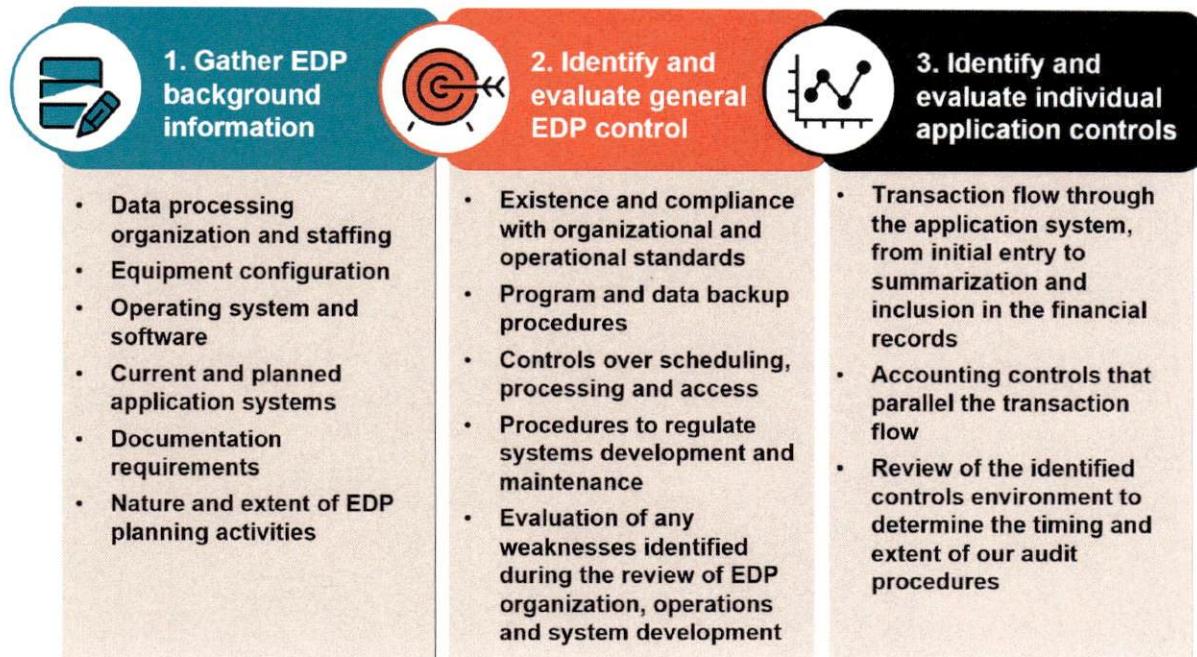
### Using electronic data processing (EDP) software

Our approach to computer auditing encompasses two distinct activities: the systematic review and computer-assisted audit procedures.

**Systematic review:** Our first activity represents the basis for our evaluation of the County's internal controls in a computer environment. Our understanding of your EDP organization and systems can assist your management in evaluating the effectiveness and efficiency of program operations.

## APPROACH TO THE AUDIT

Audit work activities associated with the systematic review include:



### SYSTEMATIC REVIEW APPROACH AND ACTIVITIES

Our methodical approach to computer auditing enables the County's audit team to identify information regarding the strengths and weaknesses of your systems. We will use this information to design your audit program.

**Computer-assisted audit procedures:** Our second activity included in our computer audit approach permits us to use the information gathered during the County's system review to enhance your audit procedures.

### Performing analytical procedures

Analytical procedures we perform for the County may range from simple comparisons to complex models involving many relationships and elements of data.

Generally accepted auditing standards require analytical procedures in all audits of financial statements. Our analytical procedures are performed at three points during the audit process — during planning as a tool to assess risk, during fieldwork as a substantive test of account balances and transactions, and during the final review of the financial statements to evaluate overall financial presentation and disclosure.

**Planning:** Analytical procedures are performed during our planning process to help us determine where we may need to focus additional attention.

**Fieldwork:** Analytical procedures are performed as a substantive test using the County's trial balance and budget report before audit entries. In-charge auditors review current-year information and compare it to prior-year actual amounts, the current budget and other expected results. Variances to our expectations — figures that exceed a predetermined threshold level, both from a percentage and dollar amount perspective — are highlighted for further investigation. This investigation includes reviewing detailed transactions, vouching a sample of transactions, discussing questions with management and using validation techniques. We document explanations of variances in our file and use the results to determine the extent of any additional audit testing.

**Final review:** The final analytical review takes place after all audit entries are posted during the preparation of the financial statements. Variances in financial statement line items are analyzed to evaluate the consistency of financial statement presentation and disclosures.

### Understanding the County's internal controls

Our audit process stresses the importance of evaluating internal controls, especially under the risk assessment standards. We will perform a thorough evaluation of the County's internal controls' effectiveness to inform risk assessments and design a risk-based audit plan.

During preliminary work, we will update our understanding of your internal controls and evaluate and test internal controls over your significant accounting and reporting systems. These evaluations will enable us to determine how much reliance we can place upon the systems for audit purposes and gauge the amount of systems testing and account verification work required.

In addition, we will discuss all significant suggestions, questions or other comments resulting from these evaluations with appropriate County personnel.

Once we have evaluated the internal controls, we will test the flow of data through your systems to determine whether the data follows the prescribed procedures and controls. We will also examine the degree of clerical accuracy achieved in recording and summarizing the data.

### Determining laws and regulations subject to audit test work

Since the County is required to have a single audit, the audit scope regarding compliance with laws and regulations will be substantially broader than a standard audit conducted according to Generally Accepted Auditing Standards (GAAS).

#### Sharing our compliance testing approach

OMB Uniform Guidance requires that we test for compliance with laws and regulations that could have a material effect on the allowability of program expenditures. Therefore, we will test financial transactions as well as specific program requirements.

- **Significant personnel costs:** After determining which federal and state programs are major, we will develop the approach to test a specific program. We know certain programs incur administrative costs, consisting primarily of salaries, wages and fringe benefits. We will randomly select a representative sample of payroll costs to test for these programs. Our sample will be derived from the personnel assigned to that particular program.
- **Costs from outside sources:** Other programs, however, do not have substantial personnel costs. Those programs involve purchasing goods or services from outside sources, including vendors and not-for-profit agencies. Our approach to these types of programs would be to select a representative sample of charges to the program from the County's transaction history reports.
- **Combined procedures:** For programs that involve both significant personnel costs and costs from outside sources, our approach combines the procedures identified above.

Because we also test for compliance with administrative laws and regulations, we will test representative samples from each major program. Most of our testing will involve the eligibility of persons assisted by that program. We will select case files to review from the County's records of clients served during the period.

## APPROACH TO THE AUDIT

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The OMB's Compliance Supplement identifies 12 significant audit areas that may apply to each federal award, subject to the six-requirement mandate. We will develop our own work programs tailored for the County.

### **Conducting the audit according to GAAS requirements**

Our dedicated team is immersed in the public sector and brings substantial knowledge of laws and regulations dealing with government accounting, budgeting, financing and reporting to the County's engagement. Based on this knowledge, we have developed our own audit work program which we will use in your audit. This work program covers such areas as:

- Authorization of depositories and types of allowable investments
- Arbitrage compliance and rebate requirements
- Budgeting procedures and reporting requirements
- Restrictions on expenditures and matching requirements
- Taxing and debt limits

In addition, we will obtain information from the County's management on other significant laws and regulations that could materially affect the basic financial statements in the event of noncompliance.

### **Conducting the audit according to single audit requirements and Government Accountability Office (GAO) standards**

These standards require that we perform additional tests to provide reasonable assurance that federal and state award programs comply with laws and regulations governing those programs. We will test all major federal programs, as well as non-major program transactions selected for other audit purposes.

We will use the following documents as guidance in determining the laws and regulations applicable to the County's federal award programs:

- Single Audit Act Amendments of 1996
- GAO Government Auditing Standards
- OMB Compliance Supplement
- OMB Uniform Guidance for Federal Awards
- Code of Federal Regulations
- Assistance Listings (formerly Catalog of Federal Domestic Assistance)

Most of the significant laws and regulations that affect the County's single audit programs can be found in the OMB's Compliance Supplement.

For any major federal program not listed in the Compliance Supplement, we will determine the significant compliance requirements by reading the applicable statutes, grant agreements and policy manuals. We will also contact federal and state agencies for technical assistance if necessary.

### **Drawing audit samples for purposes of tests of compliance**

Our testing of compliance and internal controls over compliance will follow the requirements of the American Institute of Certified Public Accountants (AICPA) sampling guidance. Each major program tested during the single audit will have samples pulled for each applicable compliance requirement. The sample sizes will depend on the number of transactions in the population.

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# Fee proposal

## Sharing our transparent fee estimate

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving the County's objectives.

**Please refer to Attachment D on the following page for our fee quote.**

### No unnecessary charges

You won't see add-on charges for routine calls, emails or quick consultations. They're included in our fees because we're here to earn your trust. If your need is out of scope, we'll never perform additional work unless you give us the go-ahead. Our final billing will always be based on the value we deliver to you.

### Key assumptions

We based our fee estimate on your needs. If any of the assumptions below change, we'll share any new requirements, budgetary considerations and options.

- Adequate support, preparedness, cooperation and feedback from management
- Fees based on current standards
- No major changes in scope or organizational structure, including mergers or expansions
- Organized books and records
- Single audit fee assumes one major program

ATTACHMENT D

TOTAL ALL INCLUSIVE MAXIMUM PRICE (all amounts in U.S. Dollars)

	Fiscal Years			
	2025	2026	2027	Notes and assumptions
Effingham County See note 1	<u>\$71,000</u>	<u>\$73,800</u>	<u>\$76,700</u>	1 - Includes CYEFR, Comptroller's AFR and the single audit (testing of one major program)
Circuit Clerk	<u>\$11,000</u>	<u>\$11,400</u>	<u>\$11,900</u>	2 - While we have done this work at other governments, based on our discussions with you this does not appear to be part of the scope of work. Should this be needed in the future, our fee would be around \$6,000.
Central III Public Transit See note 2				3 - Per our discussion, the Budget is not in scope.
Effingham Co. Budget Technology fee (5%)	<u>See note 3</u>			4 - Baker Tilly charges a technology fee on top of our standard fees to cover the additional costs associated with maintaining the technology infrastructure needed to deliver our services. The technology fee includes expenses for specialized software and tools, cybersecurity measures, data storage and backup, IT support and automation tools. This fee ensures our firm can provide a high level of service, security and operational efficiency.
TOTAL (annual)	<u>\$86,100</u>	<u>\$89,460</u>	<u>\$93,030</u>	

Additional Suggested Reports or services not currently provided in annual financial reports and audits:

Description	2025	2026	2027
N/A	—	—	—
—	—	—	—
—	—	—	—
—	—	—	—

FIRM SUBMITTING QUOTE Baker Tilly US, LLP

Jason Coyle

Signature of Authorized Representative

Principal

Title

Jason Coyle

August 7, 2025

Name of Authorized Representative

Date

# Firm overview

## Guiding you with our resources

### Baker Tilly at a glance

At Baker Tilly, we bring a legacy and commitment to helping our clients embrace what's next.

With more than 11,000 professionals from coast to coast, our resources fuel our ability to offer clients deep industry insights, bold thinking and holistic solutions. Our ranking as the sixth-largest advisory CPA firm\* means we're actively shaping the industry landscape across markets.



**6th-**  
largest U.S.  
accounting firm



**11,000+**  
team members,  
1,000+ principals



**100+**  
years in  
business



**~3,400**  
Certified Public  
Accountants



**\$3B+**  
firm revenue  
in FY2025



**100+**  
worldwide office  
locations



**300+**  
workplace and  
culture awards

### GIVING YOU THE TOOLS YOU NEED TO NAVIGATE THE FUTURE

*Baker Tilly will successfully guide the County through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, tax and assurance firms in the United States.*

**Today, nearly 350 Baker Tilly professionals — including more than 30 principals — focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like the County.**

What does our size mean for you? It's about having a powerhouse team of passionate professionals unafraid to roll up their sleeves and provide hands-on support for the County. It's about team members brimming with thoughtful ideas, backed by the scale of a firm genuinely dedicated to your success.

When you choose Baker Tilly, you're not just choosing a leading advisory, tax and assurance firm. You're choosing a skilled navigator for the road ahead.

### Bringing greater value, relationships and resources to our clients: Baker Tilly and Moss Adams are joining forces

On April 21, 2025, Baker Tilly and Moss Adams announced a planned combination that redefines advisory and accounting services for our clients. The merger, which makes Baker Tilly the sixth-largest\* advisory CPA firm in the United States, brings deeper industry specialization, broader geographic reach and expanded capabilities to the County.

As of June 3, 2025, our unified firm operates under the Baker Tilly name, forming a leading firm positioned to help the middle market navigate an increasingly complex environment. Our combination multiplies the value we can deliver through a shared people-first culture, client-centric service model and

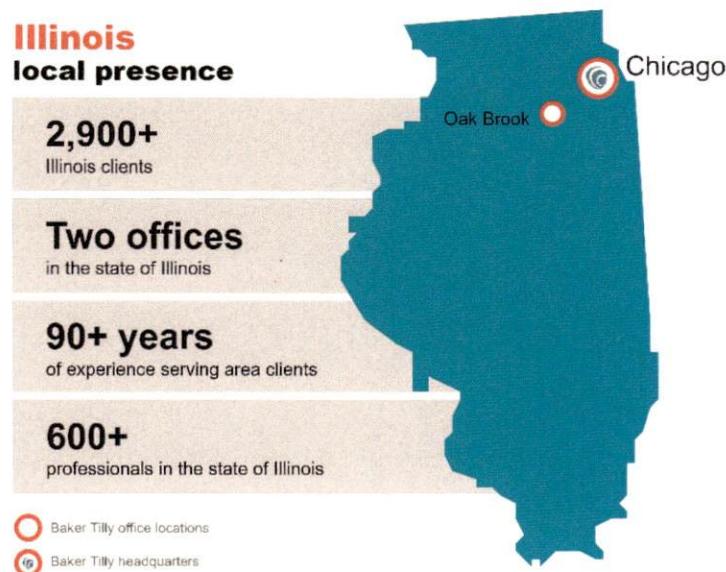


steadfast commitment to quality.

### Investing our resources in Illinois

Illinois has one of the most diversified economies in the world. It's a center for education, culture and innovation. It's also home — Baker Tilly's national headquarters is here, and it's one of our largest offices in the United States.

Baker Tilly has more than 600 professionals across two Illinois locations are here for you. For the County, that means exceptional service from a local team passionate about protecting and enhancing your value, with the ability to draw on our firm's broad national resources as your goals or needs evolve.



#### SUPPORTING THE COUNTY HERE IN ILLINOIS

*When the County wants a team with an in-depth understanding of economic conditions, knowledge of regional and state regulations and local assistance, you won't have to go far.*



## Appendix: Resumes

## Jason K. Coyle, CPA

*Jason Coyle, principal with Baker Tilly, has been in the accounting industry since 1997.*



### Baker Tilly US, LLP

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[bakertilly.com](http://bakertilly.com)

### Education

Bachelor of Science in  
accountancy  
University of Illinois

Jason is the team leader of the public sector practice in Illinois. He specializes in providing financial and compliance audits, as well as accounting services. Jason has extensive experience with municipalities, counties, special districts, pension systems and school districts.

### Specific experience

- Principal-in-charge of financial and compliance related audit engagements for local governmental entities
- Routinely assists local governments with the implementation of new accounting standards issued by the Governmental Accounting Standards Board
- Reviews and provides guidance for Annual Comprehensive Financial Reports, which have been awarded a "Certificate of Achievement for Excellence" in Financial Reporting
- Performs internal control reviews of municipalities and school districts, providing recommendations on policies and procedures to strengthen internal controls
- Provides Tax Incremental Financing compliance audits
- Principal-in-charge of single audits in accordance with OMB Uniform Guidance Guidelines
- Presents annual audit and financial results to various client boards
- Leads operations reviews designed to improve the efficiency and effectiveness of business and finance operations
- Member of the Special Review Committee of the GFOA which reviews financial statements submitted to the Annual Comprehensive Financial Report program
- Licensed CPA in Illinois

### Industry involvement

- American Institute of Certified Public Accountants (AICPA)
- Government Finance Officers Association (GFOA)
  - Special review executive committee
- Illinois Governmental Finance Officers Association (IGFOA)
  - Technical accounting review committee
- Illinois CPA Society (ICPAS)
  - Governmental Executive Committee, chair
- Speaks at industry conferences

# Michael E. Malatt, CPA

*Michael Malatt, principal with Baker Tilly, has been in the accounting industry since 2007.*



## Baker Tilly US, LLP

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## Education

Master of Science in accountancy  
Bachelor of Business  
Administration in accountancy  
University of Notre Dame

Michael is a principal in the public sector practice group, specializing in accounting and audit services for state and local governmental entities, including municipalities, counties and school districts.

## Specific experience

- Principal-in-charge of financial and compliance related audit engagements for state and local governmental agencies, including single audits in accordance with OMB Uniform Guidance Guidelines
- Reviews and provides guidance for Annual Comprehensive Financial Report, which have been awarded Certificates of Excellence in Financial Reporting from the Government Finance Officers Association and Association of School Business Officials
- Provides strategic planning and implementation services for government units implementing Governmental Accounting Standards Board (GASB) pronouncements
- Leads operations reviews designed to improve the efficiency and effectiveness of business and finance operations
- Performs internal control reviews of municipalities and school districts, providing recommendations on policies and procedures to strengthen internal controls
- Provides Tax Increment Financing compliance audits
- Presents annual audit and financial results to governing bodies
- Licensed CPA in Illinois

## Industry involvement

- American Institute of Certified Public Accountants
- Illinois Governmental Finance Officers Association
  - Professional Education Committee
- Government Finance Officers Association
  - Special Review Committee
- Illinois CPA Society
  - Recipient of 2009 Illinois CPA Society Excel Award
- Regularly speaks at industry conferences

SENIOR AUDIT SUPERVISOR



## Cynthia Park

*Cynthia Park, senior audit supervisor with Baker Tilly, has been with the firm since 2011.*



**Baker Tilly US, LLP**

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[bakertilly.com](http://bakertilly.com)

### Education

Bachelor of Science in accountancy  
Bachelor of Science in economics  
Marquette University  
(Milwaukee, Wisconsin)

Cynthia is a member of the Illinois public sector group, specializing in audit services for governmental clients including counties, municipalities and school districts.

### Specific experience

- Provides audit services for municipalities, counties, school districts and other governmental entities
- Performs internal control testing following risk assessment standards
- Performs single audits of federal awards in accordance with OMB Uniform Guidance
- Performs internal control testing following risk assessment standards
- Compiles work papers necessary to execute audits
- Experience with complex bank reconciliation issues
- Coordinates and leads firmwide single audit training
- Coordinates and leads firmwide public sector training
- Local coordinator for the firm's Diversity, Inclusion, Belonging and Societal Impact strategy
- Member of the Baker Tilly Public Sector Single Audit Mini-Cabinet
- Member of the Baker Tilly Single Audit Optimization Committee

### Industry involvement

- Illinois Governmental Finance Officers Association (IGFOA)

SENIOR ASSOCIATE



## Sebastian Dabrowski

*Sebastian Dabrowski is a senior audit supervisor with Baker Tilly's public sector practice.*



### Baker Tilly US, LLP

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[bakertilly.com](http://bakertilly.com)

### Education

Master of Accounting Science  
Bachelor of Science in accounting  
Bachelor of Science in finance  
University of Illinois at Urbana  
Champaign

Sebastian specializes in audit services for governmental clients, including municipalities, counties and school districts.

### Specific experience

- Performs audit services for municipalities, school districts and other governmental entities
- Prepares annual comprehensive financial report
- Performs internal control testing following risk assessment standards
- Performs and reviews single audits of federal awards in accordance with OMB Uniform Guidance
- Compiles work papers necessary to execute audits
- Assists entities with implementation of new GASB standards
- Uses data extraction software to perform audit procedures, including procedures directed towards fraud detection

### Industry involvement

- Illinois Governmental Finance Officers Association (IGFOA)