

PATH TO REGIONAL PROSPERITY

**ACTION PLAN
(2023 – 2025)**

southwest michigan  **first**
THE GREATEST FORCE FOR CHANGE IS A JOB

WHY THIS ACTION PLAN?

At Southwest Michigan First (SMF), we see a **clear path to a more prosperous future** for everyone who calls our region home. The path starts with successful businesses and meaningful job creation; it leads to flourishing communities, thriving industries, improved quality of life, and enhanced **prosperity and opportunity for all.**

In order to advance along a more prosperous path, we know catalytic change is required and we believe **the greatest force for change is a job.**

This Action Plan operationalizes and builds upon the Pillars of Work established by our Board of Directors in 2021. Through a series of synergistic focus areas, strategies, and tactics, the Action Plan is designed to guide the effective delivery of our existing work while illuminating the path ahead.

You won't find much fluff or ambiguity in the pages that follow. Instead, you'll find a clear outline of what we intend to accomplish, along with resulting performance measures, and revised organizational structures to guide implementation.

This plan will enable our team to:

- 1. Operationalize, optimize, and enhance all existing Pillars of Work within four Focus Areas.
- 2. Accelerate and integrate Consultant Connect, our independent directorship, within a fifth focus area.

FOCUS AREAS



1. ECONOMIC DEVELOPMENT

Retain, Expand, and Attract Businesses



2. WORKFORCE DEVELOPMENT

Enhance, Prepare, and Align our Workforce



3. COMMUNITY DEVELOPMENT

Advocate For, Enhance and Promote Vibrant Communities and Business Environments



4. OPERATIONS

Maintain Organizational and Operational Excellence



5. CONSULTANT CONNECT

Provide Innovative Consulting Services to Economic Development Organizations

STRATEGIC SHIFTS, MILESTONES, AND ADVANCEMENTS

Through this Action Plan, we'll make the following strategic shifts:



**Reposition SMF as a
Community and Economic
Development Organization**



**Unite Regional Partners
Around Shared Goals
and Strategies**



**Enhance and Align
Regional Workforce
Development Efforts**



**Integrate Diversity, Equity,
and Inclusion within
all Focus Areas**



**Position SMF as the Regional
Convener of Catalyst Projects
and Big Ideas**



**Revise Organizational Structure
to Drive Results through Internal
Focus Areas and Divisions**

LEADERSHIP

Across the United States, you'll find many examples of regions that have risen or fallen based on the caliber of their leadership. At Southwest Michigan First, we're blessed with exceptional leadership and generous support from many of the region's most influential business, academic, and nonprofit leaders.



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MISSION

**Our mission is to increase economic prosperity
for all in Southwest Michigan.**

We pursue our mission by collaboratively advancing regional strategies and catalytic initiatives in the following areas:



ECONOMIC DEVELOPMENT

*Retaining, Expanding, and
Attracting Businesses*



WORKFORCE DEVELOPMENT

*Enhancing, Preparing, and
Aligning our Workforce*



COMMUNITY DEVELOPMENT

*Advocating For, Enhancing,
and Promoting Vibrant
Business Environments and
Communities*

VISION

**We envision Southwest Michigan as one of
the most economically prosperous regions in
Michigan and the United States.**

GUIDING MOTTO

The greatest force for change is a job.

VALUES



LEADERSHIP

We believe in the transformational power of leadership. Our work is advanced by harnessing the collective power of our existing leaders while cultivating, fostering, and equipping the next generation.



EXCELLENCE

We provide the highest level of service and value to the region and believe that we can achieve more when we collaborate and work together. We value and develop our employees' diverse talent, initiative, and leadership to provide superior quality in all that we do.



INCLUSIVITY

We believe that diverse, equitable and inclusive communities and workplaces create greater vibrancy and engagement. We value everyone and treat people with respect, dignity, and professionalism.



INTEGRITY

We build trust through honest and transparent relationships. We make responsible decisions that support community vitality and are ethical.



INNOVATION

We research, anticipate, and respond to emerging trends to ensure a vibrant future for the region. We believe that the future is bright and we can curate the future through curiosity, collaboration, and unwavering commitment to challenge and change our best every day.

DEI STATEMENT

As Southwest Michigan's regional economic development organization, we are committed to fulfilling our mission to increase economic prosperity for all in our communities through inclusive and equitable actions that support businesses, entrepreneurs, and residents of all races, ethnicities, ages, sexual orientations, gender identifications, beliefs, disabilities, and backgrounds. When we feel free to be ourselves, we all thrive.

We will support these ongoing efforts by actively working to:

- Increase wealth creation opportunities for Black, Indigenous, and people of color (BIPOC) and other historically underserved communities through our programming and community engagement.
- Integrate diversity, equity, inclusion, and belonging within all areas of the Southwest Michigan First organization and its' work.
- Provide equitable access to economic growth opportunities for all who live and work in Southwest Michigan.
- Strengthen and support partner organizations who share similar commitments.

Our work will continue to evolve as we listen, learn, measure, and collaborate with our regional communities to increase economic prosperity for all.

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EXECUTIVE SUMMARY



FOCUS AREA 1: ECONOMIC DEVELOPMENT

IMPERATIVE: Retain, Expand, and Attract Businesses

1. RETAIN, SUPPORT, AND EXPAND EXISTING BUSINESSES
2. IDENTIFY AND ATTRACT NEW COMPANIES, JOBS, AND INVESTMENT
3. PROVIDE MARKET INTELLIGENCE TO KEY STAKEHOLDERS
4. SUPPORT AND GROW SMALL BUSINESSES AND ENTREPRENEURS (SMF Chamber)
5. STRENGTHEN AND LEVERAGE SITE SELECTOR RELATIONSHIPS
6. ENGAGE COMMUNITY AND BUSINESS LEADERS IN THE ECONOMIC DEVELOPMENT PROCESS



FOCUS AREA 2: WORKFORCE DEVELOPMENT

IMPERATIVE: Enhance, Prepare, and Align our Workforce

1. ALIGN EDUCATION AND TRAINING PARTNERS WITH INDUSTRY NEEDS
2. INSPIRE AND EQUIP LOCAL LEADERS
3. NEW: RELAUNCH AND ENHANCE INTERNSHIP MATCHMAKING PROGRAM
4. NEW: ATTRACT NEW TALENT
5. CONNECT EMPLOYERS AND EMPLOYEES



FOCUS AREA 3: COMMUNITY DEVELOPMENT

IMPERATIVE: Advocate For, Enhance and Promote our Communities and Business Environment

1. ADVANCE PRO-BUSINESS POLICY AT ALL LEVELS OF GOVERNMENT
2. PROMOTE SOUTHWEST MICHIGAN AS AN IDEAL LOCATION TO LIVE, WORK, AND ENGAGE
3. LEAD, ORGANIZE, AND ADVOCATE FOR KALAMAZOO EVENT CENTER
4. INITIATE INNOVATIVE MARKETING TACTICS
5. SUPPORT AND CATALYZE INDUSTRIAL SITE DEVELOPMENT
6. NEW: IDENTIFY AND TRACK COMMUNITY AND ECONOMIC VITALITY
7. HOST COMMUNITY BUILDING AND NETWORKING EVENTS
8. STRATEGICALLY PROMOTE SMF'S ROLE, ACCOMPLISHMENTS, AND IMPACT



FOCUS AREA 4: OPERATIONS

IMPERATIVE: Maintain Organizational and Operational Excellence

1. SECURE ADEQUATE FUNDING TO DELIVER RESULTS – RESPONSIBLY STEWARD FUNDS
2. ATTRACT, DEVELOP, AND RETAIN AN EXTRAORDINARY TEAM OF PEOPLE
3. INTEGRATE DIVERSITY, EQUITY, AND INCLUSION WITHIN ALL FOCUS AREAS
4. OPERATE EFFECTIVELY AND EFFICIENTLY
5. PLAN AND EXECUTE IMPACTFUL EVENTS



FOCUS AREA 5: CONSULTANT CONNECT (Taxable Non-profit, Independent Directorship)

IMPERATIVE: Provide Innovative Consulting Services to Economic Development Organizations

1. PROVIDE SITE SELECTOR ENGAGEMENT SERVICES TO ECONOMIC DEVELOPMENT ORGANIZATIONS
2. HOST ENGAGING AND RELEVANT EVENTS
3. PROVIDE FEE FOR SERVICE CONSULTING SERVICES
4. DELIVER AWARDS AND RECOGNITION FOR ECONOMIC DEVELOPMENT LEADERS
5. NEW: DIVERSIFY AND EXPLORE NEW REVENUE STREAMS

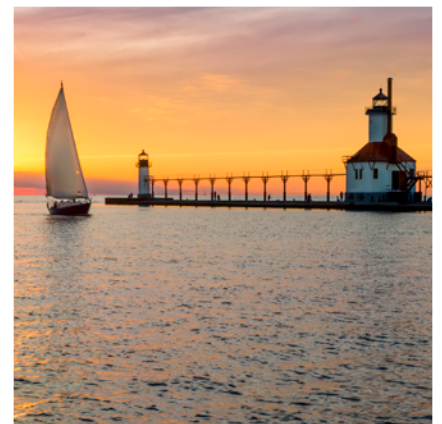
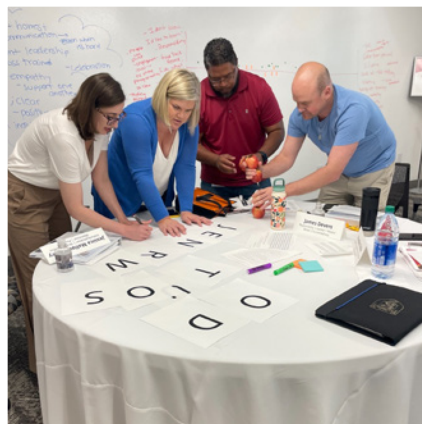
STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

During 2021, the Southwest Michigan First Board of Directors identified high level economic and social headwinds impacting our region. Subsequently, those initial observations have been added to, refined, and reorganized based on Board guidance, stakeholder surveys, and feedback from community outreach meetings in 2022. Together, these findings are organized as strengths, weaknesses, opportunities, and threats below:

ORGANIZATIONAL SWOT			
Internal in Origin	Helpful to Achieving the Objective		Harmful to Achieving the Objective
	STRENGTHS		WEAKNESSES
	<ul style="list-style-type: none"> Team Culture Mission Adaptability + Creativity Office + Event Space Site Selector Relationships Private Sector Funding 		<ul style="list-style-type: none"> Major Investor Variability Incomplete Strategic Plan 1-Year Investor Commitments Broad Scope of Work Limited Regional Collaboration Limited Integration of Operational Systems
External in Origin	OPPORTUNITIES		THREATS
	<ul style="list-style-type: none"> Federal Funding Programs Consultant Connect Growth SMF Chamber Brand Growth Returning/Renewed Partnerships 		<ul style="list-style-type: none"> Revenue Variability Rapid Inflation Economic Uncertainty Changing Philanthropic Giving External Organizational Perception

REGIONAL SWOT			
Internal in Origin	Helpful to Achieving the Objective		Harmful to Achieving the Objective
	STRENGTHS		WEAKNESSES
	<ul style="list-style-type: none"> Overall Value Proposition Health Science + Pharmaceutical Industry Cluster Medical Device Industry Cluster Advanced Manufacturing Industry Cluster Design, Research + Development Industry Cluster Agriculture + Food Processing Industry Cluster Logistics Industry Cluster Automotive Industry Cluster Philanthropy Education Assets Quality of Life Amenities Affordability 		<ul style="list-style-type: none"> Limited Labor Force Availability Limited Industrial Buildings & Sites Limited Residential Development Limited Regional Alignment
External in Origin	OPPORTUNITIES		THREATS
	<ul style="list-style-type: none"> Regionalism ARPA Funding Availability Event Center Training and Education Capacity and Alignment 		<ul style="list-style-type: none"> Population Decline Population Aging Business Ownership Transitions Global Economic Uncertainty Inflation Higher Education Enrollment Decline

See Appendix 5 for supporting information.





FOCUS AREA I: ECONOMIC DEVELOPMENT

IMPERATIVE: Retain, Expand, and Attract Businesses

WHY? Helping businesses create jobs and invest in our region is the foundation of our organization. We believe successful businesses will positively impact almost every aspect of community well-being and vitality.

DIVISION LEADS:

- Business Development + Market Intelligence
- SMF Chamber | Small Business + Entrepreneurship

STRATEGIES & TACTICS (listed in order of priority)

1 RETAIN, SUPPORT, AND EXPAND EXISTING BUSINESSES

- 1.1 Implement regional company visitation/consultation and assistance plan
- 1.2 **NEW:** Identify and report strengths and weaknesses of regional operating environment
- 1.3 Provide employers with access to resources and concierge support services
- 1.4 Identify supplier expansion and/or relocation opportunities
- 1.5 **NEW:** Ensure minority-owned businesses are served by targeting them for existing industry visits, also connecting them to statewide and local resources.
- 1.6 **NEW:** Host Advanced Manufacturing Consortium
 - 1.6.1 Lead Regional Supplier Summit
 - 1.6.2 Host Sustainability Collaborative

2 IDENTIFY AND ATTRACT NEW COMPANIES, JOBS, AND INVESTMENT

- 2.1 **NEW:** Implement regional business attraction program
- 2.2 Identify and pursue supplier expansion and/or relocation opportunities
- 2.3 Actively pursue corporate relocation opportunities, with a focus on the following industry clusters:
 - Advanced Manufacturing
 - Health Sciences and Pharmaceuticals
 - Medical Devices
 - Design, Research and Development
 - Agriculture and Food Processing
 - Automotive
 - Logistics

3 PROVIDE MARKET INTELLIGENCE TO KEY STAKEHOLDERS

- 3.1 **NEW:** Enhance market analysis and reporting capabilities
 - 3.1.1 **NEW:** Publish Major Development Map
 - 3.1.2 **NEW:** Publish Business Resource Guide
- 3.2 **NEW:** Strengthen and formalize research partnership with W.E. Upjohn Institute for Employment Research
 - 3.2.1 **NEW:** Explore Consensus Forecast partnership
- 3.3 Identify, analyze, and forecast industry trends, opportunities, and threats
- 3.4 Integrate market research into community marketing programs

4 SUPPORT AND GROW SMALL BUSINESSES AND ENTREPRENEURS

- 4.1 Implement Business First Education Series
- 4.2 **NEW:** Implement First Path Program for entrepreneurship training
- 4.3 **NEW:** Implement Supplier Diversity Initiative
- 4.4 **NEW:** Provide awards and recognition for small and retail businesses
- 4.5 Provide ribbon cutting services
- 4.6 **NEW:** Grow Southwest Michigan First Chamber brand awareness and capacity
 - 4.6.1 Grow investors and membership
 - 4.6.2 **NEW:** Align Chamber brand with all small business, entrepreneurship, and retail assistance programs and services
 - 4.6.3 **NEW:** Update Chamber membership benefits
 - 4.6.4 **NEW:** Update Chamber webpages
- 4.7 Host business networking and educational events
 - 4.7.1 Host business community townhalls
 - 4.7.2 Host Black & Brown Mixers
 - 4.7.3 Host Business Breakfast Roundtable Series

5 STRENGTHEN AND LEVERAGE SITE SELECTOR RELATIONSHIPS

- 5.1 Implement site selector outreach, communication, and engagement strategy to attract new business opportunities

6 ENGAGE COMMUNITY AND BUSINESS LEADERS IN THE ECONOMIC DEVELOPMENT PROCESS

- 6.1 Organize, engage, and lead Regional Economic Development Partners
- 6.2 **NEW:** Launch State of Economic Development Event

2024 MILESTONES / ADVANCEMENTS

Launch State
of Economic
Development Event

Assist in the Creation
of 800 New Jobs

Enhance Market
Intelligence

Expand Business
Visitation/
Consultation Across
Region

NOTES



FOCUS AREA 2: WORKFORCE DEVELOPMENT

IMPERATIVE: Enhance, Prepare, and Align our Workforce

WHY? The presence of a skilled and abundant workforce is the single most important ingredient of successful economic development. In order to grow our economy, we must guide, support, and lead innovative and robust workforce development strategies.

DIVISION LEADS:

- Workforce Development

STRATEGIES & TACTICS (listed in order of priority)

1 ALIGN EDUCATION AND TRAINING PARTNERS WITH INDUSTRY NEEDS

1.1 NEW: Publish Workforce Blueprint for Southwest Michigan

1.1.1 Forecast occupation/skill set needs

1.1.2 Identify training and education gaps and/or surpluses

1.1.3 Identify top in-demand occupations and career paths

1.1.4 Create workforce and talent strategy

1.1.5 Establish Workforce Report Card to track progress

1.1.6 Educate and inform employers and regional stakeholders about critical workforce and talent issues

2 INSPIRE AND EQUIP LOCAL LEADERS

2.1 Provide thought-provoking, inspirational content through Catalyst University

2.1.1 NEW: Explore, identify, and implement revised event structure to improve financial performance

2.2 Provide leadership training through Leadership Kalamazoo and First 50

2.3 Provide fee-for service leadership training

2.3.1 NEW: Update, publish, and promote standard training offerings

3 NEW: RELAUNCH AND ENHANCE INTERNSHIP MATCHMAKING PROGRAM

3.1 NEW: Review, align, and maximize internship promotion through matchmaking portal

3.2 Collaborate with and promote Monroe-Brown internship opportunities

3.3 Pursue recognized internship matchmaking partnerships with higher education partners

4 NEW: ATTRACT NEW TALENT

4.1 NEW: Support Quality of Life and Talent Attraction campaign

4.2 NEW: Partner with Back to Michigan Statewide Talent Attraction efforts

4.3 Partner with local colleges and universities to leverage alumni networks for returning talent initiatives

5 CONNECT EMPLOYERS AND EMPLOYEES

5.1 Advance MIX/Design and sustainability collaboratives

5.2 NEW: Explore workforce development partnership with Michigan Works!

2024 MILESTONES / ADVANCEMENTS

Align Education and Training Partners with Industry Needs

Relaunch and Enhance Internship Matchmaking Services

Expand MIX Design Program Regionally

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FOCUS AREA 3: COMMUNITY DEVELOPMENT

IMPERATIVE: Advocate For, Enhance and Promote our Communities and Business Environment

WHY? Place is important to people and companies. We need culturally strong, vibrant neighborhoods and business environments where everyone can share in greater prosperity. We also need to aggressively promote our region and elevate our business brand nationally.

DIVISION LEADS:

- Public Policy + Strategic Initiatives
- Marketing + Communications

STRATEGIES & TACTICS (listed in order of priority)

1 ADVANCE PRO-BUSINESS POLICY AT ALL LEVELS OF GOVERNMENT

1.1 NEW: Publish Public Policy Guiding Principles for:

- Advanced Economic Development Programs + Services
- Enhanced Education + Workforce
- Competitive Tax + Regulatory Environments
- Efficient and Reliable Infrastructure
- Vibrant Communities and Housing

1.2 Leverage Economic Development Leaders for Michigan to advance pro-business policy

1.3 Leverage Business Leaders for Michigan to advance pro-business policy

1.4 Pursue partnership with West Michigan Policy Forum

1.5 Provide economic development training with elected/appointed leaders

1.6 NEW: Increase connectivity with elected officials at all levels

2 PROMOTE SOUTHWEST MICHIGAN AS AN IDEAL LOCATION TO LIVE, WORK, AND ENGAGE

2.1 NEW: Create and begin implementation of Quality of Life + Talent Attraction campaign

2.2 Create and share content highlighting the region on social media channels

2.3 Deliver First & 42 e-newsletter weekly

3 LEAD, ORGANIZE, AND ADVOCATE FOR KALAMAZOO EVENT CENTER

3.1 Commission and publish feasibility study

3.2 Create and publish operating structure

3.3 Create and publish concept design

3.4 Organize financing structure

4 INITIATE INNOVATIVE MARKETING TACTICS

4.1 Evaluate and adopt best practices

4.2 Streamline marketing and communications activities for consistent messaging and tracking

4.3 Increase engagement through new video content

5 SUPPORT AND CATALYZE INDUSTRIAL SITE DEVELOPMENT

- 5.1 Identify available and high-priority sites
- 5.2 Identify development obstacles and opportunities

6 NEW: IDENTIFY AND TRACK COMMUNITY AND ECONOMIC VITALITY

- 6.1 NEW: Publish Community Dashboard
- 6.2 NEW: Update Peer Regions

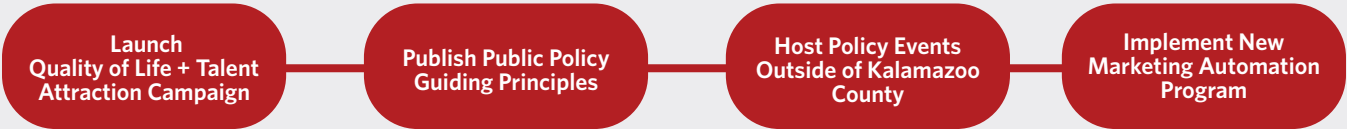
7 HOST COMMUNITY BUILDING AND NETWORKING EVENTS

- 7.1 Host First & Foremost
- 7.2 Host Policy Engagement Events

8 STRATEGICALLY PROMOTE SMF'S ROLE, ACCOMPLISHMENTS, AND IMPACT

- 8.1 Highlight assisted businesses through social media
- 8.2 Create and share team profiles

2024 MILESTONES / ADVANCEMENTS



NOTES



FOCUS AREA 4: OPERATIONS

IMPERATIVE: Maintain Organizational and Operational Excellence

WHY? Our plan is only as strong as the team and resources we have to execute it. In order to deliver the results we all want to see, we need to maintain a talented, equipped, and engaged team.

DIVISION LEADS:

- Operations
- Investor Engagement

STRATEGIES & TACTICS (listed in order of priority)

1 SECURE ADEQUATE FUNDING TO DELIVER RESULTS; RESPONSIBLY STEWARD FUNDS

- 1.1 Prepare balanced and fully aligned budget to support Action Plan
 - 1.1.1 Reengage, stabilize, and elevate major investors
 - 1.1.2 If necessary, explore multi-year fundraising campaign
 - 1.1.3 If necessary, explore investor level increases
 - 1.1.4 If necessary, scale back program and service delivery
- 1.2 Identify, secure, and manage new investors and revenue sources
 - 1.2.1 Identify, secure, and retain Council of 100 members
 - 1.2.2 Identify, secure, and retain Chamber members
 - 1.2.3 **NEW:** Manage MEDC Revitalization and Placemaking (RAP) grants
 - 1.2.4 **NEW:** Explore grant opportunities through foundations, corporate giving programs and individual donors

2 ATTRACT, DEVELOP, AND RETAIN AN EXTRAORDINARY TEAM OF PEOPLE

- 2.1 Ensure sufficient staffing and support exists to achieve success
 - 2.1.1 If necessary, discontinue or pause select programs and services
- 2.2 Update performance review process
- 2.3 Establish year-end performance incentives tied to organizational goals
- 2.4 Foster a culture of continuous benchmarking, learning, adaptation, and improvement

3 INTEGRATE DIVERSITY, EQUITY, AND INCLUSION WITHIN ALL FOCUS AREAS

- 3.1 Identify and adopt best practice processes
- 3.2 Foster a fully inclusive organization, which celebrates diversity of all types and strives for individual along with shared accomplishment

4 OPERATE EFFECTIVELY AND EFFICIENTLY

- 4.1 **NEW:** Refresh organizational structure to improve efficiency and alignment
 - 4.1.1 **NEW:** Empower Division Leaders to drive performance
- 4.2 **NEW:** Adopt web-based payment processing
- 4.3 **NEW:** Adjust CRM to meet team needs and enhance reporting

5 PLAN AND EXECUTE IMPACTFUL EVENTS

5.1 Provide logistics and support services for SMF and partner-led events

5.2 Maximize Catalyst Center impact and revenue

2024 MILESTONES / ADVANCEMENTS

Secure Adequate Funding to Achieve Results

Host 300+ Events

Receive Clean Audit

Integration of DEI in All Focus Areas

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FOCUS AREA 5: CONSULTANT CONNECT (C2)

IMPERATIVE: Provide Innovative Consulting Services to Economic Development Organizations

WHY? Through Consultant Connect, we're able to generate revenue for SMF, support key staff, build site selector relationships, and gather valuable market intelligence. Along the way, we're supporting and equipping economic development leaders across the United States.

DIVISION LEADS:

- Consultant Connect

CONSULTANT CONNECT SWOT			
Internal in Origin	Helpful to Achieving the Objective		Harmful to Achieving the Objective
	STRENGTHS		WEAKNESSES
	<ul style="list-style-type: none"> • C2 Team • Client + Site Consultant Relationships • Existing Events • Existing Services • Top 50 Economic Developer Awards 		<ul style="list-style-type: none"> • Declining Growth Opportunities for Hosting • Site Selector Events • Limited Scope of C2 Brand • Limited Recurring Membership Revenue
External in Origin	OPPORTUNITIES		THREATS
	<ul style="list-style-type: none"> • Continued Growth of C2 Model • Leadership Training for Economic Developers • Certificate Programs • Additional Awards • ECONOMIX Growth • Online Content • IEDC Chairmanship 2023 • International Opportunities • State Partnerships • Economic Development Association Partnerships 		<ul style="list-style-type: none"> • Increased Competition • Limited Capacity to Expand Site Selector Network • Team Capacity • Inflation + Market Specific Cost Variables

STRATEGIES & TACTICS (listed in order of priority)

I PROVIDE SITE SELECTOR ENGAGEMENT SERVICES TO ECONOMIC DEVELOPMENT ORGANIZATIONS

- 1.1 Provide fee for service Summit Series events
- 1.2 Provide fee for service Destination Summit events
- 1.3 Provide fee for service custom events (white label events)
- 1.4 Provide fee for service regional site consultant tours

2 HOST ENGAGING AND RELEVANT EVENTS

2.1 Host Annual ECONOMIC

3 PROVIDE FEE FOR SERVICE CONSULTING SERVICES

3.1 Provide Clifton Strengths Assessment and other leadership trainings

4 DELIVER AWARDS AND RECOGNITION FOR ECONOMIC DEVELOPMENT LEADERS

4.1 NEW: Expand Recognition for Economic Development Organizations

4.2 Recognize and Promote Top 50 Economic Developers in North America

5 NEW: DIVERSIFY AND EXPLORE NEW REVENUE STREAMS

5.1 NEW: Identify new service offerings that increase revenue and profit margins

5.2 NEW: Leverage partners to deliver programs, services, and content

5.3 NEW: Engage Top 50 leaders in advisory role

2024 MILESTONES / ADVANCEMENTS

Grow Total Revenue to \$2.5M

Profit Margin Goal of 5% of Revenue

Expand Services to 40 States and Two Countries

NOTES

[illegible]

CHOOSE THE PATH



southwest michigan  first

THE GREATEST FORCE FOR CHANGE IS A JOB