



ANNUAL REPORT

2014 – 2015



**FOR 20 YEARS,
CFMA HAS BEEN MY
POWER CONNECTION**

when I have questions, issues, or just need a mental health break. Through CFMA publications, Connection Café, and local and national contacts, I am never alone as a financial manager in the construction industry.

BILL MEE
Palmer and Sicard, Inc
MASSACHUSETTS CHAPTER

**COMING FROM OUTSIDE OF THE
CONSTRUCTION INDUSTRY,**

I've continually derived great value from the CFMA webinars in helping me integrate my accounting knowledge with the specific nuances of construction. I'm truly becoming a construction financial professional.

MONTE SMITH
Gerding Companies
GREATER OREGON CHAPTER

**CFMA'S CONFERENCES ARE
ALWAYS CHOCK FULL OF VALUE,**

with educational offerings and the opportunity to network with other fellow CFMs to share ideas, best practices, and more.

KARI JUVERA
Enterprise Builders Corporation
ALBUQUERQUE CHAPTER



- 1**
2014-2015 Chairman's Message
- 2**
President & CEO's Message
- 3**
Officers and Executive Committee
- 4**
Net Active Member Head Count
- 5**
Membership at-a-Glance
- 6**
Member Value Accomplishments
- 8**
Chapter/Headquarters Relationship Accomplishments
- 10**
Education Accomplishments
- 12**
External Relationships Accomplishments
- 14**
Financials
- 16**
2015-2016 Chairman's Message



2014-2015 **CHAIRMAN'S** Message



STEVE TENNEY
CFMA CHAIRMAN
2014-2015
Story Construction Co.
stevetenney@storycon.com
515-817-2606

As I reflect on the past year, I am proud of all that CFMA has accomplished through the hard work of the Officers, Executive Committee, all our committee volunteers, and HQ staff. Our strategies and tactics supported our association goals, and the results produced products and services that further strengthened CFMA.

DELIVERING MEMBER VALUE

CFMA re-examined all member products and services and the ways in which it delivers relevant, valuable, and timely content. From the information shared on the Connection Café to an improved Financial Benchmarker product and new affinity program partners, we have listened to the needs of members and continued down the path of providing membership ROI. We committed financial resources to improve the member experience and the positive impact of your involvement in CFMA. That ROI is evident: CFMA broke the 7,000 individual member threshold in December 2014!

STRENGTHENING CHAPTERS

Chapters are the heart of the CFMA experience; new programs and services were made available to the Chapter network to help them deliver an unparalleled education and networking experience to members. From Chapter leadership resources and HQ support to the development of the STAR Program, CFMA made great strides in assisting the Chapter network's continued success. The STAR Program alone delivered more than \$136,000 in direct financial support to CFMA's Chapters in support of their Chapter activities!

EDUCATING OUR MEMBERS

Education is at the forefront in delivering member value. This year marked the continued expansion of e-learning opportunities, four new classroom courses, local and national speaker resources, and improved chapter education support. *CFMA Building Profits* and our webinars, regional conferences, and Annual Conference & Exhibition all deliver exceptional content through different delivery systems to strengthen the knowledge-base available to members.

Others see the value in our education:

Sage recommitted for another year as our educational partner, allowing us to focus additional resources to the continual development and deployment of new education opportunities!

DEVELOPING INDUSTRY RELATIONSHIPS

BKD joined Viewpoint as our second Principal Partner. Their financial commitment and the combined support of all our sponsors provided CFMA with additional resources to deliver our products and services to members and our industry. CFMA voiced the concerns of our membership regarding FASB's revenue recognition changes, accounting standards for leases, and other important issues. CONFINDEX, our quarterly confidence reading, was on the rise last year, and featured quarterly in ENR magazine. Another milestone for CFMA in gaining industry recognition for its insights!

PLANNING STRATEGICALLY & WORKING TOGETHER

CFMA crafted a new Strategic Plan for 2015 and beyond. As part of this process, we learned more about thinking strategically, planning proactively, and capitalizing on opportunities to position the organization for continued success. Rather than a primarily inward-focused plan, new goals in the plan are outward-focused toward making a difference in our member companies and in our industry. CFMA represents a powerful and important industry that accomplishes the most when we work together. The relationships developed through CFMA create a strong bond and team that can accomplish amazing results. The strength of CFMA is its members and every member counts. I hope that these highlights demonstrate to you how seriously committed CFMA is to making your membership experience a valuable one. On behalf of my fellow officers this past year, let me extend to you our thanks for your continued support of the association and of each other – you are what makes CFMA special! There are many exciting things in future for CFMA, and I encourage you to come along for the journey!

It has been my honor to serve as your Chairman. My theme this past year was "Strength in Numbers" – and we hit some great numbers this year! CFMA achieved significant milestones due to the shift to forward-thinking activities and future-focused strategies that will continue to position us for success.



STUART BINSTOCK
PRESIDENT & CEO
sbinstock@cfma.org
609-945-2429

It was another strong year for us financially but there was also a concerted effort to increase member value. And, we feel that member value has been confirmed by the fact that we exceeded 7,000 members for the first time in our history. This was a major accomplishment last year and should be celebrated by all of us!

PRESIDENT & CEO'S Message

My remarks will focus on a couple of specific areas of our Strategic Plan, which allowed us to increase member value even more, raised our stature in the construction industry, and grew our membership.

Education is at the cornerstone of everything we do. Regardless of how you measure success – whether it be by attendance, number of educational sessions delivered, or speaker ratings – FYE 2015 was our most successful year ever. From an attendance perspective, our live Chapter and Web-based presentations had a combined 48% increase in attendance from the previous year. Our combined educational sessions (Chapter and online) saw a 30.6% increase in delivery of programs. And, our free monthly KnowledgeNOW Webinars continue to receive excellent ratings with an average of 9.1 (out of 10) this past year. Last year, we also experienced the highest number of attendees for a CFMA Webinar – the Revenue Recognition Webinar in June had 917 attendees, including 141 non-members. Not surprisingly, Anirban Basu was the highest rated Webinar speaker, earning a 9.6 rating for his Economic Outlook presentation in December.

One of our major initiatives over the past two years has been to convert courses that are delivered at the Chapter level into a web delivery format. We call these WebLive courses. In FYE2015, we presented 14 courses with a total attendance of 1,043. This average of 75 attendees per WebLive course greatly exceeds any reach we would have had by only conducting these courses at the Chapter level. WebLive delivery is an excellent example of how CFMA is changing with the times and embracing technology to deliver more value to our members.

We are also very proud of the support we give to our Chapters financially and in other significant ways. In addition to the STAR funds that Steve referred to on the previous page, our Principal Partner Program last year allowed us to contribute \$27,000 to the nine Regional Conferences delivered last year. We also reduced the price of Spring Creek registration to encourage additional participation, which we believe is essential to growing our local leaders. Our nonfinancial support for Chapters includes facilitating strategic planning meetings at local Chapters and supporting all of the Chapter websites by providing training and website administrative guidance via phone and e-mail. And, we work very closely with local Chapters to identify new member prospects and encourage members to renew their membership. This partnership has been very effective as the renewal rate for members belonging to Chapters last year was 92%. And, finally, in the area of External Recognition, we have worked hard to cultivate relationships with construction-specific media. As a result, we receive regular coverage in *Engineering News-Record* on a quarterly basis reporting on CONFINDEX. In addition, *Construction Business Owner* magazine regularly covers CFMA activities in its publication.

We have come a long way over the last few years in delivering value to our members. As always, I encourage you to reach out to me and tell me how we can continue to deliver more value to your membership.

2014-2015
OFFICERS



Steve C. Tenney
Chairman
Member Since 1991
Story Construction Co.
Ames, IA



J. Brad Robinson, CCIFP
Vice Chairman
Member Since 2001
Lend Lease
Charlotte, NC



Kenneth L. Chiccotella, CCIFP
Treasurer
Member Since 1998
Kirlin Carolinas, LLC
Raleigh, NC



David S.J. Wightman
Secretary
Member Since 2005
AON Risk Solutions
Houston, TX



Patrick A. Cebelak, CCIFP
Immediate
Past Chairman
Member Since 1999
Roberts Sinto
Corporations



Stuart Binstock,
Ex Officio
CFMA President & CEO
Since 2011
Princeton, NJ

2014-2015
Executive
COMMITTEE



Gina Birkett
Member Since 2003
Controller
Total Western, Inc.
Paramount, CA



Asif Choudhury
Member Since 2007
President
Bahar Consulting LLC
Bethesda, MD



Luke Cope, CCIFP
Member Since 2004
Controller
Western States Fire
Protection
Centennial, CO



Ben Ellingson
Member Since 2004
Partner
Eide Bailly LLP
Sioux Falls, SD



Tracey Fenolio, CCIFP
Member Since 2004
Controller
Riis Borg Construction
Chicago, IL



Bert Guiberteau
Member Since 1996
Surety Bond Manager
Cory, Tucker & Larrowe,
Inc.
Baton Rouge, LA



Samantha Hutchison, CCIFP
Member Since 1999
CFO
Brookstone, L.P.
Houston, TX



Gretchen Kelly, CCIFP
Member Since 2006
CFO
Nystrom Inc.
Minneapolis, MN



Michelle Leonard
Member Since 2004
Controller
Charles C. Brandt
Construction Co.
Indianapolis, IN



Janice Lowery
Member Since 2002
Controller
Taylor Morrison of Florida
Windermere, FL



Joe McLaughlin
Member Since 2005
Controller
Austin Commercial/
Austin Bridge & Road
Dallas, TX



Jeffrey Platt
Member Since 1985
CEO
Schilling Paradise Corp
El Cajon, CA



John Rogoz, III, CCIFP
Member Since 1994
Vice President
Finance Kraus-Anderson
Construction Company
Minneapolis, MN



Billy Stockton, Jr., CCIFP
Member Since 2003
Controller
Site Specific, LLC
Providence, RI

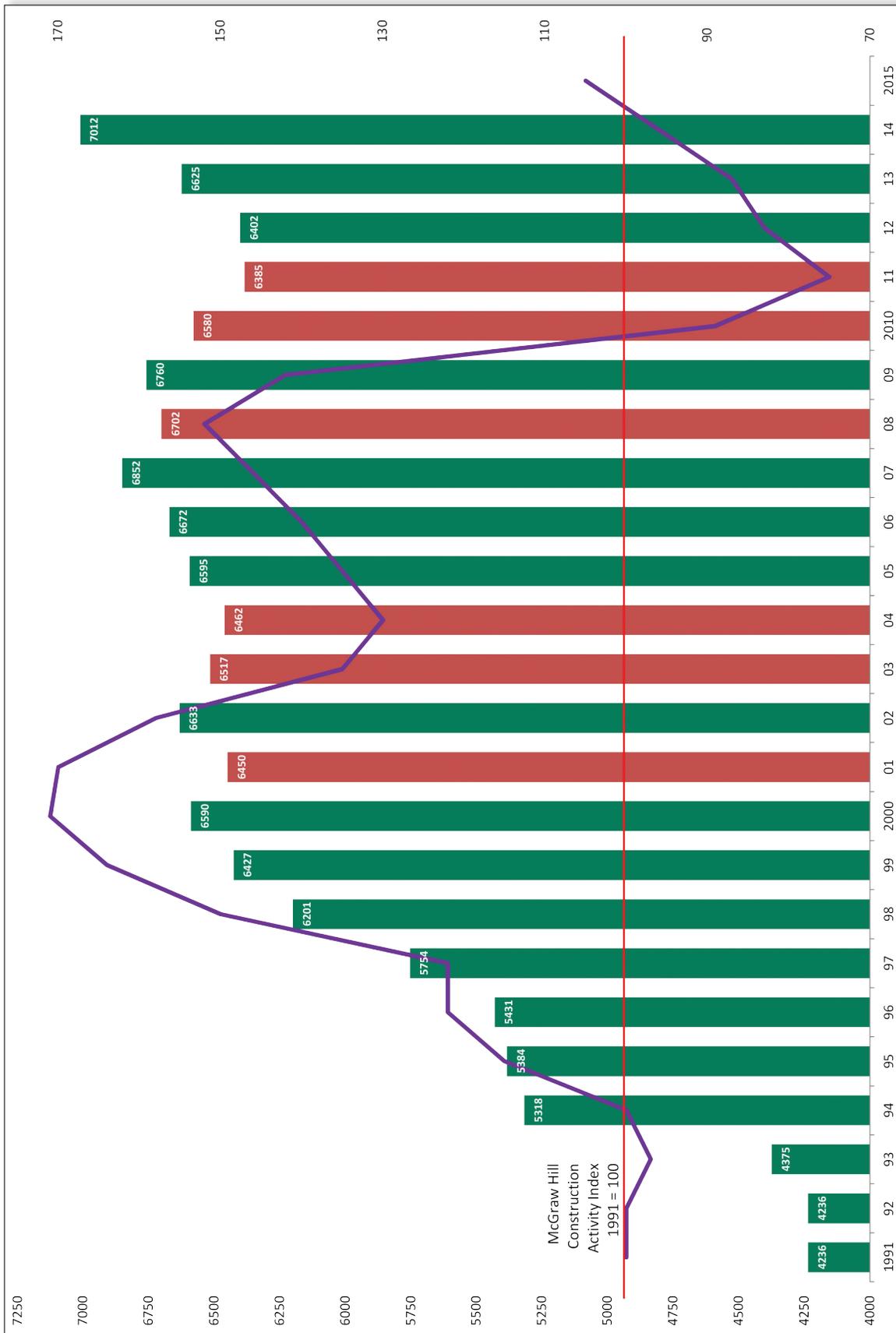


Michael Viens, CCIFP
Member Since 1990
Director
Tax Strategies Group
Kreischer, Miller & Co.
Sewell, NJ



Bruce Weir, CCIFP
Ex Officio
Member Since 1995
Controller
R.D. Olson Construction
Irvine, CA

Net Active **MEMBER HEAD COUNT** AS OF DECEMBER 31, 2014

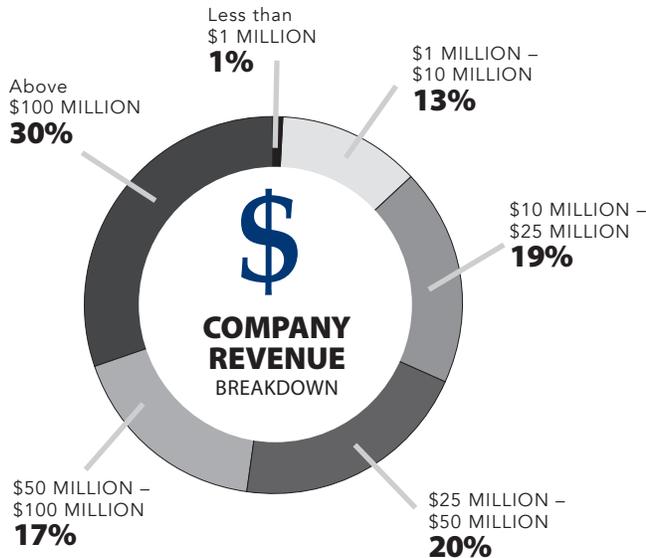
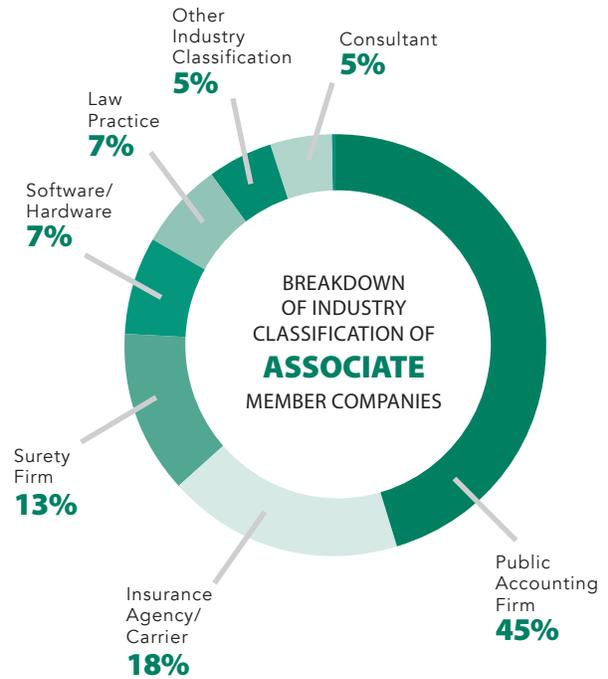
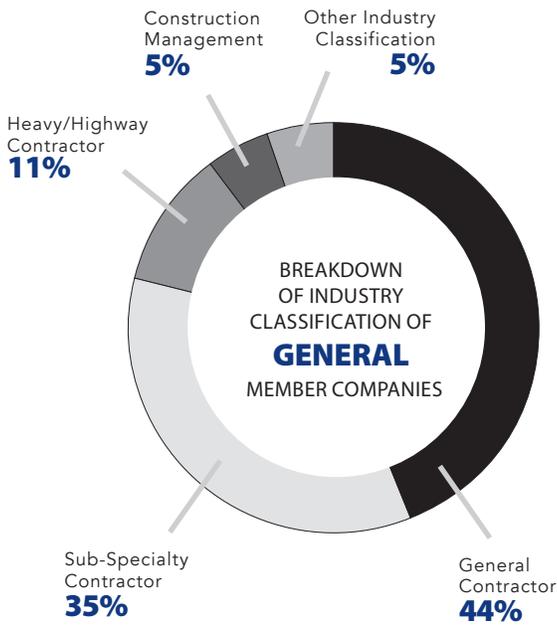


> MEMBERSHIP AT-A-GLANCE

CFMA
MEMBERS
ARE

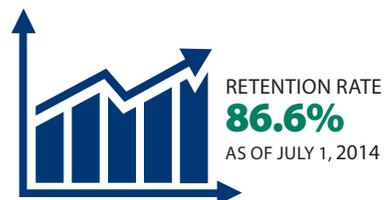


AS OF MARCH 31, 2015



43 YEARS OLD
MEDIAN AGE OF
NEW GENERAL MEMBERS
JOINING IN FY2015 (4/1/14-3/31/15)

8.4 YEARS
AVERAGE MEMBER TENURE



MEMBER VALUE

ACCOMPLISHMENTS

CFMA will continually develop and deliver value to members and their companies.

After evaluation and analysis of member-provided quantitative data, CFMA re-examined all member products and services and the ways in which it delivers relevant, valuable, and timely content. Sunsetting products and services that no longer provided value and redirecting resources enabled the development of new programs and delivery methods by which CFMA increased its value proposition through customized content.



> EVALUATED CFMA PRODUCTS & SERVICES

November 2014 Benchmarker 2.0 Release



50% INCREASE

in Benchmarker report generation during January-March 2015 vs. January-March 2014

JBKNOWLEDGE

2014 Construction Technology Report Partnership with CFMA

Results addressed the information technology strategies of small, medium, and large construction companies alike, the solutions they employ, and how devices and software technologies integrate to support construction project collaboration.

1,028 BUILDERS completed the 40-question 2014 survey

1,526 REPORT DOWNLOADS across more than **16 COUNTRIES**



Comdata Affinity Program yielded nearly **\$60,000** IN DIRECT CHAPTER BENEFITS



Enterprise Fleet Management yielded **\$35,000** IN DIRECT CHAPTER BENEFITS

1 AFFINITY PROGRAM added: National Purchasing Partners (NPP) with discounts available to CFMA members through these partners:



> Implemented **NEW MEMBER OUTREACH** Program



700+ PHONE CALLS
to new members

> **RELATIONSHIP & KNOWLEDGE** Opportunities



2,000
VOLUNTEER HOURS
given by nearly 200 volunteers
serving on CFMA committees
and task forces



1,770 Connection Café
MESSAGES
posted across
444 DISCUSSION THREADS
in General Inquiries

> **INCREASED DISTRIBUTION OF SPECIALTY E-NEWSLETTERS** to quarterly (from bi-annually)

E-MAILS SENT OPEN RATE



1,091

59%



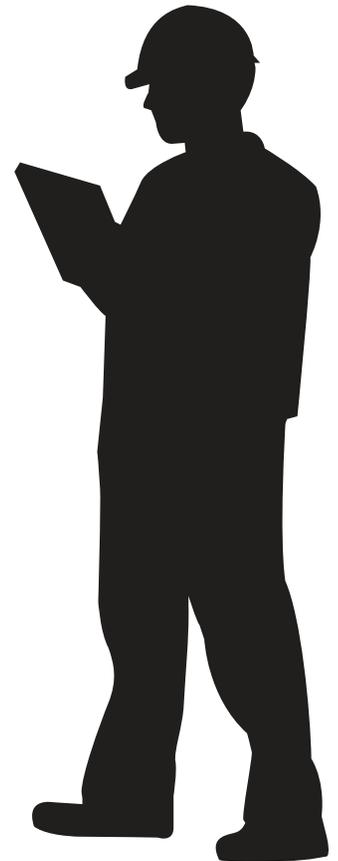
398

98%

> **ON DEMAND CUSTOMIZED PROSPECT LISTS** created for Chapters



More than
2,600
PROSPECTS
sent in response to
seven Chapter requests



**FOR SOMEONE WANTING TO BECOME FAMILIAR
WITH CONSTRUCTION ACCOUNTING/
FINANCIAL MANAGEMENT –**

the ins and outs of working with the accounting
and financial parts of a construction company –
CFMA is a great resource!

LANDON CUMMINS
QuesTec Mechanical
CFMA'S 7,000TH MEMBER



CHAPTER/ HEADQUARTERS RELATIONSHIP

ACCOMPLISHMENTS

CFMA will enhance the member experience by strengthening the Chapter/Headquarters relationship.

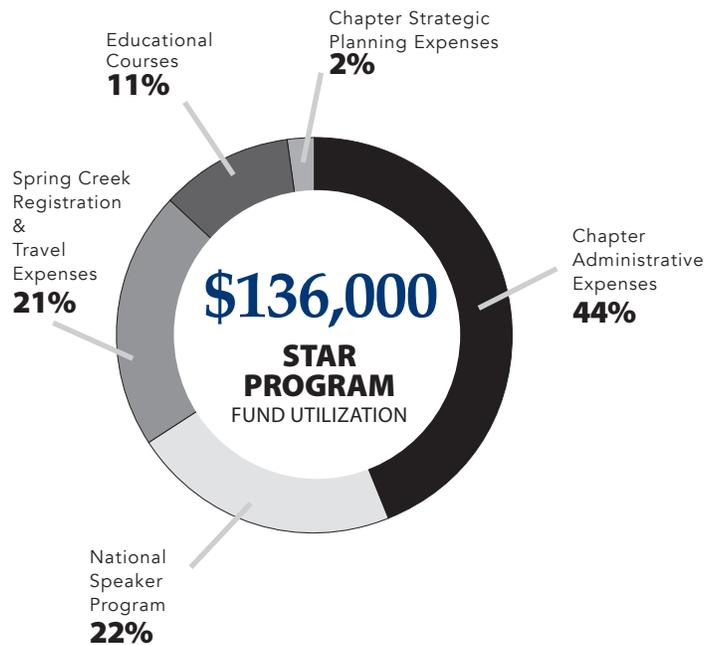
With Chapters at the heart of the CFMA experience, new programs and services were made available to the Chapter network to help them deliver an unparalleled education and networking experience to members. From Chapter leadership resources and HQ support to the development of the STAR Program, CFMA made great strides in assisting the Chapter network's continued success.



> CREATED STAR (Support, Training And Resources) PROGRAM



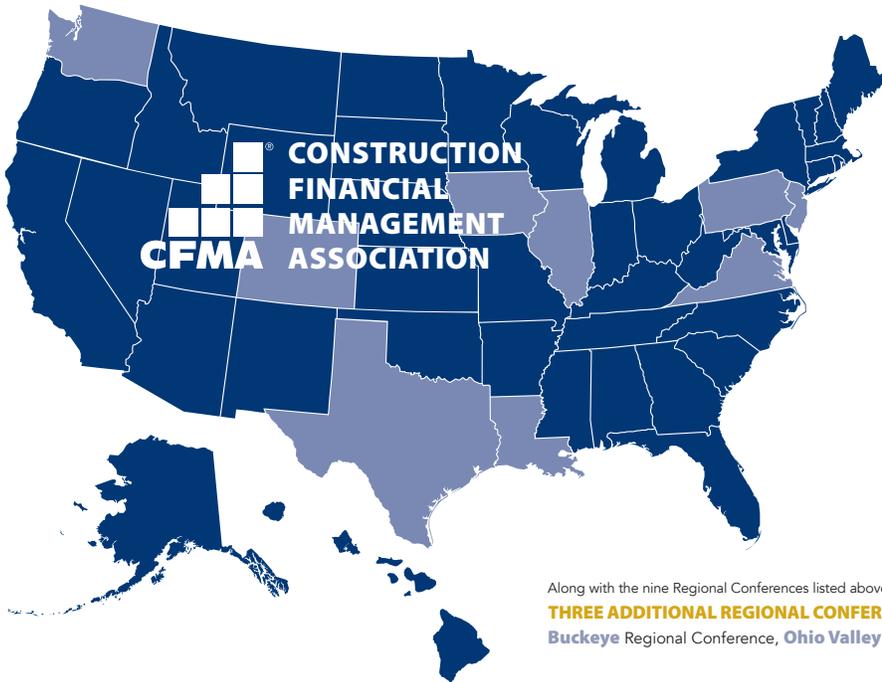
57 CHAPTERS utilized STAR Program funds in 2014-2015



> INCREASED TRAINING & SUPPORT of Chapter website administrators



> INCREASED SUPPORT of Regional Conferences



9 REGIONAL CONFERENCES

were attended by a CFMA HQ staff member and/or a CFMA National Officer

Joint Louisiana
Regional
Conference

Colorado
Construction
Conference

Midwest
Regional
Conference

Heartland
Regional
Conference

Lone Star
Regional
Conference

Mid-Atlantic
Regional
Construction
Financial
Management
Conference

Pacific Northwest
Construction
Industry
Conference

Carolinas
Construction
Conference

New York/New Jersey
Education
Conference

Along with the nine Regional Conferences listed above,

THREE ADDITIONAL REGIONAL CONFERENCES WILL BE HELD IN 2015:

Buckeye Regional Conference, **Ohio Valley** Regional Conference, and **Southwest** Regional Conference

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**I HAVE THOROUGHLY ENJOYED WATCHING
OUR CHAPTER GROW**

from a few connections to a successful Chapter of construction professionals. Each member brings something to the table and we are able to support each other in the growth of our own businesses. The most valuable thing is the opportunity to connect with leading industry experts as well as members in the community just like me.

JANNA JANES

Matous Construction, Ltd.

HEART OF TEXAS CHAPTER PRESIDENT

(New 2014-2015 CFMA Chapter)

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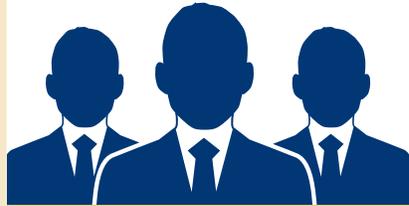


EDUCATION

ACCOMPLISHMENTS

CFMA will be the premier source of education for construction financial professionals.

Education is a cornerstone of CFMA and the foundation on which it builds to continue delivery of quality programs, content, and other resources to members. This year marked the continued expansion of e-learning opportunities, classroom courses, local and national speaker resources, and Chapter education support



> Aligned **EDUCATION OPPORTUNITIES** with CCIFP Knowledge Domains



Total Number of Education Programs

64 2014-2015

49 2013-2014

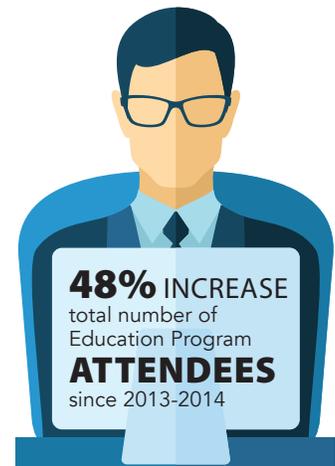
45 2012-2013

Total Number of Education Program Attendees

5,980 2014-2015

4,039 2013-2014

4,297 2012-2013



Total Number of Education Program Attendees by Program Type

	2014-2015	2013-2014	2012-2013
	4,340	2,710	3,643
	1,043	637	111
	597	692*	643

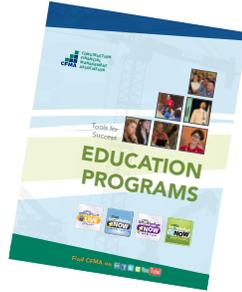
* Discounted 2013-2014 Education Programs

> CREATED AN EDUCATION CATALOG

Documented all available courses/formats to assist in

EDUCATION PLANNING

for Chapters, members, and member companies



> EDUCATION PARTNERSHIP



Sage continues its partnership with CFMA in delivering quality, accessible, education programs to CFMA members and to the construction industry overall.



> EXPANDED CONTENT AVAILABILITY



"THE BOOK"

100 select pages repurposed as

FREE WEBSITE CONTENT

at www.cfma.org/resources/thebook.cfm

> DELIVERED WEBLIVE "BEST OF CONFERENCE" Rebroadcast



This was a very

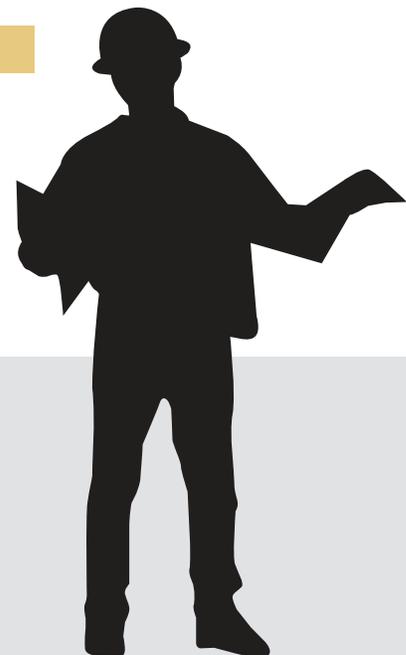
INFORMATIVE HR WEBLIVE PRESENTATION

that went beyond the basics. Loved it!

CARYL CORONIS

NBG Contractors

HOUSTON CHAPTER



EXTERNAL RELATIONSHIPS

ACCOMPLISHMENTS

CFMA will be the source of construction industry financial information and expertise.

To further position CFMA as an industry thought-leader and the go-to resource for construction financial management related information, it continued to develop key relationships with other industry organizations and the media. In addition to representing the views of CFMA members in the advocacy and regulatory arenas, CFMA continued to provide industry insights via CONFINDEX, the Construction Financial Benchmark, and other recognized resources.



> DEVELOPED and/or MAINTAINED RELATIONSHIPS



> CULTIVATED RELATIONSHIPS with various INDUSTRY MEDIA



CONFINDEX
quarterly results:

- > JUNE 2014
- > SEPTEMBER 2014
- > DECEMBER 2014
- > MARCH 2015



June 2014 issue:
"Event Resources Impact the Industry"



March/April 2015 issue:
"Results of CFMA's 2014 Annual Financial Survey"

> **PROVIDED CFMA REPRESENTATION** in advocacy arenas

- Revenue Recognition Standard Changes
- FASB/PCC Town Hall Meeting
- Coalition for Fair Effective Tax Rates (CFETR)
- Accounting Standards for Leases



Launched Revenue Recognition Hub
in July 2014
www.cfma.org/revenuerecognition
Nearly **3,000** page views



More than
150 Connection Café
revenue recognition discussion threads



> **EXPANDED PRINCIPAL PARTNER PROGRAM**

CFMA continued to drive
MEMBER VALUE

through the Principal Partner Program, which enabled CFMA to provide enhanced support and resources to our members and Chapters, including access to our partners' valuable resources.



VIEWPOINT RESOURCE KIT
Viewpoint Presentations for Chapter Events
Whitepapers/Articles
Videos



BKD RESOURCE KIT
Speakers Bureau (BKD presentation topics)
BKD Thoughtware (industry-specific articles, whitepapers, Webinars)
Videos

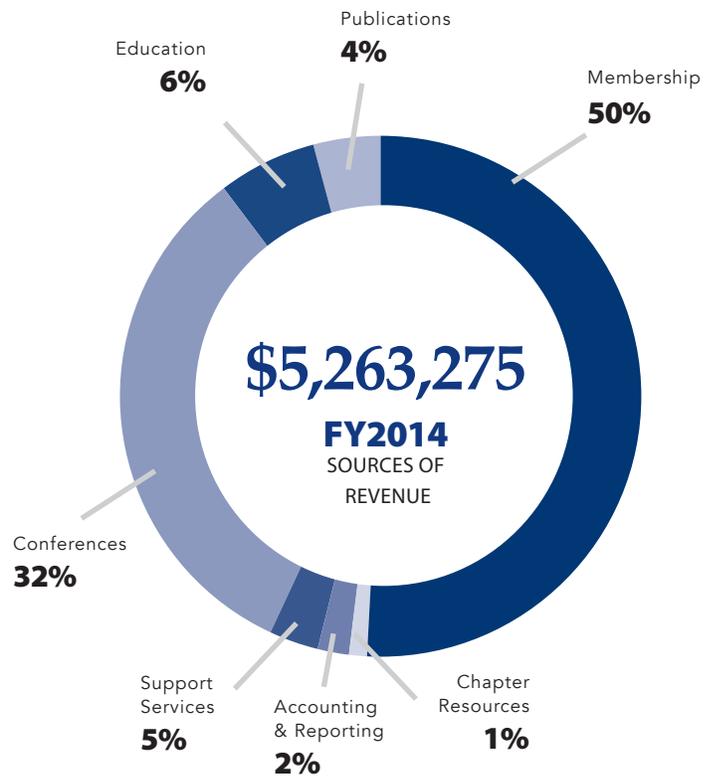
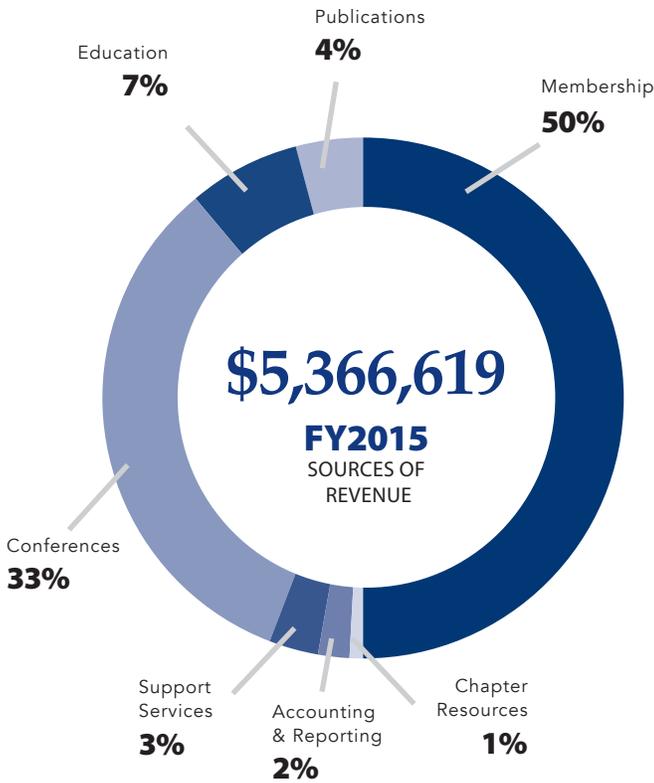


AS BOTH ORGANIZATIONS SHARE THE INTEREST OF QUALITY CONSTRUCTION INDUSTRY FINANCIAL INFORMATION,

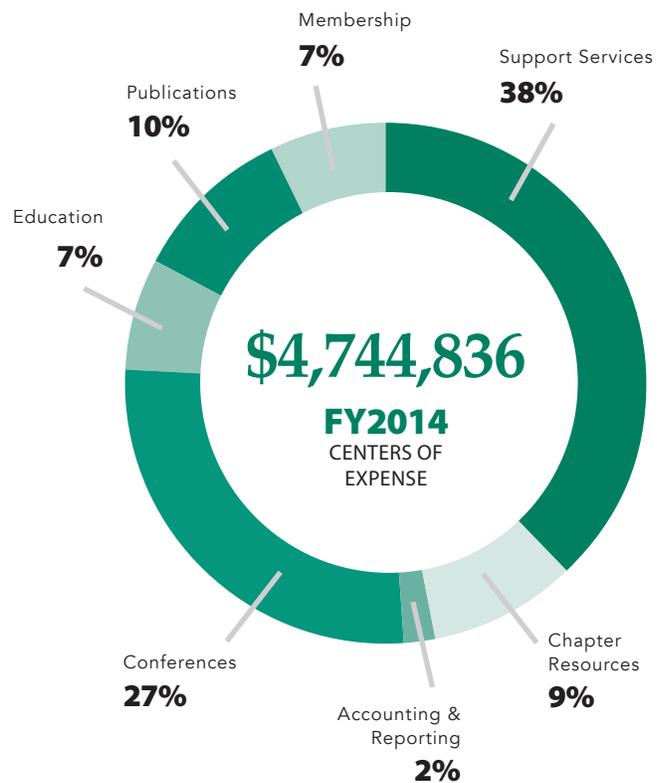
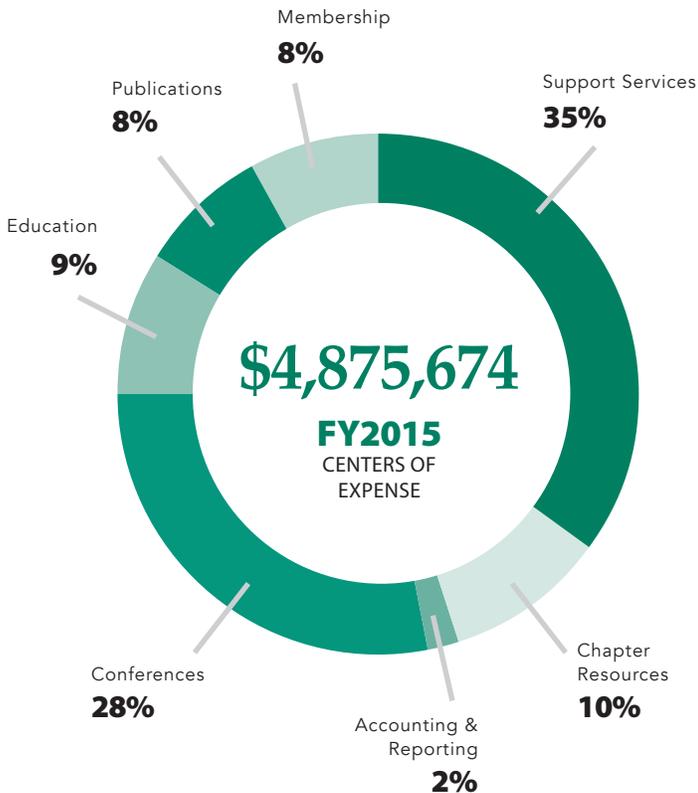
NASBP and the CFMA enjoy a close and productive working relationship. NASBP has turned, and continues to turn, to CFMA and to the collective expertise of its members to assist NASBP in analyzing the impact of critical industry financial matters, such as proposed changes to FASB standards on lease accounting and revenue recognition. In short, CFMA is, and will remain, a highly valued stakeholder partnership.

MARK McCALLUM
CEO
National Association of Surety Bond Producers (NASBP)

> SOURCES OF REVENUE



> CENTERS OF EXPENSE



Financial Statements (Audited)

Construction Financial Management Association

Statement of Financial Position	Year Ended March 31 2015	Year Ended March 31 2014
Current Assets:		
Cash and Cash Equivalents	\$ 1,597,655	\$ 1,614,306
Certificates of Deposit	2,232,267	1,985,097
Investments, at fair value	2,427,781	2,008,167
Accounts Receivable, less allowance for Doubtful accounts of \$0 and \$12,854	10,239	68,253
Prepaid Expenses	253,589	232,725
Accrued revenue	172,582	97,675
Total Current Assets	6,694,113	6,006,223
Deposits	32,927	17,927
Furniture, Equipment & Software, Net	169,163	252,549
Totals	\$ 6,896,203	\$ 6,276,699
Liabilities and Unrestricted Net Assets:		
Current Liabilities:		
Accounts Payable and Accrued Expenses	\$ 384,612	\$ 278,618
Due to Chapters	180,733	109,926
Deferred Conference Revenue	1,004,665	1,131,569
Deferred Membership Dues	1,907,962	1,814,110
Due Affiliate	93,676	79,662
Total Current Liabilities	3,571,648	3,413,885
Deferred Rent	180,737	209,941
Total Liabilities	3,752,385	3,623,826
Commitments		
Net Assets		
Undesignated	1,143,818	952,873
Designated for Operations	2,000,000	1,700,000
Total Net Assets	3,143,818	2,652,873
Totals	\$ 6,896,203	\$ 6,276,699

Statement of Activities

Changes in Unrestricted Net Assets:

Revenue & Other Support:

Membership Dues and Formation	2,707,621	2,623,532
Chapter Support	56,365	61,250
Conferences	1,744,514	1,694,882
Education	379,623	297,052
Publications	238,831	229,970
Accounting and Reporting	90,543	108,411
Dividends and Interest	105,581	56,744
Totals	5,323,078	5,071,841
Realized and Unrealized Gains on Investments	43,541	191,434
Total Revenue and Other Support	5,366,619	5,263,275

Expenses:

Member Program Services:

Membership and Formation	370,488	331,758
Chapter Support	504,756	429,558
Conferences	1,353,781	1,263,039
Education	431,483	336,699
Publications	394,993	492,833
Accounting and Reporting	120,435	95,892

Support Services:

Management and General	1,332,252	1,499,488
Executive Committee	237,463	148,082
Marketing	127,083	152,302
Certification Less Reimbursement from Affiliate	2,940	(4,815)
Totals	4,875,674	4,744,836

Change in Unrestricted Net Assets	490,945	518,439
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Net Assets, Beginning of Year	2,652,873	2,134,434
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Net Assets, End of Year	\$ 3,143,818	\$ 2,652,873
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J. BRAD ROBINSON, CCIFP
CFMA CHAIRMAN
2015-2016
Lend Lease
brad.robinson@lendlease.com
704-357-6524

As I embark on my year as Chairman, one of the most exciting aspects of this journey will be working with my fellow Officers and the Executive Committee to represent your interests as members of our organization. I am humbled and honored to have the opportunity to serve you, and will do so with the same trust, transparency, and integrity as those who have served before me.

2015-2016 CHAIRMAN'S Message

THE POWER OF ONE

My theme for this coming year, The Power of One, is simple: recognize simple moments as opportunities to make a difference in the lives of others, both personally and professionally. I encourage each of you to join me in finding your own "one" – a powerful, meaningful connection in service of others, whether that is your company, your Chapter, your peers, or others in your life. One by one, we have the power to do incredible things!

LOOKING AHEAD

It is truly an exciting time for our organization, and I am pleased to highlight several initiatives that will continue to focus CFMA on delivering unparalleled member value and an exceptional experience at both the national and Chapter levels.

NEW STRATEGIC PLAN

CFMA's Strategic Planning Task Force met in November 2014 to refine the existing Strategic Plan; affirm our core ideologies; and conduct a high-level review of the current conditions, trends, and forecasts that will affect CFMA's future. The result of our time together resulted in a new Strategic Plan for 2015 and beyond that focuses on:

Member Value: Members will regard CFMA as the essential construction financial resource, and CFMs will be viewed as leaders in the construction financial industry and an indispensable part of their companies' leadership teams.

Companies will recognize the significant value of CFMA education and engagement as an essential investment in their success.

Chapter Relations: CFMA Chapters will be vibrant and growing and viewed by stakeholders as the best local education and networking resource for construction financial professionals.

External Recognition: CFMA will be the recognized authority in advancing sound financial and accounting practices in the construction industry and the leading resource for education and financial information.

While several components of the plan remain the same, CFMA has refined the goals and objectives to meet the evolving needs of the organization and our members.

FINANCIAL BENCHMARKER

We will focus on further refinement and enhancement of our online Financial Benchmarker tool in order to ensure our members are deriving the planned benefit from this product. While the Benchmarker was updated and enhanced in the most recent rollout, we want to make certain that it is fully meeting the expectations of our members.

PRINCIPAL PARTNERS

CFMA will continue to drive member value through the Principal Partner Program, which enables CFMA to provide enhanced support and resources to our members and Chapters, including access to our partners' valuable resources.

MEMBERS MATTER

I encourage you to take advantage of all that CFMA has to offer, but most importantly, I want your feedback and to hear about what matters to YOU! As CFMA continues to deliver on its promise of an exceptional membership experience, we will strive to make your dues investment in CFMA one with significant return. If you have thoughts or ideas you would like to share, I ask that you contact me, my fellow Officers, Executive Committee members, or our responsive staff.

After all, there is ONE reason we're all here: YOU!



EDUCATION

The topics are timely, and the webinar format makes it convenient to attend and earn CPE credits. The **WEBINARS ARE A GREAT VALUE**, providing current information and advice from top industry professionals.

LISA WILLIS, CCIFP
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