



HELPING YOU
BUILD A
BETTER
BOTTOM LINE



2013-2014

Annual Report



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VIEWPOINT
CONSTRUCTION SOFTWARE®



Member Testimonials

“The relationships I’ve developed. Professional connections that allow me to pick up the phone and ask for advice or feedback and get it without hesitation. Personal friendships that I will always have.”
– *Charlotte Ricaud, SouthCentral Louisiana*

“We are in a downward mode at our company and I have picked up many ideas and techniques to help make it through these hard times.”
– *Balinda Pegram, Mississippi Chapter*

“As someone who was new to the industry, CFMA has been an integral part of my increased knowledge and I have made some of the best relationships with people not only in my Chapter but across the country.”
– *Susan Annette Johnson, Valley of the Sun Chapter*

It was due to a long friendship between two CFMA members that ultimately resulted in the merging of our two companies – one in Las Vegas, NV and the other in Houston, TX.”
– *Steve Lords, Las Vegas Chapter*



Wow! My year as your Chairman has absolutely flown by. The experience has been both wonderful and rewarding. The connections and contacts I made have expanded my circle of friends and enhanced my CFMA family and experience.

Chairman's Message



In my chairman's speech at our 2013 Conference, I spoke of People, Purpose, and Passion. That passion has served as the energy drink for your leadership team in advancing CFMA's mission and strategic plan this year. With that passion and purpose, we have advanced the Association and its value to members and chapters. Our focus is, and has always been, on the best practices for CFMA members. Below is a representation of some of CFMA's best achievements and practices from the past year.

Membership

We closed out 2013 with the highest retention in the past 15 years; our retention rate was 86% and our active member count was 6,625. These numbers are the highest since 1998 and 2009, respectively. The member count represented a 3.5% increase over the prior year, the highest year-over-year increase since 1999. I believe these increases are a sign of improving the member value proposition and getting our message out to the members and prospects.

Chapter Growth

Chapter growth initiatives during this past year resulted in 12 new areas that expressed interest in forming new chapters, from Miami, FL to Vancouver, Canada. Four existing satellite chapters continue to thrive and will hopefully gain traction to become chapters in their own right. Additionally, two chapters were revitalized and energized during 2013. Chapters are the lifeblood of CFMA and their continued growth is vital to the long-term success of the Association.

Education

We have touched more than 4,000 members with educational content this year, with a key focus on expanded educational offerings and delivery methods. We started to develop four new courses in 2013 to be rolled out by the first quarter of FYE15.

CFMA has also converted five existing courses into a web delivery format, which allows for greater reach to more members. Finally, we have offered 12 KnowledgeNOW educational webinars that provide timely, educational content for no additional fee to members. Our efforts and investments continue to drive us toward being the source and resource for CFMs.

Partnerships & Programs

Year two of the Principal Partner Program (PPP) with Viewpoint has allowed CFMA to support chapters and members in many ways. As the PPP matures, CFMA leadership continues to review and evaluate the program, its benefits, and potential partners.

The Sage educational partnership was renewed for a third year. This partnership has allowed CFMA to drive value to members in ways not otherwise achievable. The investment in education continues to deliver valuable content to members through multiple delivery methods.

Year two of our young professionals' pilot program progressed. Three chapters and 20 members are participating in a pilot program designed to attract and engage younger members to CFMA. While still in a pilot stage, the CFMA leadership team continues to look for new and different ways to appeal to and attract a diverse membership.

In addition to the achievements previously noted, CFMA made investments in chapters and members that totaled nearly \$100,000 in direct benefits, through:

- 50% reduction in Spring Creek fees
- Subsidized national speakers program
- Regional conference financial support
- Reduced fees for Group Live educational courses
- Complimentary Conference registration for partner associations

Increased access and utilization of programs and education allow more members to experience the best CFMA has to offer. Your leadership team will continue to implement new and different ways to invest back in members and chapters.

In the year ahead, we will continue to reinvest back into our membership and look for strategic ways to drive member value. These too will be best practices.

I want to thank everyone on the CFMA HQ staff, Executive Committee, my fellow officers, and CFMA's President & CEO Stuart Binstock for their support, encouragement, and dedication to our great Association. It has been a blessing and a pleasure to serve as your Chairman. Keep your Passion brewing in your heart and actions.



PATRICK CEBELAK, CCIFP
CFMA CHAIRMAN
2013-2014
Roberts Sinto Corporations
pat.cebelak@robertssinto.com
517-371-2460



CEO'S Message



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

Chairman Pat Cebelak, in his message on the previous page, has done a terrific job of outlining a number of accomplishments from last year. It was another strong year for us financially but more importantly there was a concerted effort to increase member value which will benefit CFMA for years to come. My remarks will focus on a couple of specific areas of our Strategic Plan which will allow us to increase member value even more and raise our stature in the construction industry.

Education is at the cornerstone of everything we do. As Pat mentioned briefly, we converted five existing courses that are normally delivered at chapter events into a web delivery format. We call these WebLive courses. In this last fiscal year, we conducted five courses with a total attendance of 634. This average of 127 attendees per WebLive course greatly exceeds any reach we would have had by only conducting these courses at the chapter level. If education is our central mission, WebLive delivery has allowed us to extend our reach and deliver even greater value across our membership. And, given more than 20% of our WebLive participants were non-members, this has also been a very effective means to promote CFMA throughout the construction industry. WebLive delivery is an excellent example of how CFMA is changing with the times and embracing technology to deliver more value to our members.

Two years ago, at our Annual Conference in Orlando, we unveiled a video that visually presented what our new Strategic Plan is all about. At its core, one of the major goals was to lead CEOs of construction companies to turn to their financial staff and ask, "Are you a member of CFMA? If not, why not?" That premise underlies all of our efforts under our External Recognition goal. So, here's what we've been doing to accomplish that. CFMA has substantially increased its partnerships with other industry associations over the past year. These efforts include partnering with:

- Associated Builders and Contractors
- Association of Equipment Management Professionals
- National Subcontractors Association
- National Association of Surety Bond Producers
- National Electrical Contractors Association
- Sheet Metal and Air Conditioning Contractors' National Association

We have also maintained, and in several cases strengthened, our existing relationships with the International Risk Management Institute, the Associated General Contractors of America, and the National Association of Women in Construction.

Our collective efforts in this area have increased CFMA's exposure throughout the construction industry, which increases our reputation, and even membership. A number of these efforts have generated additional interest in CFMA's educational programs. And, in the next year, we will be working on delivering educational programs related to financial management for non-financial professionals to a great cross section of the industry. We believe this is the next step in increasing CFMA's exposure and clout throughout the construction industry.

The work of our Emerging Issues Committee supports our goal of being a leading advocate for financial issues that impact the industry. Over the past year, we have commented on several key regulatory issues, making us the association that the construction industry looks to for construction financial management advice.

And, finally in the area of External Recognition we have worked hard to cultivate relationships with construction-specific media. As a result, we now receive regular coverage in *Engineering News-Record* on a quarterly basis reporting on CONFINDEX, and our 2013 Annual Conference was covered in the July 15, 2013 issue. In addition, *Construction Business Owner* magazine regularly covers CFMA activities in its publication.

I am confident that you will recognize and begin to experience the positive results from our efforts this past year. As always, I encourage you to reach out to me and tell me how we can continue to deliver more value to your membership.

Thank you to our dedicated Officers and Executive Committee. Your passion, experience, and commitment have provided invaluable guidance and insight to keep CFMA at the forefront of the industry.

**Who's
Who**

2013-2014 Officers



Patrick A. Cebelak, CCIFP
CHAIRMAN
Roberts Sinto Corporations
Lansing, MI



J. Brad Robinson, CCIFP
TREASURER
Lend Lease
Charlotte, NC



Erika R. Urbani, CCIFP
IMMEDIATE PAST CHAIRMAN
R.D. Olson Construction
Irvine, CA



Steve C. Tenney
VICE CHAIRMAN
Story Construction Co.
Ames, IA



Ben M. Brahinsky
SECRETARY
Leap Financial
Denver, CO

2013-2014 Executive Committee



Gina Birkett
Total Western, Inc.
Paramount, CA



Samantha Hutchison, CCIFP
Brookstone, L.P.
Houston, TX



George Rebeck, Jr., CCIFP
Straub Construction
Company, Inc.
Shawnee, KS



Ken Chicotella, CCIFP
Kirlin Carolinas, LLC
Raleigh, NC



Gretchen Kelly, CCIFP
Nystrom Inc.
Minneapolis, MN



Billy Stockton, Jr., CCIFP
Site Specifics, LLC
Providence, RI

Ex Officio



Stuart Binstock
President & CEO, CFMA
Princeton, NJ
sbinstock@cfma.org



Asif Choudhury
Bahar Consulting LLC
Bethesda, MD



Jeffrey Krall, CCIFP
Alpha Insulation and
Waterproofing
Marietta, GA



David Wightman
Aon Risk Solutions
Houston, TX



Luke Cope, CCIFP
Western States Fire Protection
Centennial, CO



Janice Lowery
AV Homes Inc.
Orlando, FL



Philip Zak, CCIFP
Viewpoint Construction Software
Boulder, CO



Shawn McKenna
Erickson
C.J. Erickson Plumbing Co.
Alsip, IL



Joe McLaughlin
Austin Commercial, LP
Dallas, TX



membership

- Connection Café 
- Affinity Programs (CDS, Comdata, ConsensusDocs, Enterprise Fleet Management, PartnerShip) 
- Advocacy on such critical issues as revenue recognition, lease accounting, minimizing requirements for privately held companies, etc. 
- Talking Heavy – E-Newsletter 
- Talking Trades – E-Newsletter 
- Career Center

education

KnowledgeNOW Webinar Series

- Earn up to 12 CPE Credits Annually

KnowledgeNOW Online Self-Study Courses

- CA101 – Construction Accounting Concepts
- CA102 – Practical Accounting Applications
- Construction Accounting Refresher

KnowledgeNOW WebLive Series

- CFMA's Group-Live Programs Offered in a Convenient Online Format

Chapter-Offered Group-Live Programs/Courses

- Accounting & Reporting
- The Basics of Construction Accounting Workshop
- Cash Management & Advanced Cash Forecasting
- CCIFP® Overview Seminar
- Contracts 101
- Emergency Management Planning
- Fundamentals of Ethics
- Managing the Risk of Insolvency: Issues in Bankruptcy
- Project Management
- Risk Management
- Treasury Management, Parts 1-4

publications

- *CFMA Building Profits* 
- CFMA BP Online 
- CFMA Update – Monthly E-Newsletter 
- "The Book" – *Financial Management & Accounting for the Construction Industry* (2-volume desk reference/also available in electronic formats)
- *Traditional Job Cost Accounting* (textbook)
- CFMA's Study Guide for the CCIFP Exam (with CD-ROM)

conferences

- CFMA's Annual Conference & Exhibition
- Annual AGC/CFMA Construction Financial Management Conference

construction industry research & analysis

- *CFMA's Construction Industry Annual Financial Survey*
- Construction Financial Benchmarker
- *CFMA's Information Technology Survey for the Construction Industry/In Partnership with Associated Builders & Contractors, Inc. (ABC)*
- CONFINDEX® – Confidence Survey of Construction CFOs

chapter resources

- Great Chapter! Workshops 
- CFMA's National Mentoring Program 
- Chapter Websites 
- Membership Builder 
- Chap Chats 
- Executive Connection Program 
- Chapter Services (Graphic Design, Marketing, Editorial, etc.) 
- Spring Creek
- Chapter Summit 

Major Strategic Accomplishments

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

- Achieved an 86% retention rate for traditional members; budget was 84.9%.
- Acquired 1,108 new members (vs. budget of 905); a five-year high in new member recruitment.
- Completed the first year of a two-year pilot program for young professionals being tested by three chapters with 23 program participants.
- Reviewed the product/service matrix value rankings and recommended sun-setting two products to redirect resources to more valued offerings.

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

- Migrated the remaining 41 chapter websites; all 88 chapters are now able to utilize CFMA's new web platform.
- Presented CFMA at Spring Creek attended by 34 chapter leaders and earned a rating of 9.3 out of 10.
- Visited 29 chapters, facilitated 7 chapter strategic planning sessions, and attended 8 regional conferences.

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

- Hosted 12 KnowledgeNOW webinars and produced 29 successful group-live seminar education programs which reached more than 3,300 participants.
- Bolstered local programming through: subsidized group-live courses to chapters; discounts on CFMA's top-rated national speakers; and a speaker database for chapter use.
- Expanded the execution of group-live programs into web-based modules which yielded over 600 attendees.
- CFMA's 2013 Annual Conference & Exhibition:
 - 93% of all respondents rated the Conference as an 8 or above.
 - 83% of all respondents rated the Conference as an "excellent value for the price."
 - New conference initiatives that added value: Small- Medium- and Large-Firm CFO Roundtable Discussions, Construction Technology Forums, and Fun Run/Walk to Benefit Rady Childrens' Hospital.

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

- Established new strategic partnerships with NAWIC and SMACNA; maintained valued strategic partnerships with ABC, AEMP, AGC, IRMI, NASBP, and NECA.
- Continued CFMA's industry presence at more than 15 tradeshows, conferences, and meetings.
- Supported or developed comments on:
 - CFMA comment letter on FASB/PCC exposure draft on Consolidation (Topic 810) Applying Variable Interest Entity Guidance to Common Control Leasing Arrangements
 - CFMA comment letter on Private Company Decision-Making Framework: A Guide for Evaluating Financial Accounting and Reporting Guidance for Private Companies
 - CFMA comment letter on FASB's three exposure drafts on the first accounting alternative proposed by the Private Company Council (PCC)
 - Supported feedback by Engineering & Construction CFO group re: IASB and FASB revised Exposure Draft addressing proposed changes to the accounting for leases
- Continued to receive positive press coverage of our CONFINDEX survey and coverage of our annual conference from ENR and Construction Business Owner magazines.

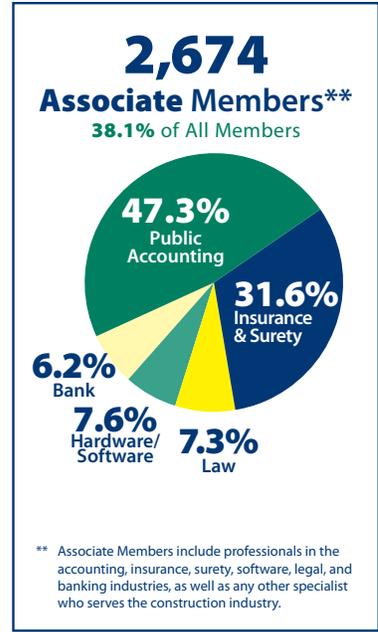
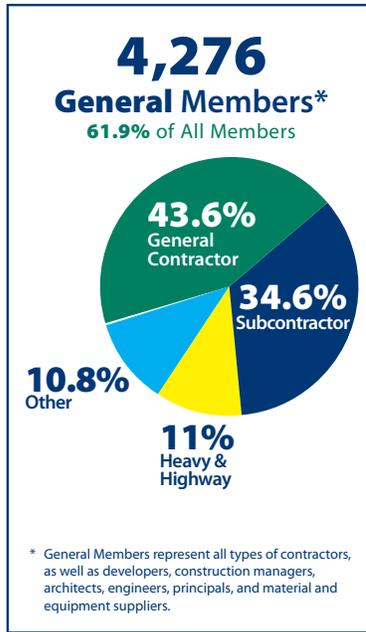
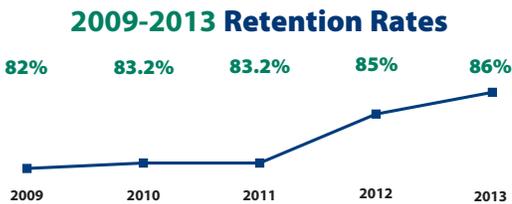


Certified Today. Skilled for Tomorrow.

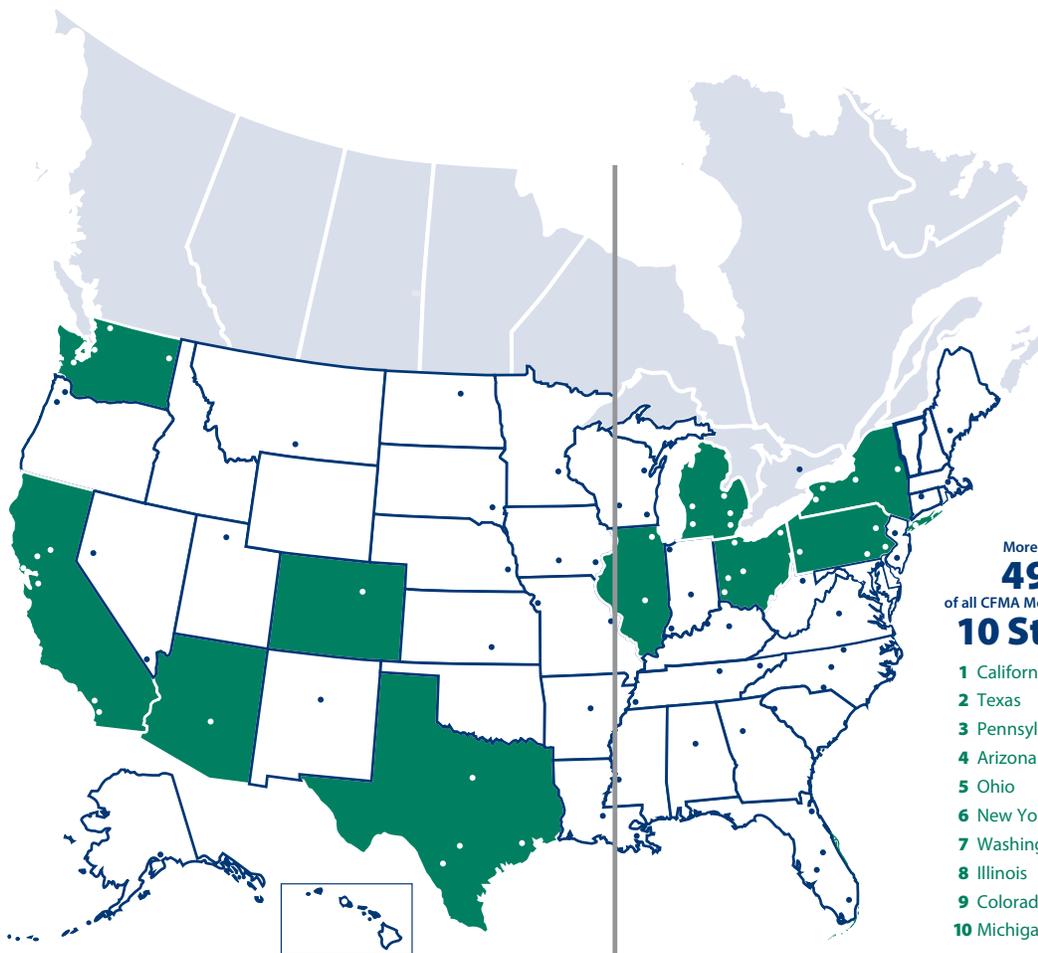
CFMA
At a Glance



* as of 5/21/14



As of 5/21/14



More Than
49%
of all CFMA Members Live in
10 States

- 1 California
- 2 Texas
- 3 Pennsylvania
- 4 Arizona
- 5 Ohio
- 6 New York
- 7 Washington
- 8 Illinois
- 9 Colorado
- 10 Michigan

As of 5/21/14

○ ● = CFMA Chapter

47.9%
of Members Live
West of the Mississippi

52.1%
of Members Live
East of the Mississippi

Industry Research



Financial Survey Online Questionnaire results were, for the first time, entirely housed within the Financial Benchmarker site (www.financialbenchmarker.com). All users had free access to non-financial information, while financial information continued to be available through the purchase of Benchmarker report credits. A new product, a for-purchase Excel file of the complete aggregated results, was launched in early 2014.

FINANCIAL BENCHMARKER PROMOTION



TUG Conference

Financial Survey Online Questionnaire results and Benchmarker product presentation



Sage Summit

Financial Survey Online Questionnaire results and Benchmarker product presentation



NECA



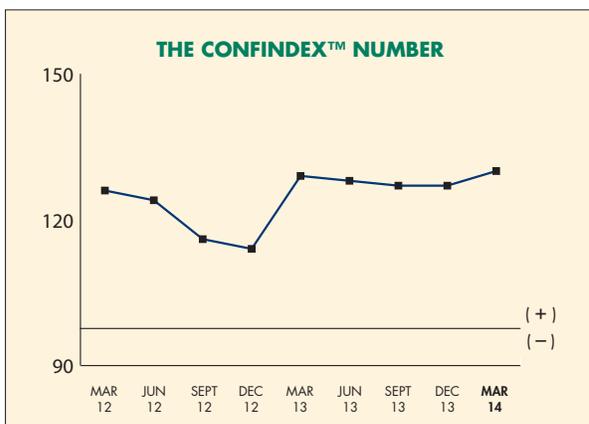
NECA Benchmarker demonstration and promotion at NECA Convention



ENR

December 30, 2013 issue featured a special section providing an executive summary of CFMA's Annual Financial Survey and a one-time use coupon code for a free Benchmarker report

The Benchmarker was additionally promoted with the following affiliated organizations that received one-time use coupon codes good for a free Benchmarker report:



March 2012 – March 2014
CONFINDEX Rating

as published in
ENR
Engineering News-Record



CONFINDEX® is the only confidence index of construction industry CFOs

Education

WebLive Attendees

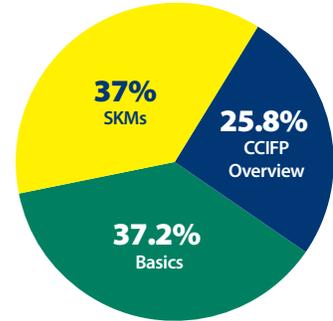
2013-2014



Chapter-Sponsored Course Workbook Unit Sales

Year-to-Year

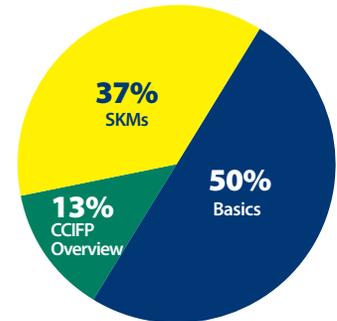
Fiscal Year 2013



Royalties "The Book"

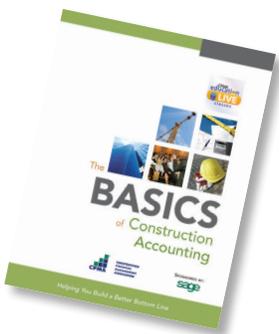
Past 4 Years

Fiscal Year 2014



Chapter-Sponsored Course Workbook Unit Sales

Past 4 Years



Webinars

MEMBER
NON-MEMBER

Webinars rated overall at
9.1 out of 10 (10 = Excellent)

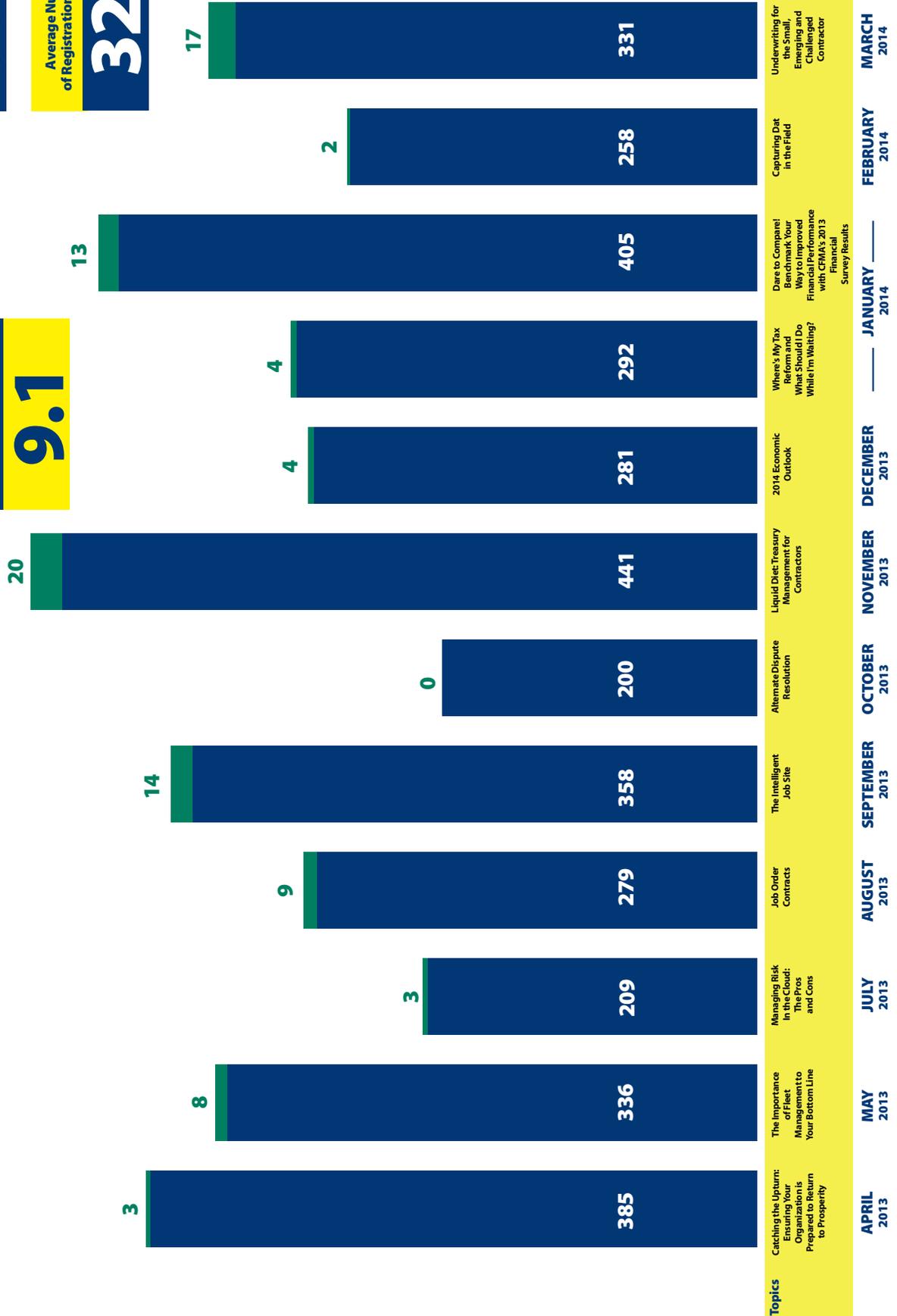
9.1

Average Number
of Registrations in FY13

359

Average Number
of Registrations in FY14

323



Conference

Future Conference Dates

Chicago 2015

June 27-July 1

Sheraton Chicago Hotel & Towers
301 East North Water Street
Chicago, IL 60611
Room Rate: \$215

San Antonio 2016

June 25-29

JW Marriott San Antonio
Hill Country Resort & Spa
23808 Resort Parkway
San Antonio, TX 78261
Room Rate: \$229

Phoenix 2017

June 3-7

JW Marriott Desert Ridge
5350 East Marriott Drive
Phoenix, AZ 85054
Room Rate: \$229

Conference 2018

Dates & Location, TBD

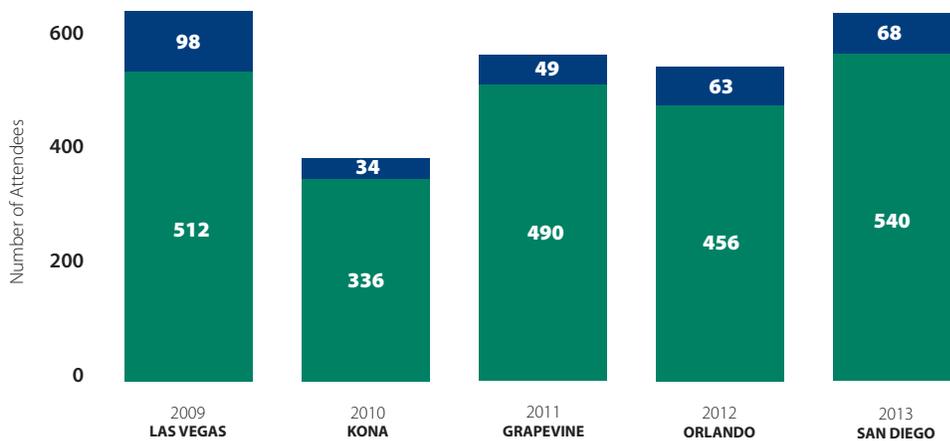
Las Vegas 2019

Dates TBD

The Cosmopolitan of Las Vegas
3708 Las Vegas Boulevard South
Las Vegas, NV 89109
Room Rate: \$219



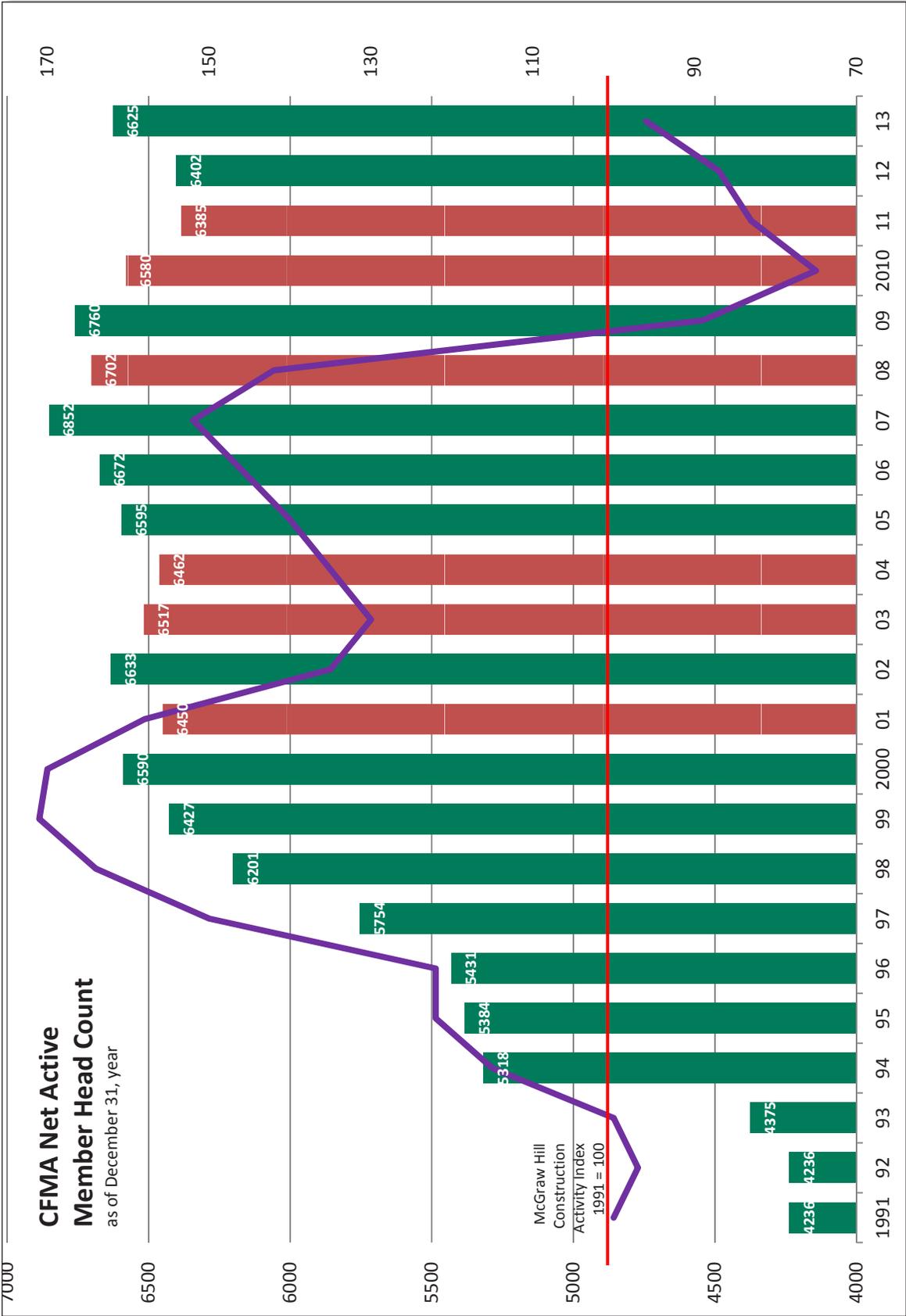
2009-2013 Conference Attendance



MEMBER
Full Registration

NON-MEMBER
Full Registration

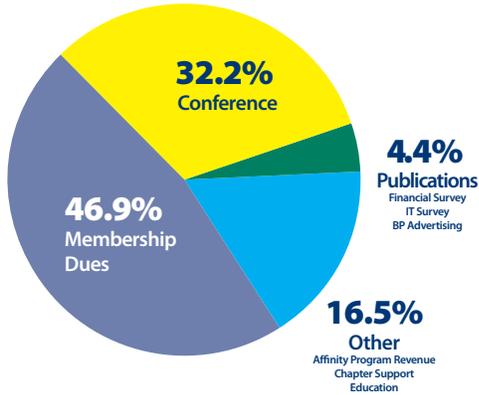
There has been a modest increase that is expected to continue over the next year.



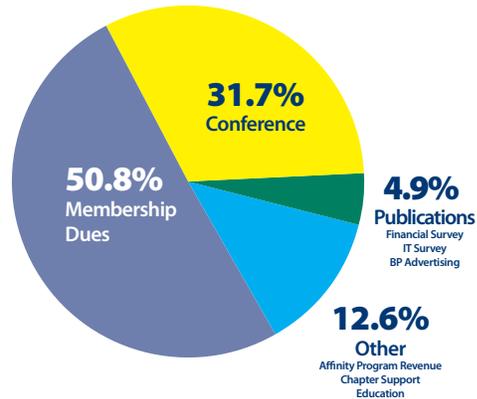
■ 5 Year = (-77) net member loss (0.9% below 2008 base of 6,702 members)
■ 10 Year = 108 net member gain (1.7% above 2003 base of 6,517 members)
■ 15 Year = 424 net member gain (6.8% above 1998 base of 6,201 members)

SOURCES OF REVENUE

Fiscal Year 2014

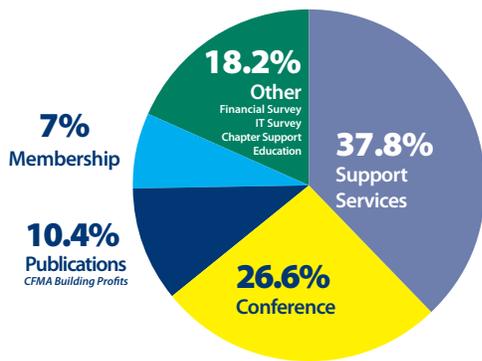


Fiscal Year 2013

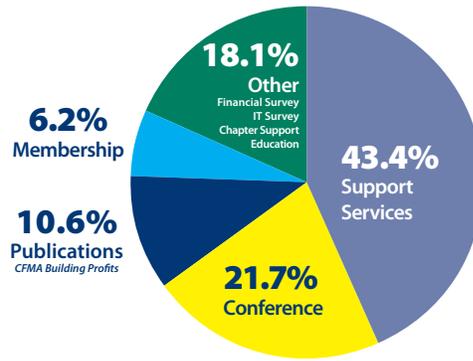


CENTERS OF EXPENSE

Fiscal Year 2014



Fiscal Year 2013



Financial Statements (Audited)
Construction Financial Management Association

Statement of Financial Position	Year Ended March 31 2014	Year Ended March 31 2013
Current Assets:		
Cash and Cash Equivalents	\$ 1,614,306	\$ 1,194,151
Certificates of Deposit	1,985,097	1,487,396
Investments, at fair value	2,008,167	1,783,563
Accounts Receivable, less allowance for Doubtful accounts of approximately \$12,000	68,253	46,767
Prepaid Expenses	232,725	82,847
Other Current Assets	97,675	41,989
Total Current Assets	6,006,223	4,636,713
Deposits	17,927	118,000
Furniture, Equipment & Software, Net	252,549	358,174
Totals	\$ 6,276,699	\$ 5,112,887
Liabilities and Unrestricted Net Assets:		
Current Liabilities:		
Accounts Payable and Accrued Expenses	\$ 278,618	\$ 231,452
Due Chapters	109,926	101,666
Deferred Conference Revenue	1,131,569	569,541
Deferred Membership Dues	1,814,110	1,846,499
Due Affiliate	79,662	32,593
Total Current Liabilities	3,413,885	2,781,751
Deferred Rent	209,941	196,702
Total Liabilities	3,623,826	2,978,453
Commitments		
Net Assets		
Undesignated	952,873	434,434
Designated for Operations	1,700,000	1,700,000
Total Net Assets	2,652,873	2,134,434
Totals	\$ 6,276,699	\$ 5,112,887

Statement of Activities

Changes in Unrestricted Net Assets:

Revenue & Other Support:

Membership Dues and Formation	2,623,532	2,526,245
Chapter Support	61,250	78,251
Conferences	1,694,882	1,501,632
Education	297,052	165,730
Publications	229,970	233,568
Accounting and Reporting	108,411	117,656
Dividends and Interest	56,744	47,949
Totals	5,071,841	4,671,031
Realized and Unrealized Gains on Investments	191,434	61,750
Total Revenue and Other Support	5,263,275	4,732,781

Expenses:

Member Program Services:

Membership and Formation	331,758	270,984
Chapter Support	429,558	314,642
Conferences	1,263,039	948,576
Education	336,699	313,456
Publications	492,833	465,494
Accounting and Reporting	95,892	163,873

Support Services:

Management and General	1,499,488	1,582,401
Executive Committee	148,082	186,973
Marketing	152,302	128,929
Certification Less Reimbursement from Affiliate	(4,815)	5,084
Totals	4,744,836	4,380,412

Change in Unrestricted Net Assets	518,439	352,369
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Net Assets, Beginning of Year	2,134,434	1,782,065
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Net Assets, End of Year	\$ 2,652,873	\$ 2,134,434
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2013-2014

Annual Report

SPONSORED BY:



Principal
Partner