It has truly been an honor and privilege to serve as CFMA’s Chairman this past year with a continued focus on CFMA’s Strategic Plan. I am proud of the commitment, hard work, and accomplishments of my fellow Officers, the Executive Committee, committee volunteers, and the entire CFMA HQ staff.

**Member Value**

With a focus on increasing the number of respondents for the Construction Financial Benchmarker, we created a task force to condense the Construction Financial Benchmarker Online Questionnaire and increase promotion to both General Members and CPA firms. As a result of these efforts, the amount of time to complete the Questionnaire was reduced to 30 minutes or less and yielded an increase of 349 total participants over the prior year for a total of 869 participants. The task force also increased the number of CPA firms that submitted data for multiple clients from one firm to four firms.

Other Benchmarker improvements include having all the products available at www.financialbenchmarker.com, enhancements to the purchasing process, and the ability to select the year in the peer group comparison area.

A new product in development this year is the CFM Academy, which is slated for release in the summer of 2017. The CFM Academy satisfies an identified need for more comprehensive training for those new to the construction industry. It will provide a variety of educational resources for those with limited experience or who are brand new to construction financial management.

**Companies**

To show our members’ companies the value and significance of CFMA’s products, services, and educational offerings, CFMA published a special owner-focused edition of *CFMA Building Profits*. This compilation of previously published articles addresses common problems and challenges that construction business owners face on a daily basis. The issue was electronically distributed to all members and is available at www.cfmabponline.net/cfmabp/owner_issue.

**Chapter Relations**

CFMA welcomed three new chapters – Bluff City, Oklahoma, and Ozarks, bringing the total to 95. CFMA HQ staff and Officers made a combined 54 visits to 46 chapters, one chapter formation event, nine regional conferences (hosted by a total of 40 chapters), and four suicide prevention summits.

Also this year, nearly 60 chapter leaders attended CFMA at Spring Creek – the leadership retreat designed for individuals who want to become successful chapter presidents, excel in the workplace, and improve their work-life balance.

**External Relations**

CFMA’s journey to promote awareness of mental health and suicide prevention has covered much ground since CFMA’s 2016 Annual Conference & Exhibition. As we continue to strive to shatter the mental health stigma and create caring cultures within our companies, CFMA recently established the Construction Industry Alliance for Suicide Prevention (CIASP). The goal of the CIASP is to provide and disseminate information and resources for suicide prevention and mental health promotion throughout the construction industry. More than 20 organizations and industry associations have joined the CIASP to help create awareness of the problem, cultivate a culture of caring, and start the conversation in the workplace for the safety and well-being of all businesses’ most important assets – their human capital.

**Building It Forward**

At CFMA’s 2016 Annual Conference & Exhibition in San Antonio, I challenged the record-breaking crowd of about 1,300 total attendees to implement something (a product, a concept, an initiative, a connection, etc.) personally or professionally – and then commit it to someone to keep “Building It Forward.”

Throughout the year, I continued challenging members in *CFMA Building Profits* via my Chairman’s messages. I have heard from so many of you – even from some of the people to whom you’ve committed – that I know great things are being implemented in our companies and our lives.

Please keep that momentum going as you attend CFMA events and continue Building It Forward!
President & CEO's Message

Our Association experienced another financially strong year in FYE 2017 as we continued to increase member value. One major accomplishment that affirms this effort is that we exceeded 8,000 members for the first time in CFMA's history!

CFMA primarily seeks to provide our members with top-notch education and networking opportunities. While these elements take place at both the chapter level and throughout North America, I will focus my comments on our association-wide efforts.

Overall, CFMA's education programs reached more than 8,000 attendees, which is a 12% increase from last year, and non-member participation in CFMA's online education was also higher than last year.

CFMA members continue to find value in our monthly webinar series as attendance increased by 23% from last year. Webinars received an average rating of 9.3 (out of 10), which is slightly higher than last year’s 9.2. The highest-rated webinar, “Uniting the Construction Industry behind Suicide Prevention,” was presented by Michelle Walker, Cal Beyer, and Bob Swanson and received a 9.7. The other perennial favorite webinar by Anirban Basu, "Markets, He Wrote: Looking for Clues to Forecast the 2017 Economy," received a 9.5.

Of the 17 webinars held in FYE 2017, seven boasted more than 400 attendees – a first for CFMA. The webinar with the highest attendance was “Implementing Revenue Recognition – Where Do I Start?” with 594 attendees.

CFMA also held 14 Online Courses this year. While overall attendance dropped slightly due to fewer programs, average attendance per program rose almost 20% from the previous year. And, the average rating for Online Courses stayed at 9.2. Linda Clifford received 9.5 – the highest score for any CFMA Online Course – for the four-hour A&R program in October.

At the chapter level, both the Pittsburgh and Middle Tennessee Chapters held blended learning programs – a relatively new offering in which attendees view an archived CFMA webinar and then further the discussion in person with a subject matter expert.

CFMA also implemented the electronic CPE process that mimics how Conference attendees obtain their CPE certificates. Nine chapter events and five regional conferences used this process, providing more than 1,700 people the opportunity to receive their CPE certificates electronically.

We also focused our efforts to support chapters financially. In addition to the $3,000 in Support, Training, And Resources (STAR) Program funds that each chapter is eligible to receive, CFMA's Principal Partner Program provided for a total contribution of $54,000 to CFMA's nine regional conferences in FYE 2017. This is yet another example of how the Principal Partner Program has benefited CFMA members.

A Look Ahead

We launched a pilot program to develop CFMA Peer Groups in 2016. After a successful year, we are thrilled to fully launch the Peer Group Program in FYE 2018, with 185 participants in 18 Peer Groups. We are excited to see this program come to fruition.

Another exciting program we are set to launch in FYE 2018 is the CFM Academy, as mentioned on the previous page. We have spent a considerable amount of time researching, planning, and developing this program, and believe it will fill an important education niche not only for younger members, but also for those who are new to the construction industry. Stay tuned for its official launch date.

We continue to deliver member value in new and different ways, particularly regarding our educational efforts. I thank CFMA's volunteer leadership and HQ staff for working hard to meet our members' needs. I encourage you to let me know how we can continue to deliver more value to your CFMA membership.
Net Active Member Head Count (as of December 31, 2016)
**About CFMA Members**

- **4,929/63%** General Members (as of March 6, 2017)
- **2,874/37%** Associate Members

**Membership-at-a-Glance**

- **43.2 Years** Median age of new general members joining in calendar year 2016
- **8.4 Years** Average member tenure

**Retention Rates in Previous Years**
- 2015: 86%
- 2014: 86.6%
- 2013: 86%

**Due to rounding, not all figures total 100%**
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 team.

- Increase members’ engagement
- Increase ease of access to construction industry financial information
- Improve the value and quality of CFMA communications
- Increase the number of highly-valued and sought-after CFMA products, services, and educational offerings
- Promote the CCIFP designation as essential within the construction industry

E-NEWSLETTER REDISEIGN TO ENHANCE READABILITY

- 28% OPEN RATE
- 25% CLICK-THROUGH RATE
- 24% OPEN RATE
- 14% CLICK-THROUGH RATE

CONSTRUCTION FINANCIAL BENCHMARKER ONLINE QUESTIONNAIRE PARTICIPANTS

(+349 Participants over prior year)

869 CONSTRUCTION FINANCIAL BENCHMARKER ONLINE QUESTIONNAIRE PARTICIPANTS

>200 CONSTRUCTION FINANCIAL BENCHMARKER product purchases

>1,900 PEER GROUP COMPARISON REPORTS generated

1,891 CONNECTION CAFÉ MESSAGES posted across

488 DISCUSSION THREADS in General Inquiries

Launched
ON-DEMAND TESTING
and a simplified three-step process for application completion and submission

TOPICS COVERED: prequalification, project management, information technology, surety bond claims, and employee recruitment

237 ATTENDEES
9.0 AVERAGE SESSION SCORE
432.5 CPE CREDITS AWARDED
**Chapter Relations**

CFMA chapters will be vibrant, growing, and viewed by stakeholders as the best local educational and networking resource for construction financial professionals.

- Increase the consistency and quality of the CFMA chapter experience
- Increase awareness of the resources available to chapter leadership
- Increase the number of chapters that have strategic and succession plans in place
- Increase the use of Chapter Administrators or an alternative administrative option

---

**STAR (SUPPORT, TRAINING, AND RESOURCES) PROGRAM**

70 **CHAPTERS** utilized STAR Program funds in 2016-17

- Chapter Administrative Expenses 38%
- CFMA Speaker Program 21%
- Chapter Marketing Expenses 13%
- Chapter Education Programs 13%
- CFMA Education Programs 9%
- Strategic Planning 6%

**$189,000**

---

**STRATEGIC PLANS**

2016-17 **35 CHAPTERS** held strategic planning sessions

2015-16 **20 CHAPTERS** held strategic planning sessions

---

**SUCCESSION PLANS**

2016-17 **43 CHAPTERS** had succession plans in place

2015-16 **47 CHAPTERS** had succession plans in place

---

**CHAPTER ADMINISTRATORS**

2016-17 **42**
Chapter Administrators

2015-16 **29**
Chapter Administrators

---

**FORMATION OF THREE NEW CHAPTERS**

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bluff City</td>
<td>Memphis, TN</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>Oklahoma City, OK</td>
</tr>
<tr>
<td>Ozarks</td>
<td>Joplin, MO</td>
</tr>
</tbody>
</table>

**CFMA at Spring Creek**

2016-17 **57 ATTENDEES** representing **52 CHAPTERS**

2015-16 **60 ATTENDEES** representing **57 CHAPTERS**
Companies

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

- Increase effective communication of the value of CFMA products, services, and educational offerings
- Increase effective utilization of CFMA member benefits, with a special emphasis on educational offerings
- Increase communication of CFMA member benefits from member to owner
- Raise visibility with owner-focused construction industry organizations
- Increase the number of multiple general members from the same company

SUCCESSFULLY CONDUCTED

PEER GROUP PILOT PROGRAM

EIGHT PEER GROUPS FORMED WITH MORE THAN
60 PROFESSIONALS PARTICIPATING

FORMAL PROGRAM ROLLED OUT TO GENERAL MEMBERSHIP WITH MORE THAN 185 PARTICIPANTS IN 18 PEER GROUPS

“This peer group experience has been great. Learned a lot and it has also been fun. Thank you, CFMA, for your commitment to and support of the program.”

SUSAN M. KIRBY
Associated Electrical Contractors, LLC
Chicago Chapter

CONSTRUCTION COMPANY OWNER ISSUE OF CFMA BUILDING PROFITS

- Articles focused on managing millennials, benchmarking, and succession planning
- Mailed to ENR Top 400 CEOs without CFMA member representation
- Delivered electronically to all General Members and promoted in CFMA’s Bottom Lines
- Available at www.cfmabponline.net/cfmabp/owner_issue

LEADERSHIP PROGRAMS

50 ATTENDEES

9.3 OVERALL SCORE

TOPICS COVERED:
trust and credibility as a leader, empowering and coaching the team, and leadership challenges

LEADERSHIP
PROGRAMS

Partnerships Providing
MEMBER
COST-SAVINGS
PROGRAMS

FLEET MANAGEMENT

LegalShield
External Relations
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.
- Increase association influence as a thought leader in the construction industry
- Increase collaboration with other industry-related organizations

CFMA-SUPPORTED INITIATIVES

Third year of partnership on the JBKnowledge Annual Construction Technology Report
Released November 2016

Research Partner with Dodge Data & Analytics’ SmartMarket Report
Released January 2017

Agreement to assist in collection of up to 1,000 additional participants for 2017 Construction Financial Benchmarker Online Questionnaire

Purchased customized 2016 Construction Financial Benchmarker PDF Results

CPA FIRMS
Four accounting firms contributed financial data from 25 or more client participants to the 2016 Construction Financial Benchmarker Online Questionnaire

*The industry-wide sample size, abundance of detail, and quantitative analytics make the Financial Benchmarker the premier source of construction industry information available today. We greatly appreciate CFMA’s care and diligence in providing this information!*

DANIEL BOYLE, CCIFP
SCQ, Inc.
Construction Industry Alliance for Suicide Prevention

MISSION: To provide and disseminate information and resources for suicide prevention and mental health promotion in construction with the goal of creating a zero-suicide industry.

CFMA proudly acknowledges all Alliance members

CFMA WEBINAR
UNITING THE CONSTRUCTION INDUSTRY BEHIND SUICIDE PREVENTION
FEBRUARY 2017
9.7 HIGHEST-RATED CFMA WEBINAR

SUICIDE PREVENTION SUMMITS

CFMA CHICAGO CHAPTER
CHICAGO, IL
FEBRUARY 1, 2017

CFMA PORTLAND CHAPTER
PORTLAND, OR
NOVEMBER 16, 2016

CFMA CHARLOTTE CHAPTER
CHARLOTTE, NC
NOVEMBER 9, 2016

CFMA VALLEY OF THE SUN CHAPTER
PHOENIX, AZ
APRIL 7, 2016

- Developed e-newsletter highlighting upcoming events, media coverage, and resources
- Distributed to all CFMA and Alliance members
- Alliance members encouraged to share with their organizations

22% OPEN RATE
5% CLICK-THROUGH RATE
Construction + Suicide Prevention: Why Is This an Industry Imperative?
BY DR. SALLY SPENCER-THOMAS & CAL BEYER
CFMA BUILDING PROFITS NOVEMBER/DECEMBER 2016

Construction + Suicide Prevention: 10 Action Steps Companies Can Take to Save Lives
BY DR. SALLY SPENCER-THOMAS
CFMA BUILDING PROFITS JANUARY/FEBRUARY 2017

There Will Be No Casseroles Tonight: Food for Thought on Addressing Mental Illness & Suicide
BY DAVID L. SAUERMAN & JOSEPH J. SAUERMAN
CFMA BUILDING PROFITS MARCH/APRIL 2017

“Thanks to Cal Beyer’s passion and drive, CFMA is pushing toward a mission of zero suicide and eliminating stigma surrounding mental illness. With the formation of the Construction Industry Alliance for Suicide Prevention, we are at the leading edge of this critical initiative – uniting the construction industry behind establishing preventive measures in the workplace that will change the statistics of suicide deaths in our workforce.”

MICHELLE WALKER, CCIFP
Specialized Services Co. Valley of the Sun Chapter

Resource posters with original design inspired and created by CFMA’S VALLEY OF THE SUN CHAPTER IN ASSOCIATION WITH THE JP GRIFFIN GROUP

THROUGH TARGETED PRESS RELEASES

>6 MILLION READERSHIP REACH

www.cfma.org

www.cfma.org/suicideprevention   #suicidepreventioncfma

Original design inspired and created by the CFMA’s VALLEY OF THE SUN CHAPTER in association with the JP GRIFFIN GROUP: Trusted Employee Benefit Advisors (www.griffinbenefits.com)
CFMA continued to drive **MEMBER VALUE** through its **Principal Partner Program**, which enabled CFMA to provide enhanced support and resources to members and chapters, including access to valuable assets from CFMA’s two Principal Partners.

**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

**$54,000 PROVIDED TO NINE REGIONAL CONFERENCES THROUGH PRINCIPAL PARTNER PROGRAM**

- **CAROLINAS**
  - Construction Conference
- **COLORADO**
  - Construction Conference
- **HEARTLAND**
  - Regional Conference
- **JOINT LOUISIANA**
  - Regional Conference
- **MID-ATLANTIC**
  - Regional Construction Financial Management Conference
- **MIDWEST**
  - Regional Conference
- **PACIFIC NORTHWEST**
  - Construction Industry Conference
- **SOUTHEASTERN**
  - Construction Regional Conference
- **SOUTHWEST**
  - Regional Conference

(*States with chapters sponsoring Regional Conferences are highlighted in light blue.*)

“As a Principal Partner with CFMA, BKD recognizes the tremendous value through member education and advocacy that CFMA delivers to its members. We are proud to assist CFMA at the local, regional, and association-wide level with the Principal Partner program, and look forward to a strong relationship going forward. There are numerous opportunities and challenges in the construction industry today, and BKD is committed to being at the table with CFMA to make tomorrow better than today.”

**TIM WILSON, CCIFP**
BKD, LLP
Kansas City Chapter
EDUCATION PARTNERSHIPS

Sage continued its partnership with CFMA to deliver quality, accessible education programs to CFMA members and to the construction industry overall.

EDUCATION OFFERINGS BY THE NUMBERS

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of EDUCATION PROGRAM ATTENDEES</td>
<td>7,901</td>
<td>7,237</td>
</tr>
<tr>
<td>Average WEBINAR ATTENDANCE</td>
<td>380</td>
<td>326</td>
</tr>
<tr>
<td>Average WEBINAR SCORE</td>
<td>9.3</td>
<td>9.2</td>
</tr>
<tr>
<td>Average ONLINE COURSE ATTENDANCE</td>
<td>98</td>
<td>77</td>
</tr>
<tr>
<td>Average ONLINE COURSE SCORE</td>
<td>9.2</td>
<td>9.2</td>
</tr>
</tbody>
</table>

EDUCATION OFFERINGS BY THE NUMBERS

ELECTRONIC CPE FOR CHAPTERS

1,748 CERTIFICATES

16 PROGRAMS INCLUDING FIVE REGIONAL CONFERENCES, 12 CHAPTER CLASSROOM COURSES, AND ONE CHAPTER EVENT

“CFMA Webinars provide the opportunity to stay current on industry advancements and are a nice benefit for the membership.”

RICHARD SCHOOS
J.F. Cook Co., Inc.
Milwaukee Chapter

INCREASED PARTNERSHIPS

around use of CFMA Education and other content areas
### Financial Statements (Unaudited)

**Construction Financial Management Association**

#### STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Year Ends March 31</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$1,699,903</td>
<td>$1,732,702</td>
</tr>
<tr>
<td>Investments at Fair Value</td>
<td>5,696,058</td>
<td>5,001,063</td>
</tr>
<tr>
<td>Accounts Receivable, Net</td>
<td>-</td>
<td>3,843</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>165,763</td>
<td>129,142</td>
</tr>
<tr>
<td>Due from Affiliate</td>
<td>7,601</td>
<td>6,664</td>
</tr>
<tr>
<td>Accrued Revenue</td>
<td>144,690</td>
<td>217,433</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>$7,714,015</td>
<td>$7,090,847</td>
</tr>
<tr>
<td>Deposits</td>
<td>78,527</td>
<td>32,927</td>
</tr>
<tr>
<td>Furniture, Equipment &amp; Software, Net</td>
<td>111,624</td>
<td>136,131</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>$7,904,166</td>
<td>$7,259,905</td>
</tr>
</tbody>
</table>

| **LIABILITIES AND NET ASSETS:** |            |
| **CURRENT LIABILITIES:**         |            |
| Accounts Payable and Accrued Expenses | 182,678     | 239,361    |
| Due to Chapters                  | 293,370    | 246,245    |
| Deferred Events Revenue          | 1,482,599  | 1,339,728  |
| Deferred Membership Dues         | 2,067,552  | 1,953,174  |
| **TOTAL CURRENT LIABILITIES**    | $4,026,228 | $3,896,983 |
| Deferred Rent                    | 126,968    | 145,328    |
| **TOTAL LIABILITIES**            | $4,153,196 | $4,042,311 |

| **NET ASSETS**                  |            |
| Undesignated                    | 1,217,622  | 1,217,594  |
| Designated for Operations       | 2,250,000  | 2,000,000  |
| Temporarily Restricted – STAR Program | 270,000   | -          |
| **Total Net Assets**            | $3,737,622 | $3,217,594 |
| **TOTALS**                      | $7,890,818 | $7,259,905 |

#### STATEMENT OF ACTIVITIES

<table>
<thead>
<tr>
<th>Year Ends March 31</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHANGES IN UNRESTRICTED NET ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue &amp; Other Support:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Dues and Formation</td>
<td>$3,011,535</td>
<td>$2,881,335</td>
</tr>
<tr>
<td>Chapter Support</td>
<td>15,000</td>
<td>11,990</td>
</tr>
<tr>
<td>Conferences</td>
<td>2,107,552</td>
<td>1,953,174</td>
</tr>
<tr>
<td>Education</td>
<td>435,383</td>
<td>456,615</td>
</tr>
<tr>
<td>Publications</td>
<td>274,359</td>
<td>208,704</td>
</tr>
<tr>
<td>Accounting and Reporting</td>
<td>133,737</td>
<td>147,971</td>
</tr>
<tr>
<td>Dividends and Interest</td>
<td>57,071</td>
<td>68,445</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td>6,034,637</td>
<td>5,728,234</td>
</tr>
<tr>
<td>Realized and Unrealized Gains (Losses) on Investments</td>
<td>-177,371</td>
<td>184,467</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE AND OTHER SUPPORT</strong></td>
<td>$6,212,008</td>
<td>$5,543,767</td>
</tr>
</tbody>
</table>

| **EXPENSES:** |            |
| MEMBER AND FORMATION: |            |
| Membership and Formation     | 383,782    | 397,596    |
| Chapter Resources             | 761,333    | 751,833    |
| Conferences                   | 1,887,401  | 1,683,063  |
| Education                     | 455,917    | 474,562    |
| Publications                   | 400,486    | 388,227    |
| Accounting and Reporting      | 141,309    | 120,091    |
| **SUPPORT SERVICES:**         |            |
| Management and General        | 1,506,939  | 1,299,813  |
| Executive Committee            | 117,976    | 167,213    |
| Marketing                     | 242,419    | 206,471    |
| Certification Less Reimbursement from Affiliate | 5,582 | 18,878 |
| **TOTALS**                    | 5,681,860  | 5,469,991  |
| Change in Unrestricted Net Assets | 520,028    | 73,776     |
| **NET ASSETS, BEGINNING OF YEAR** | $3,217,594 | $3,143,818 |
| **NET ASSETS, END OF YEAR**   | $3,737,622 | $3,217,594 |

www.cfma.org
It’s an honor to represent the members of CFMA as this year’s Chairman; a role I’m excited to carry out with diligence, integrity, and passion. The theme of CFMA’s 2017 Annual Conference & Exhibition is The Foundation for Success and will be my focus throughout the coming year.

A structure’s foundation must not only be designed to accommodate the conditions and environment in which it exists, but also provide the strength required to support all that will rely on it in the future. CFMA is a key component of The Foundation for the Success of our members and their companies. Through the programming, content, member network, and initiatives underway as we carry out our strategic plan, CFMA delivers benefit to members, chapters, companies, and the construction industry. Here are some of the ways we help build strong foundations.

**STAR Program**
Now in its fourth year, the Support, Training, and Resources (STAR) Program has benefited chapters by providing more than $550,000 to enrich the member experience through increased use of administrative support, CFMA speakers and education, marketing, and strategic planning. This program strengthens our chapters’ foundations as they create value for their members. We hope all 95 chapters will make use of this subsidy in the coming year.

**CFMA at Spring Creek**
This annual retreat for chapter leaders will again be offered at no cost for one leader per chapter, along with a travel stipend. The 2016 program had two sold-out sessions with 57 chapter leaders benefiting from the knowledge, skills and networking received at this valuable three-day experience. Spring Creek develops individuals both personally and professionally and is considered an essential element of vibrant and successful chapters. We strongly encourage every chapter to participate.

**Peer Groups**
The network that exists among more than 7,800 CFMA members across 95 chapters in the U.S. and Canada is one of the most valuable benefits of membership. CFMA Peer Groups rolled out this year following a successful year-long pilot program. This program, open to all General Members, offers a close connection with a small group of their peers in a confidential environment to share challenges and successes and to leverage the strength of the expertise of the group as the members seek solutions to improve their companies and their bottom lines.

**CFM Academy**
CFMA education is a key driver of member, company, and industry value as the sole provider with a singular focus on the needs of the construction financial professional and the wide bank of knowledge that is required to be successful.

The CFM Academy is our newest educational offering. This program of content will be designed and packaged together for those in the first three years of their career as a CFM, covering the core competencies of someone in construction finance. The CFM Academy will jump-start the knowledge-gathering process of those new to the industry and will provide value for our members and their companies seeking to develop new talent who will ultimately grow into the future leadership of the company. The knowledge received in the early stages of one’s career is the foundation on which his or her future success will be built.

Through the programming, content, member network, and initiatives underway as we carry out our strategic plan, **CFMA DELIVERS BENEFIT TO MEMBERS, chapters, companies, and the construction industry.**

With everything accomplished last year as we Built It Forward and the new initiatives we have underway, I look forward to the upcoming year, working alongside my fellow officers, Executive Committee members, and HQ staff to provide the network, education, and value each individual seeks in return for the investment in a CFMA membership.

I encourage everyone to explore and utilize all of the resources available to them as they build the Foundation for Success for themselves and their companies!
“Participation in the Heavy/Highway Subcommittee gave me the opportunity to become further engaged with CFMA and this industry segment. It’s a great way to learn about key issues facing the contractor community which I can take back and use in my ongoing work with various customers.”

GREG STEFAN
Arch Insurance Group
Georgia Chapter

“Participation in the Heavy/Highway Subcommittee gave me the opportunity to become further engaged with CFMA and this industry segment. It’s a great way to learn about key issues facing the contractor community which I can take back and use in my ongoing work with various customers.”

GREG STEFAN
Arch Insurance Group
Georgia Chapter

“Thanks to CFMA, we hired a Controller. I had already gotten approval to renew my CFMA membership for this year, but this sure doesn’t hurt in convincing my employer to let me renew my membership. I am always proud to be part of such a great organization such as CFMA.”

SHARON VANCE, CCIFP
Middle Tennessee Chapter