

August 16, 2022

**EMPOWER
YOUR
PURPOSE**

PROFESSIONAL SERVICES PROPOSAL FOR **Leelanau County**

Submitted by:

Elizabeth Williams, SHRM-SCP, SPHR, Principal
elizabeth.williams@rehmann.com

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August 16, 2022

Mr. Chet Janik
County Administrator
Leelanau County
8527 E Government Center Dr.
Suttons Bay, MI 49682

Dear Mr. Janik:

Rehmann Robson LLC ("Rehmann") greatly appreciates the opportunity to propose human resource solutions to Leelanau County ("the County"). Your requests will be recognized and resolved as we leverage our extensive industry and technical experience.

Based on your request for proposal, we have gained valuable knowledge of the issues impacting your County. You will find the attached proposal focuses on the specific needs you identified.

Our proposal will also demonstrate why you should choose Rehmann for your human resources needs. Our forward-thinking approach to service means you will consistently be provided with a cross-functional team to meet the County's goals and objectives. In addition, when you partner with Rehmann, here's what to expect:

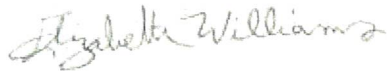
- A solid reputation in the industry
- Access to a broad range of professional services
- A collaborative relationship
- An emphasis on communication

We look forward to hearing from you regarding your decision. In the meantime, please contact us with any questions you may have.

Thank you for considering Rehmann.

Sincerely,

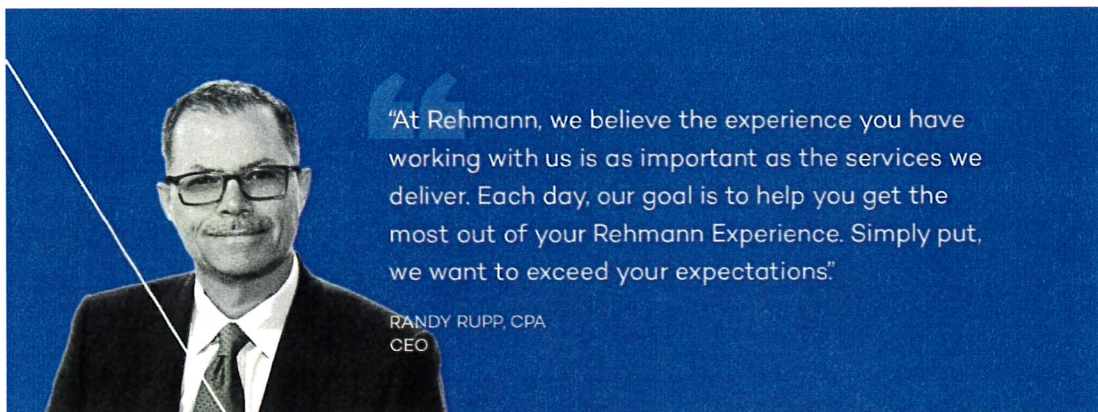
Rehmann Robson LLC



Elizabeth Williams, SHRM-SCP, SPHR
Principal

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WHY PARTNER WITH REHMANN?

Founded in 1941 as a single accounting firm, Rehmann has evolved into a fully integrated financial services and advisory firm that provides accounting and assurance, comprehensive technology, accounting and human resource solutions, specialized consulting and wealth management services. Our goal is to meet the demands of today's businesses by offering a greater scope of resources and experience, all while employing a forward-thinking service model that guarantees complete client satisfaction and confidence.

ACCESS TO A BROAD RANGE OF PROFESSIONAL SERVICES

In addition to the services outlined in this proposal, Rehmann advisors will help guide, support and assist you with all other aspects of your organization. It is our firm's vision to provide insights and solutions that maximize the potential of our clients. By actively listening to the County and gaining a full understanding of your needs, our team will be able to successfully reach your goals and help your organization reach its full potential.

See the *Our Solutions* section for more information as to how we will accomplish the work described in your request. In addition, please refer to the *Rehmann Overview* section for more detailed information on other services we can provide.

GOVERNMENTAL INDUSTRY EXPERIENCE

Rehmann has a cross-functional team of professionals with extensive governmental industry experience. This unique group is dedicated specifically to serving clients in the public sector on a year-round basis and includes 75+ full-time professionals skilled in assurance services and accounting solutions for governmental entities. Other departments within our firm also work with public sector clients providing technology and human resource solutions.

WE SERVE

1,000 PUBLIC SECTOR
ENTITIES FIRM-WIDE



170.4 MILLION

Total revenue
in 2021



850+

Number of
associates



OFFICES

Located throughout
Michigan, Ohio and Florida

Rehmann

OUR SOLUTIONS

Rehmann's vision is to bring a bold new level of confidence by providing insights and solutions that maximize the potential of clients like you. By understanding what's important to the County, our team will deliver services in an efficient manner and advise you proactively, not reactively, so that your County can achieve and maintain its desired goals. We are committed to exceeding your expectations.

HUMAN RESOURCES AND COMPENSATION STUDY EXPERIENCE

The Rehmann team has extensive experience in Human Resources with several of the members assigned to this team, individually, having more than 30 years of experience working in the field. The team that has been assembled for this project is comprised of individuals who have experience with compensation studies with Rehmann or throughout their career. In addition to Human Resources and Compensation Study experience we bring extensive public sector experience not just as a consultant but as public servant.

COMPENSATION STUDY

Objectives

Overall, we plan to evaluate your County's current compensation plan structure and recommend updates to the job classification and total compensation system based on a market analysis and internal comparisons.

Regarding the project objectives, it will be our intent to provide the information necessary so you may evaluate employee wages against benchmark comparisons based on current information. The resulting compensation report will enhance the organization's ability to recruit, retain, and motivate quality employees. To accomplish this, we will:

- Ensure there's a solid understanding of the specific duties and responsibilities of each position included in the study, based on the Counties job descriptions provided.
- Establish a competitive labor market and conduct a market survey of wages.
- Present wages, in a comprehensive and useful manner.
- Evaluate any individual's jobs for pay grade reclassification when needed based on the market results.
- Provide recommended specifications for implementing any suggested changes.
- Develop or revise a paygrade classification tool for use in implementing future salary increases.

In summary, it will be our intention to gather extensive market data, summarize this data in a meaningful way and use the results to develop recommendations for updating the compensation plan for Leelanau County, Michigan.

Our Approach

Our approach for achieving the objectives will incorporate several important overall rationales. Specifically:

- **Client-consultant communications will be a paramount consideration.** We will work closely with you to assure concurrence on the conduct, and the progress of the engagement, as it relates to thoroughness, scope and applicability.
- **Participation will be emphasized, thus assuring those positional duties are clearly understood and opportunity for input is provided.** To accomplish this, we may interview employees, leadership and any others to clarify roles in positions that require particular attention.

Project Work Plan

We will structure the project into the following specific phases:

Phase 1: Collect and Review Client Data

Meet and Refine the Work Plan

It will be our intention to work closely with Leelanau County to develop the classification and compensation system customized to your organization. Related, as a first step in the study process, we will meet with your selected representative(s) to:

- Further define, and logistically plan, our approach and work schedule
- Determine an approach for ongoing feedback
- Understand the organization's compensation philosophy
- Understand if there are critical key areas that must be reviewed first

Additional meetings will be scheduled at key junctures of the study process. These meetings will provide an opportunity to update status, share preliminary findings and solicit the input needed to guide the study.

Collect and Review Compensation-Related Documentation

Additionally, at project inception, we will collect and review relevant compensation information from the county, including existing job descriptions, incumbent census data, compensation-related personnel policies, the existing pay grade structures, copies of any union bargaining agreements/collective bargaining agreements, and all other information that will provide us with an understanding of classification and compensation issues as well as comparative compensation.

Review Job Descriptions

Your existing job descriptions will provide our consultants with a good overview of job duties and reporting relationships. Reviewing the job descriptions, we will focus on:

- Obtaining a broader definition of duties and responsibilities for all positions for purposes of market survey and possibly evaluating grade positioning.
- Should job descriptions need to be updated. A job analysis questionnaire will be sent to employees, verified by supervisors and revised accordingly.
- Clearly defining key duties, certifications, educational and experience factors, and any other unique variables, to be used to compare the positions to the labor market.

Phase 2: Gather, Organize and Analyze Survey Data

Gather Survey Data

Survey data will be collected from compensation survey reports acquired in cooperation with the County, as well as our subscription-based services, PayScale and Pay Factors to provide a thorough and comprehensive base of data for comparison.

Compensation information from other public entities may be acquired under the Freedom of Information Act if necessary and will be limited to no more than 5 comparables.

Develop Compensation Matrix

In addition to wages, we will build a matrix for gathering other relevant compensation data, such as:

- Wage components not reflected in base wages.

- Deeper review of any hard to fill positions.

Apply Survey Results and Establish Pay Ranges

Upon reviewing survey results and comparisons, we will compile the data and make recommended pay ranges. There will be more considerations than simple updates. There is a synergistic connection between the pay ranges including a particular percentile between each pay grade. In this situation, any changes to pay ranges must consider the overall impact. This and other related issues will be a subject of discussion before a recommend approach is finally developed.

Position Current Payrates within New Pay Ranges

The market data may identify some jobs and individuals that need adjustment. We will identify any such jobs and discuss our findings with the County. Suggestions may be made for pay changes and/or pay range levels. In formulating these recommendations, it will be important not to suggest changes that threaten the integrity of the overall pay grade structure.

- Application of delta/gap findings based on the County's compensation philosophy in comparison to benchmark data
- Include any bonus or incentive compensation benchmarking data compared to client bonus data, as applicable by role
- Review the County policies for recommended policy changes, identify resources to complete the changes, and develop guides to complete reclassification changes

Develop Job Evaluation System

Develop a position evaluation system that responds to ongoing requests for position changes. This system will consist of all of the necessary tools to make classification changes as future positions are added. This Evaluation system will include assessment instruments, scoring tables, evaluation forms, etc. and conform to the following:

- All legal requirements.
- Efficient for management to administer, maintain, and defend.
- Effectively and efficiently responds to organizational change.
- Support internal/external equity.
- Supports the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.
- Provide an objective system for new positions to be incorporated; appropriate market adjustments to maintain the salary and benefit plan's competitiveness.
- Provide a classification system in electronic medium. Maintenance should include annual activities, as well as the process that Human Resources would use in the review of the classification of individual jobs, as needed.
- Rehmann will conduct this "point factor analysis" for each position.

We will compare similar positions in terms of scope and responsibility and identify job families with common organizational characteristics. Rehmann will then confirm and/or recommend changes to hierarchical order of jobs using the new evaluation system. Rehmann will utilize the following nine-point factor analysis:

- Factor 1 - Education/Skill
- Factor 2 - Supervisory Controls
- Factor 3 - Guidelines

- Factor 4 - Complexity
- Factor 5 - Scope and Effect
- Factor 6 - Personal Contacts
- Factor 7 - Purpose of Contacts
- Factor 8 - Physical Demands
- Factor 9 - Work Environment

This process also includes the review, revision or creation of related policies as necessary.

Phase 3: Develop and Present Final Report

At the conclusion of Phase 2, we will develop a comprehensive final written report and survey tool and present findings and overall project methodology. This will include:

- A written summation of all project methodologies.
- All summary results via the survey tool.
- A clear presentation of all comparison data for wage policies.
- Review of final report and survey tool delivery presentation to client
- Attend a meeting to present findings with the County Staff and an additional meeting to the County Commission.

Key Assumptions, Dependencies and Risks

Assumptions

- The project will consider/include 35-40 classifications based on the current the County positions document.
- Information will be provided by County.
- The grouping of salary ranges will be delineated by similar skills, knowledge and abilities (SKA) against the established the County tiers.
- Percentiles and median will serve as reference points for the analysis.

Dependencies

- Timely completion of any required job descriptions, access to comparables and the provision of current salary structure is requisite to completing an analysis of salary levels.
- Provision of an accurate organizational chart is requisite to completing an analysis of salary levels.
- County agrees to assist Rehmann by providing any compensation survey or research that they have access to.

Deliverables

- Point factor results, market comparables report, along with supporting documentation demonstrating decision points for recommended conclusions.
- Written and oral presentations to the County, as necessary, during the course of the study and preparation of the final report.

Timeline of Project Completion

Our initial estimated schedule of milestone dates and key tasks for implementation of the proposed plan is as follows:

DESCRIPTION	WEEKS
Results and analysis of data gathering phase	1-2 weeks
Draft of preliminary findings and recommendations	9 weeks
Detailed final report	3 weeks

EMPHASIS ON COMMUNICATION

Rehmann will initiate conversations with the County throughout the process to keep well-informed of business developments, so our team can offer proactive solutions and truly serve as a strategic business partner.

Internally, Rehmann will emphasize communication within and across functional service areas and between offices. This approach effectively leverages the knowledge and experience throughout the firm to provide the best solutions for your county.

PROFESSIONAL STANDARD

We will perform our services in accordance with the Statement on Standards for Consulting Services issued by the American Institute of Certified Public Accountants ("AICPA"). Such services do not constitute an audit, review, or any other attestation service as those services are defined in AICPA literature applicable to such engagements.

The County assumes all management responsibilities; making all management decisions and performing all management functions; and for designating an individual with suitable skills, knowledge, and experience to oversee our consulting services outlined above. As part of this engagement, we do not perform management functions, make management decisions, or act or appear to act in a capacity equivalent to that of an employee.

YOUR INVESTMENT

Based on our understanding of the County needs, we estimate the hours and related fees for this compensation study and assessment tool as follows:

SERVICES	FEES
Phase I - Collect and Review Client Data	\$ 4,300
Phase II - Gather, Organize and Analyze Survey Data	12,600
Phase III - Develop and Present Final Report	3,500

Hours will be billed and invoiced monthly, based actual hours incurred, up to a maximum of \$20,400.

This assumes the scope of the compensation project does not change. All services dedicated to your organization, will be performed offsite with visits onsite as deemed necessary.

OUT OF POCKET EXPENSES

Fees for travel, lodging and mileage will be submitted upon pre-approval for any overnight stay required. Our special travel rates are \$60 per hour.

TRANSPARENT BILLING

All invoices received by the County will be detailed to ensure you have a clear understanding of the services being billed – if there’s anything left to question, our team will be there to address it.

If it is determined that services are required beyond the scope of the proposed engagement, we will discuss this with the County prior to beginning any work in order to ensure agreement on scope and fees, which will be determined based on the amount of professional time and the level of personnel required to complete the project.

EFFECTIVE USE OF TECHNOLOGY

Technology continues to evolve rapidly, allowing Rehmann to enhance our client experience. Many of our clients embrace a remote engagement approach and find it to be the most efficient and effective process for all involved. Whether the County desires to work in-person or remotely with our team, rest assured that Rehmann has the capability to seamlessly meet your needs no matter what is happening in the world. Our enhanced technology is convenient for clients. Rehmann’s electronic document request list allows for safe, efficient information transfer.

- Collaborative communication – associates use secure tools for video conferencing, presentations and phone calls
- Work from anywhere, anytime tools – a Virtual Private Network (VPN) enables Rehmann associates to access network data remotely, in a completely protected way
- Investment in backup technology to allow for consistent, reliable performance and availability

YOUR REHMANN TEAM

The core service team for the County will include individuals with extensive industry and technical knowledge. These individuals not only have the experience providing the services outlined in this proposal, but they also represent senior management of our firm. Our service philosophy guarantees significant involvement of our executives as part of each client relationship.

REHMANN CLIENT SERVICE PHILOSOPHY

One Team. One Focus. Your Success – Your Rehmann team will have the optimal combination of skills and experience to support your success. Your primary business advisor, principal **Elizabeth Williams, SPHR, SHRM-SCP**, will:

- Continually customize a cross-functional team tailored to your current needs that can help meet the County's goals and objectives for the future.
- Ensure we are meeting and exceeding your needs by identifying and bringing to your attention value added business solutions.
- Provide access to additional resources available within our firm and through our industry networks.

"With Rehmann's client service philosophy nothing is more important than a timely response to your questions and concerns. We will not keep you waiting."

In addition, various Rehmann professionals will be directly involved in the relationship and project, working together with each other and the County to achieve optimum efficiency. These professionals will be actively involved, listen to your needs and respond with suggestions.

All of the personnel assigned to your engagement have substantial experience providing consulting services to organizations like yours. Their qualifications mean the transition to our firm would proceed very smoothly, with minimal disruptions to your operations.

Throughout the year you can also expect an objective Rehmann advisor to serve as the County's client ambassador. Your client ambassador will ask for feedback on the quality of our service and about your experience as a Rehmann client to ensure we are doing all that we can to exceed your expectations.

The Rehmann client service delivery model ensures you will have direct access to all members of your Rehmann team.

Biographical resumes of each of the key team members are included on the following pages.



ELIZABETH WILLIAMS, SHRM-SCP, SPHR

PRINCIPAL
Human Resource Solutions

 248.458.7924

 elizabeth.williams@rehmann.com

 **Adrian College**
Bachelor of Arts



My primary focus is to provide a customized, collaborative experience for my clients. We create a solid foundation of support by building a strong HR infrastructure, so clients can focus on their key business initiatives.

CURRENT ROLE

As a strategist and thought leader, Elizabeth collaborates with Rehmann leaders, drives the growth of the HR solutions practice, leads Rehmann's team of consultants and impacts her client organizations through progressive human capital strategies.

Elizabeth is based in Rehmann's Troy office, with a presence in the Grand Rapids location as well.

SERVICE AREAS

- Human resource consulting and outsourcing
- Leadership coaching and training
- Strategic planning

EXPERIENCE

Prior to joining Rehmann, Elizabeth led the corporate HR strategy within a private equity firm in the defense contract space, harmonizing HR processes in their portfolio of companies across the US, while conducting due diligence for new acquisitions to integrate into the corporation.

With more than 20 years of experience, her breadth and depth of experience span the full scope of human resources management, including training and organizational development, recruitment, union labor relations, benefits and compensation plan designs, company culture change and employee engagement, investigative behavioral analysis, executive coaching, as well as due diligence with mergers and acquisitions on both sides of the process.

Elizabeth has held HR leadership roles in privately held, publicly traded and private equity firms, and also has global HR experience. Her prior years of consulting include advising family-owned businesses and work in many industries, such as insurance agencies, medical offices, aerospace, public relations, news and media, mortgage and professional services firms and many manufacturing environments.

A CLOSER LOOK

- Elizabeth serves as the 2022 president on the Board of Directors for Greater Ann Arbor SHRM.
- Elizabeth is a speaker and panelist on a wide variety of HR topics and has written several leadership training workshops.



KERREEN CONLEY

SENIOR MANAGER
Human Resource Solutions

 734.302.4118

 kerreen.conley@rehmann.com

 **Central Michigan University**
BS, business administration

Eastern Michigan University
Master of Human Resources and
Organization Development
Master of Business Administration

“We take pride in developing strong relationships with clients based on trust and transparency. We deliver quality service by listening to their needs and exceeding their expectations.”

CURRENT ROLE

Kerreen is people-focused, providing leadership, management and strategic input on broad HR initiatives which cultivate positive and results-driven work cultures.

Kerreen helps to ensure that Rehmann's valued clients have operational controls, administrative and reporting procedures, and people systems in place to effectively meet business needs of a wide range of industries. Her passion for fostering strong employee relations and aligning corporate strategies positions Rehmann's clients for success.

Kerreen is also a part of Rehmann's Public Sector Workgroup, sharing her public sector knowledge with other Rehmann associates.

SERVICE AREAS

- Human resource consulting and outsourcing
- Client relations
- Employee and labor relations
- Employee engagement and development
- Policy administration and compliance
- Performance management
- Process improvement
- Executive recruiting

EXPERIENCE

Prior to joining Rehmann Kerreen served as the Head of Human Resources with experience in executive recruiting, performance management, benefit administration, employee engagement and the negotiation of employee and labor agreements. With more than 25 years in employee and labor relations, Kerreen also has experience investigating and resolving complex employee and labor relation issues.

She has successfully led organizational change efforts in complex organizations resulting in increased employee productivity, operational efficiency, award winning compliance and increased customer satisfaction.

A CLOSER LOOK

- Dedicated to her own and others continuing education, Kerreen has presented at both local and national conferences on “Re-Defining Roles, Re-Engaging Employees and Reducing Cost”, and “How to Get a Seat at the Table”.
- Kerreen is certified in and has trained other executives in Ken Blanchard's Situational Leadership (SLII).
- Kerreen is a member of the National Society of Human Resources Management and the Michigan Public Employee Labor Relations Association (MPELRA).



KATIE STEWART, MA, PHR, SHRM-CP

SENIOR MANAGER
Human Resource Solutions

 616.301.6305

 katie.stewart@rehmann.com

 **Chicago School of Professional Psychology**
MA, industrial/organizational psychology

I value getting to know my client's business and understanding their industry, culture and leadership styles, so I'm able to recommend best practices that will fit within their business environment.

CURRENT ROLE

Katie provides her clients with what they need most, whether that is as big as full-service human resource support or as small as offering her knowledge on human resource related inquiries.

Katie serves clients across a wide variety of industries including healthcare, cannabis, manufacturing, professional services, franchisees and food production. Her clients have ranged in size from less than 10 employees to more than 2,000 employees.

SERVICE AREAS

- Human resource consulting and outsourcing
- Client relations
- Employee retention, growth and engagement
- Human resource department structuring
- Compliance
- Leadership coaching and training

EXPERIENCE

Katie joined Rehmann in 2022 after having worked in the human resource consulting industry since 2008. She partnered with small to mid-sized businesses to provide human resource outsourcing, benefits administration, payroll and risk management.

Katie's experience also includes working in unionized environments, successfully supporting clients through immigration audits, assisting with the setup of client's full human resource infrastructure and navigating clients through the ever-changing employment law landscape.

A CLOSER LOOK


- Dedicated to her client's success, Katie holds her Coaching Certificate and is a Certified Labor Relations Leader.
- Katie is an active member of the Human Resources Group of West Michigan (Local SHRM Chapter) and has been invited as a speaker to multiple Michigan and Illinois State SHRM Conferences.




JENNIFER TALWAR, PHR, SHRM-CP

MANAGER

Human Resource Solutions

 248.458.7886

 jennifer.talwar@rehmann.com

 **Oakland University**
BS, human resources development

Wayne State University
MA, employment and labor relations

CURRENT ROLE

Jennifer serves as an advisor to small to mid-sized companies, providing talent management, immigration coordination, safety support, benefits administration, payroll, training and compliance. Her focus on developing a deep understanding of her clients' human resources needs, along with a thorough knowledge of their business model and culture, enables her to recommend policies and procedures customized for their company.

SERVICE AREAS

- Employee relations
- Policy administration and compliance consulting
- Recruiting
- Human resource consulting and outsourcing
- Compensation surveys

EXPERIENCE

Prior to joining Rehmann in 2019, Jennifer was a human resources business partner with QuadWest Associates, LLC, which combined with Rehmann to offer an expanded level of service. Jennifer brings over 20 years of experience in human resources in a broad range of industries, including manufacturing, automotive, health care and the staffing industry.

A CLOSER LOOK

- Clients rely on Jennifer for her in-depth knowledge of employment law and administration and how it may impact their organization's policies and procedures.
- Jennifer maintains her Professional in Human Resources Certification (PHR), demonstrating her knowledge and practical experience in human resource management, in addition to the Society Human Resources Management, Certified Professional (SHRM-CP) certification.
- With experience in both union and non-union settings, Jennifer is knowledgeable about the legal compliance and dispute resolutions issues unique to those environments.
- Jennifer's experience as a corporate HR manager and as a consultant serving a wide variety of clients gives her a well-rounded perspective that enables her to leverage best practices and provide proactive ideas.

“I truly enjoy working with clients to support their goals and develop and enhance their HR practices.”

REFERENCES FOR SIMILAR PROJECTS

We invite you to contact our clients directly and ask about our people, capabilities and service. Below are several engagements that are similar to the County's engagement.

Bonita Bay Community Association, Inc.

3451 Bonita Bay Blvd.
Bonita Springs, FL 34134

Celia Seifert

Director of Community Services
239.495.811

Services Provided: Position Benchmarking, analysis, plan design, strategy and recommendations for program administration, written standards, policies and procedures, based on an employee population and positions of at least 120.

AuSable Valley Community Mental Health

511 Griffin Rd.
West Branch, MI 48661

Diane Pelts

Chief Executive Officer
989.362.8636, Ext. 1248

Services Provided: Position Benchmarking, analysis, plan design, strategy and recommendations for program administration, written standards, policies and procedures, based on an employee population and positions of at least 120.

Southwest Solutions

5716 Michigan Ave.
Detroit, MI 48210

Michelle Sherman

Chief Financial Officer/Chief Operating Officer
313.481.310

Services Provided: Position Benchmarking, analysis, plan design, strategy and recommendations for program administration, written standards, policies and procedures, based on an employee population and positions of at least 120.

Rehmann Overview

OFFICE LOCATIONS

Ann Arbor, MI	734.761.2005
Bonita Springs, FL	239.992.6211
Cheboygan, MI	231.627.3143
Detroit, MI	313.202.7400
Farmington Hills, MI	248.579.1100
Grand Rapids, MI	616.975.4100
Grandville, MI	616.222.9200
Jackson, MI	517.787.6503
Jupiter, FL	561.694.1040
Lansing, MI	517.316.2400
Muskegon, MI	231.739.9441
Saginaw, MI	989.799.9580
Stuart, FL	772.283.7444
Toledo, OH	419.865.8118
Traverse City, MI	231.946.3230
Troy, MI	248.952.5000
Vero Beach, FL	772.234.8484

At Rehmann, we combine our knowledge and experience to resolve the challenges our clients face. We provide forward-thinking solutions and immerse ourselves into our client's business. At the end of the day, we help our clients achieve their goals.

PROFESSIONAL SERVICE LINES

Advisory & Tax and Assurance

- Tax advisory, compliance and preparation
- Specialized tax focus (R&D, SALT, international, cost segregation, M&A, estate & trust)
- Assurance and financial reporting
- Strategic business planning and advisory

Managed Services and Outsourcing Solutions

- Finance and accounting solutions
- Technology solutions (managed security, IT, cloud and networks)
- Human resource solutions

Specialized Consulting

- Corporate investigations and security
- Business valuation
- Turnaround, restructuring and insolvency
- Litigation support

Wealth Management*

- Asset management and financial planning
- Risk analysis and evaluation of insurance coverage
- Planning and analysis for retirement, estate and education savings

Founded in
1941

138 Number of principals
 **850+** Number of associates

 **170.4 million**
Total revenue in 2021

INDUSTRIES SERVED

Rehmann serves a wide range of clients. A full list of industries can be found on rehmann.com.

- Manufacturing
- Healthcare
- Private Equity
- Individuals & Private Households
- Financial Services
- Construction
- Not-for-Profit
- Commercial
- Government
- Education
- Cannabis

HLB INTERNATIONAL

Rehmann is an independent member of HLB, the global advisory and accounting network. Founded in 1969, HLB is a global network of advisory and accounting firms. Their commitment to quality and excellence has been the driving force in helping clients grow across borders, offering audit and assurance, tax and a wide range of advisory services. Learn more at <https://www.hlb.global/>.

*Securities offered through Rehmann Financial Network, LLC, member FINRA/SIPC. Investment advisory services offered through Rehmann Financial, a Registered Investment Advisor.

NEXT STEPS

Thank you for the opportunity to propose services to the County. We are confident Rehmann will meet and exceed your expectations. Please contact us with any questions you may have.

Elizabeth Williams, SHRM-SCP, SPHR | 248.458.7924 | elizabeth.williams@rehmann.com



PEACE OF MIND
FORWARD-THINKING
CONFIDENCE
TRUSTWORTHY
GUIDANCE
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BUSINESS SOLUTIONS
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