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U.S. NATIONAL DEBT AS OF:

September 2025

$37,454,537,246,248

September 2024

$34,887,656,124,071

INSIDE THIS ISSUE:

Our CFO'S:

Todd Rammler
Brian Bach
Lauren Pecoraro
Daniel Beardslee
Sanford Wexler
Dennis Weist
Tom Carbone
Scott Reed
Jim Dostine
Mike Lynn
Rinay Bhownath
Dylan Straka
Vittorio Bonanni

New!

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www.michigancfo.com

A Priest, a Rabbi, and an Accountant Riding a Giant Sturgeon Walk into a Bar…

If You've Ever Been to Indian River, MI, you can't help but notice the giant sturgeon at the main intersection "downtown".

And if you're like me, you immediately think to yourself, *"How can I work that giant sturgeon into our newsletter about accounting?"*

It's enormous, and just begging to be the backdrop for awkward family photos, and somehow worked into a joke. It's a joke that writes itself, really.

No caption necessary. 🙄

The real joke however, is on my poor kids who have to go along with their immature father on these corny photo events that have become a sort of right-of-passage of summer. Last year, we were in Cadillac, MI and had to take a photo next to the KISS monument, where they performed at a high school 50 years ago, and felt the need to memorialize the event with a monument. If you've been around this newsletter for a minute, you might remember that we had KISS come to an event for an Entrepreneurs' Organization (EO) conference in Detroit two years ago. www.rebrand.ly/KISSPhoto

The KISS monument, in Cadillac, MI

Notwithstanding giant sturgeons and eye-rolling family photos, 2025 has been a year of big changes , both professionally & personally.

Our 20th year of Change

May marked the beginning of our **20th year in business**; as one might imagine, a lot has changed. Somethings are the same, but a lot has changed. *What's the same?* Our **mission**, our **passion**, our focus on **driving improvement** with clients.

What has changed? Awareness of what we do (20 years ago, no one had heard of CFO "outsourcing"), some of the people on our team, how we deliver services (in-person, remotely, hybrid), where we deliver services (across the country), and of course, technology. In some ways, 2025 looks a lot different than 2006—see page 2 for proof. 😊

More Change

Personally, 2025 has been a year of big transitions, big changes for me & my family as well. We knew that would be the case going in, but somehow it still sneaks up on you. In May, my oldest son Josh got married, and afterwards, I remember thinking *"Hmm… he's probably never going to live with me again. For real."* He's been living on his own for a few years since college, so I didn't actually think he was going to move back in at some point. But getting married pretty much closes that door. That was a sobering dose of reality.

Josh & Maddie, the newlyweds!

In June, Rachel (my youngest), graduated from High School and last month we dropped her off at **Michigan State University**. So now everyone's out; Josh permanently, and Rachel "part-time", with a 4 year clock ticking loudly in my ear. That's also sobering.

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When we started 2025, I kept thinking, *"It's a busy year, but the changes are a long way off."* And then seemingly suddenly "poof" it's over. Then you sit in this new reality for a bit, trying to process what just happened and how change will affect you. It's easy to say *"We should embrace change!"* but it's obviously much harder to do it. And sometimes, you've simply had enough change. Change is inspiring, but it can also be tiring.

Between the graduation festivities and college drop-off, we went on a couple fun trips. The aforementioned Indian River/Mullet Lake in Northern Michigan was one of them,

Rachel's Grad Party!

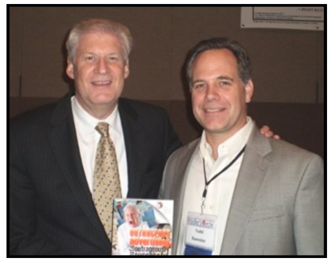
Montauk lighthouse near "The Hamptons"

Todd, at Todd's in NYC!

And NYC and "The Hamptons" to see some friends for the other. Most people know that NYC is a different world; the Hamptons is also a different world, and mostly the opposite of NYC – which is probably why New Yorker's go there. If you've never been, it's worth going; but bring your Platinum AMEX card!

With vacations over, one kid married off, the other off to college, it's time to jump back in the saddle (can you put a saddle on a giant sturgeon?) and embrace the remaining 2025 changes headed our way.

Happy Fall!



Brian & Peter Karmanos; Todd & Marketing Guru Bill Glazer, both circa 2009. Not much has changed at all! 🤣

"It is not necessary to change. Survival is not mandatory."
— W. Edwards Deming

Our Business Development Team!

Rachel Devries

Rachel, a Metro-Detroit native who lives in Berkley, Michigan with her husband. She holds a Bachelor's Degree from the University of Michigan and a Master's Degree from Touro University Nevada. Throughout her career, Rachel has supported children, families, job seekers, and businesses in fostering growth and opportunity.

As a Business Development Specialist at Michigan CFO Associates, she connects CFOs with small-business owners, helping them make stronger financial decisions and achieve long-term success.

Outside of work, Rachel volunteers with Henry Ford's SandCastles grief support program and enjoys staying active in local events.

A passionate communicator, natural connector, and proven leader, Rachel is committed to building meaningful relationships and supporting the growth of others.

Dawn Tylkowski

Dawn built her career in the Retail Division of Huntington National Bank, where she dedicated 27 years to growing the retail branch network and serving in a variety of leadership roles.

She currently serves as Secretary of the Board of Trustees for Michigan Women Forward and is an active member of Detroit Young Professionals and ACG-Detroit. In January 2023, she joined the Board of Directors at Turning Point of Macomb. She is a 2022 graduate of the Consumer Bankers Association Executive Banking School.

With a career rooted in banking leadership and a commitment to nonprofit governance, she thrives at the intersection of business growth and community Impact; empowering both individuals and businesses to reach their fullest potential.

Dawn proudly continues to call Macomb County, home.

Photos From Around Town!

Our team enjoying great conversations and connections at a local mixer!

Our team had the privilege of spending an evening aboard the Ovation yacht, enjoying a river cruise, cocktails, and great conversation!
It was a wonderful opportunity to step outside of our day-to-day routine, strengthen connections, and reflect on the work we're accomplishing together.

Todd Rammler, Lynn Johnson and Rhonda Meyers participated in a panel discussion on Cash Management moderated by Dan Patterson of FMD for Entrepreneurs' Organization's Accelerator group

Five Most Common Issues that Destroy a Small Business

Over the many years of providing CFO services, we've seen a lot of different reasons why small businesses get into trouble. It's not for a lack of effort, small business owners are the hardest working people we've seen, it often has to do with not paying attention to critical areas of their business.

So, we've put together a list of the five most common issues that can put a small business "out of business" and suggestions on where to pay attention:

1. **Poor Cash Flow Control & Management:**
   - Track cash inflow and outflows
   - Manage and collect on accounts receivables
   - Maintain 3-6 month cash cushion
   - Plan for large purchases of inventory and/or equipment
2. **Lack of Sales and/or Profitability:**
   - Establish monthly budgets
   - Determine sales volume needed to break-even
   - Review pricing and track margins
   - Track your sales leads
3. **Weak Financial Management & Recordkeeping:**
   - Ensure accounting is accurate, useful and up-to-date
   - Use the data to track performance and make decisions
   - Financially know exactly where the business stands as you move through the year
   - Plan for tax obligations throughout the year
4. **Owner Dependency:**
   - Have more than one person responsible for sales or operations
   - Develop and train on having processes and systems
   - Share industry knowledge and customer relationships
5. **Failure to Adapt to Market Changes:**
   - Plan ahead for market shifts
   - Anticipate evolving customer needs
   - Watch for innovations in products/technology/services
   - Stay current on industry changes

Managing and running a small business is difficult. The key is to understand the risks and have the systems and people in place to properly handle the important areas of Sales, Operations and Finance. Paying attention to the above areas NOW will ensure the ongoing success of any business.

Happy Anniversary!

18 Years	**Schena Roofing & Sheet Metal** *schenaroofing.com*	**1** Year	**American Photo Marketing** *apmphoto.com*
9 Years	**Concise Computer Consulting** *concise.com*	**1** Year	**Allyon** *allyon.com*
1 Year	**Grosse Pointe Moving & Storage** *grossepointestorage.com*	**1** Year	**Westminster Tool** *westminstertool.com*

Thank you for trusting us with your business.

WELCOME, New Clients!

ASL STONE

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MICHIGAN CFO ASSOCIATES

NEWSLETTER

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- *Cost & Profit Margin Analysis*
- *Bank Financing Packages & Negotiations*
- *Financial Projections*
- *Cash Planning & Management*