Thank You to Our Generous Sponsor

For 20 years, CFMA has been my Power Connection when I have questions, issues, or just need a mental health break. Through CFMA publications, the Connection Café, and my local and national contacts, I am never alone as a financial manager in the construction industry.

Bill Mee, Massachusetts Chapter

CFMA connections with other members have been extremely valuable to our company. I have been able to tap into the experience of countless members to help us address business challenges.

Rich King, Greater Berks-Lehigh Valley PA Chapter

The advantages from the CFMA contacts and connections I make go beyond any of the individual seminars and sessions. These connections allow me to share ideas, knowledge, and experiences while learning from hundreds of other professionals that benefit me and my company, both now and well into the future.

Samantha Hutchison, Houston Chapter
CFMA has a solid foundation that has been built over the past 31 years, and it is time to start building the framework of what is a “home” for all of us.

I am happy to report that Vision has come into focus because you told us what you want and value most, and also thanks to the efforts of countless member and staff hours. This year found CFMA in a unique position, having welcomed a new President & CEO, Stuart Binstock. With a full year under his belt, and having had the opportunity to immerse himself in the culture of CFMA, he will utilize his experience, leadership, and dedication to enhancing member value to serve all of us for many years to come.

Our Mission hasn’t really changed; our desire to be essential to the success and development of financial professionals in the construction industry is still our core purpose as an association.

Our Goals:

• Continue to enhance the value that members (and their companies) receive;
• Provide a deeper, more robust curriculum built on information sharing, knowledge transfer, and education offerings;
• Enhance and further develop the Chapter/Headquarters partnership so that chapter leaders receive greater support in their efforts to provide direct value to members; and
• Be further acknowledged as a respected resource for financial matters relating to the construction industry.

CFMA has developed, and is continuing to develop, new strategic partnerships that will provide the resources necessary to achieve these goals over the next several years, and continue to communicate the value CFMA provides to the industry.

The economic conditions of the past three years have been extremely challenging as a whole, and our industry suffered as much or more than any other sector. CFMA membership is that much more critical to an individual’s – and his or her company’s – success, and we are developing strategies to enhance that success, not only in the near term, but also the long term.

Our membership is a loyal one and our retention rate remains strong. Although growth has been a challenge during the past three years, it will come by remaining focused on and accomplishing our goals.

I am extremely grateful for the opportunity to have served you as chairman of our association and look forward to CFMA’s continued success for years to come.
Much has been accomplished during my initial year with CFMA. With the new Strategic Plan in place, we have much more to do. I want to highlight some of the accomplishments achieved during the past year, organized around CFMA’s then-in-effect Strategic Plan goals. As you’ll see, CFMA’s HQ staff is always striving to find and deliver more value for our members.

GOAL A: RECOGNITION OF THE VALUE OF CFMA MEMBERSHIP
This goal received a lot of attention this past year as we revamped our communications to various constituent groups within CFMA and those in the industry who may not know CFMA. We also continued our advocacy efforts with our Emerging Issues Committee by joining the 3% Withholding Coalition and continuing our work on such FASB issues as Revenue Recognition and Multi-Employer Pension Plans. These efforts resulted in a 13-page document sent to FASB in March outlining our concerns over its most recent Revenue Recognition proposal. We have sought closer working relationships with industry media, such as ENR and CBO magazines. I moderated a panel at the ENR-sponsored FutureTech conference held in San Francisco, bringing three of our local CFO members together to discuss IT investments from a financial perspective.

We also introduced CFMA Update – our member-only monthly e-newsletter – that increased the readership and click-through rates from the previous communications. It also dramatically reduced the amount of single topic e-mail blasts to members.

GOAL B: BODY OF KNOWLEDGE
This goal represents the very essence of CFMA’s mission and is the major focus of CFMA leadership and staff efforts. We began development on new courses with topics you asked for in the Member Value Survey conducted last summer. Because this goal requires substantial labor and financial resources, we secured an innovative arrangement with Sage Software that increased members and provided the financial resources needed to introduce more advanced courses to our chapters and members.

We also introduced the new online interactive version of the Annual Financial Survey, the Construction Financial Benchmarker, in February. For the first time ever, we will introduce the latest version of the financial survey six months early – in July – so your benchmark data is more relevant in your comparisons. I encourage you to try this innovative service.

We also announced a partnership with the Associated Builders and Contractors (ABC) on compiling our biennial IT Survey, to be available in September 2012.

Lastly, we have at least six monthly KnowledgeNOW Webinars in the pipeline at any given time and have recorded higher average attendance rates during the past year.

GOAL C: NATIONAL/CHAPTER PARTNERSHIP
I attended many regional conferences and chapter events in the past year and held a teleconference with regional conference leaders so they could share best practices. I appreciated listening and hearing from many chapter leaders and members. We also increased support for the Chapter Connection Program and worked on making the Chapter Affiliation Agreement less onerous to our chapters. We also made some changes to future CFMA at Spring Creek programs that will deliver more value to participants.

GOAL D: ASSOCIATION GROWTH & DEVELOPMENT
The volunteer officers and I attended many industry events to increase the awareness of CFMA and the unique benefits we provide to our members’ companies and the industry. We created a new Fun Run & Walk at this year’s Conference hosted by the Central Florida Chapter to increase our charitable efforts. And, for the first time ever, we are holding a large-firm CFO roundtable at the Annual Conference to allow large contractors to share best practices. We’ve also established closer working relationships with our affinity partners so they can help our members’ bottom lines.

I hope you see the positive results from our efforts this past year and the many more to come. As always, reach out to me and tell me how we can continue to deliver more value to your membership.
2011-2012 Officers

Joseph T. Burkett, CCIFP
CHAIRMAN
Cafco Construction Management, Inc.
Boston, MA
jburkett@cafcoconstruction.com

Erika Urbani, CCIFP
VICE CHAIRMAN
R.D. Olson Construction
Irvine, CA
eurban@rdolson.com

Patrick A. Cebelak, CCIFP
TREASURER
Granger Construction Co.
Lansing, MI
pcebela@grangerconstruction.com

Scott Rooney *
SECRETARY
Zurich
Richmond, VA
srooney@zurich.com

Melvin E. BurgEs, CCIFP *
IMMEDIATE PAST CHAIRMAN
Harcon Inc.
Alpharetta, GA
mburges@harconforming.com

Thank You to the 2011-2012 Executive Committee

Steve Tenney **
Story Construction Co.
Ames, IA
stevetenney@storycon.com

Ben M. Brahinsky ***
Leap Financial
Denver, CO
ben@leap-financial.com

Jackie L. Buck, CCIFP *
ICCIFP Representative, ex officio
AGI General Contracting
Stanton, CA
jackie.buck@agigc.com

Mandy Irvine
Data Net Solutions, Inc.
Escondido, CA
mirvine@4datanet.com

Darrin L. Johnson *
LPR Construction Co.
Loveland, CO
darrinj@lprconstruction.com

Kathleen McDiarmid, CCIFP
Past President
Bayou Manufacturing
Slidell, LA
kmc@bayou.com

Melvin E. BurgEs, CCIFP *
IMMEDIATE PAST CHAIRMAN
Harcon Inc.
Alpharetta, GA
mburges@harconforming.com

First-Year Executive Committee Members for 2012-2013

Gina Birkett
Total Western, Inc.
Paramount, CA
birkett@twimail.com

Janice Lowery
Williams Company
Orlando, FL
janel@williamsco.com

Billy Stockton, Jr., CCIFP
Advanced Building Concepts
Middletown, RI
bstockton@advancedbuildingconcepts.com

Philip Zak, CCIFP
ICCIFP Representative, ex officio
CRBZ, Inc. and Mayer Hoffman McCann PC.
Denver, CO
pzak@cbiz.com

Ex Officio

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

* Completed Service on Executive Committee in FY 2012
** 2012-2013 Treasurer
*** 2012-2013 Secretary
How CFMA helps our members and their companies build a better bottom line:

**Membership**
- *Talking Heavy* – Quarterly E-newsletter
- *Talking Trades* – Quarterly E-newsletter
- Connection Café
- Affinity Programs (Comdata, ConsensusDOCS, CDS, Enterprise Fleet Management, PartnerShip)
- Guide for Membership Chairs
- Membership Chair Webinars
- Membership Builder Software & Training
- Career Center
- Lien Law Online
- Advocacy on such critical issues as revenue recognition, lease accounting, etc.

**Education**

**KnowledgeNOW Group LIVE**

**Chapter-Offered Programs/Courses**
- The Basics of Construction Accounting Workshop
- Managing the Risk of Insolvency: Issues in Bankruptcy
- Accounting & Reporting
- Cash Management & Advanced Cash Management
- Construction Taxation, Parts 1 & 2
- Contracts 101
- Emergency Management Planning
- Fundamentals of Ethics
- Project Management
- Risk Management
- Treasury Management

**CCIFP/Body of Knowledge**
- CCIFP® Overview Seminar

**KnowledgeNOW E-Learning and Online Self-Study Courses**
- Revenue Recognition
- CA101 – Core Accounting Concepts
- CA102 – Practical Accounting Applications
- Construction Accounting Refresher

**KnowledgeNOW Webinars**

**Publications**
- *CFMA Building Profits*
- *CFMA BP Online*
- *CFMA Update* – Monthly E-newsletter

**Conference Planning**
- CFMA’s Annual Conference & Exhibition
- Annual AGC/CFMA Construction Financial Management Conference

**Construction Industry Research & Analysis**
- CFMA’s Construction Industry Annual Financial Survey with Benchmarking Builder CD-ROM
- Construction Financial Benchmarker www.financialbenchmarker.com
- CFMA’s Information Technology Survey for the Construction Industry
- Software Usage Information Forum
- CONFINDEX® – Confidence Survey of Construction CFOs

**Chapter Resources & Services**

**Chapter Resources**
- *CFMA at Spring Creek* – The Annual Retreat for Incoming Chapter Presidents
- Chapter Operations Handbook
- Chapter Succession Planning
- Chap Chats Bimonthly E-Newsletter
- Chapter Summit
- Chapter Recognition Program Awards Breakfast
- Great Chapter! Workshops
- Chapter Best Practices
- Most Successful Meeting Topics
- Strategic Planning Tools
- CFMA’s Connection Program
- Chapter Website Hosting
- Chapter Event Registration
- CFMA’s National Mentoring Program

**Chapter Services**
- Graphic Design, Editorial Services, Hotel Negotiations, and Administrative Support
GOAL A: RECOGNITION OF THE VALUE OF CFMA MEMBERSHIP
Owners, business leaders, and industry affiliates will see the value of CFMA membership.

1. Developed and implemented the first membership-wide survey since 2003, laying the research foundation for development of new strategic planning goals, the website revamping project, and other product and services areas.
2. Developed and posted new video with CFMA’s CEO highlighting CFMA products.
3. Implemented an improved monthly member e-newsletter CFMA Update, quadrupling previous newsletter versions’ open and click-through rates.
4. Reduced the number of dedicated product e-mails to members with improved post-mail analysis resulting in more effective messages and features with improved click-through rates.
5. Expanded CONFINDEX relationship with Anirban Basu, resulting in improved questions and enhanced value of CONFINDEX reading published quarterly in ENR and other media.
6. Placed article on the “Importance of Benchmarking” in ASA’s The Contractor’s Compass promoting Annual Financial Survey to their members.
7. Placed article on “FASB Revenue Recognition” by Jerry Henderson and a “State of the Economy” article by Anirban Basu in Construction Business Owner publication with circulation of 40,000 small to mid-size contractors.
8. Implemented a strategic partnership with NASBP offering access to KnowledgeNOW webinars.

GOAL B: BODY OF KNOWLEDGE
CFMA will be the recognized source and resource for industry knowledge, information, and professional best practices.

1. A new group-live seminar course titled A 360° View of WIP is being added to the CFMA library of educational programs as a result of the strategic alliance agreement signed by CFMA and Sage. Developed Sage branded collateral materials and presentations.
2. There were 13 CFMA KnowledgeNow Webinars presented over the past year. More than 2,600 members attended these programs, earning one CPE credit for each session. Webinars received an overall rating of 4.6 on a scale of 1 to 5, with 5 being “Excellent.”
3. In January 2012, CFMA received NASBA approval to provide CPE credit for Self-Study programs. Participants of CFMA’s e-learning course, Revenue Recognition for Contractors, will now receive 2 CPE credits in the field of Accounting upon successful completion of the program.
4. “The Book” underwent a comprehensive author and Subject Matter Expert review for its 24th release in February 2012 and is available in eBook formats.
5. Created an online interactive construction financial tool, Construction Financial Benchmarker (www.financialbenchmarker.com), which launched in January 2012.
6. CFMA Building Profits received the APEX “Award for Excellence” for the September/October 2010 issue as well as two “Awards of Distinction” from The Communicator Awards for Copy Writing and Cover Design for the S/O 2010 issue.
7. 92% of 2011 conference attendees rated the 2011 Annual Conference in Grapevine, TX as excellent.

GOAL C: NATIONAL/CHAPTER PARTNERSHIP
The national/chapter partnership will consistently meet the evolving demands of members and the profession.

1. Presented two sessions of 2011 CFMA at Spring Creek attended by 39 chapter leaders with a composite evaluation of 9.4 out of 10.
2. A total of 45 attendees from 35 chapters participated in Chapter Summit IX in Grapevine, TX. 85% rated the workshop as either very valuable or extremely valuable.
3. Revised language and collection process for Chapter Affiliation Agreement to assist chapters with operational logistics presented at CFMA’s March Executive Committee Meeting in San Antonio, TX.
5. The Chapter Connection Program partners an Executive Committee member with a leader from each chapter in order to create a dialogue intended to benefit association leaders as well as chapter leaders in providing value to members.
6. Compiled speaker and logistical information for nine regional/statewide conferences to benchmark themselves against each other.
7. Produced and disseminated information to chapters regarding videoconferencing to assist them in overcoming geographical challenges.
8. Oversaw CFMA’s 2011 National Mentoring Program that included eight Mentors and eight Mentoring Clients.
9. Implemented pilot Chapter-to-Chapter Mentoring Program with three pairings.

GOAL D: ASSOCIATION GROWTH & DEVELOPMENT
CFMA will vigorously grow membership in response to the needs of the industry.

1. New members during the fiscal year will exceed the goals established in the budget.
2. The Retention Rate of 83.2% achieved during the fiscal year exceeded the goals established in the budget.
3. The Member-Get-A-Member campaign achieved 136 new members during the fiscal year, which exceeded last year’s program results.
4. Presented seven Membership Chair Webinars in conjunction with Chapter Support with an average of 39 attendees per webinar.
5. Developed member prospect database titled ChapCom with 16 chapters that have utilized this tool.
6. Improved the volunteer recruitment process by integrating an online committee sign-up process.
7. Expanded membership recruitment by providing value and promoting various CFMA products and services to the ENR 400 and 600 non-member list, AICPA Conference, CICPAC Conference, Construction Software User Groups, ABC, IRMI, and NECA.
More Than 52% of all CFMA Members Live in 11 States

1 California
2 Texas
3 Pennsylvania
4 Ohio
5 Arizona
6 New York
7 Florida
8 Washington
9 Colorado & Illinois (tied)
10 Michigan

As of 3/31/12

47% of Members Live West of the Mississippi
53% of Members Live East of the Mississippi

General Members represent all types of contractors, as well as developers, construction managers, architects, engineers, principals, and material and equipment suppliers.

Associate Members include professionals in the accounting, insurance, surety, software, legal, and banking industries, as well as any other specialist who serves the construction industry.
Financial Survey

The online interactive version of the 2011 Annual Financial Survey, the Construction Financial Benchmarker, was introduced in January. The 2012 Annual Financial Survey will be released in July with more timely data.

Sales Trends

The IT Survey is a biennial product last released in March 2010. The 2012 edition is scheduled to be released in September in an online, interactive format as the Construction IT Benchmarker. The IT Questionnaire will be out in July. The Associated Builders & Contractors (ABC) is partnering with us to solicit respondents.
CFMA’S 2011 Annual Conference & Exhibition was held in Grapevine, TX; 92% of attendees ranked it as “excellent.”

2007-2012 Conference Attendance

Future Conference Dates

San Diego 2013
June 22-26
Hilton San Diego Bayfront
One Park Blvd.
San Diego, CA 92101
Rate: $219

Las Vegas 2014
June 7-11
Caesars Palace
3570 Las Vegas Blvd. South
Las Vegas, NV 89109
Rate: $191

Chicago 2015
June 27-July 1
Sheraton Chicago Hotel & Towers
301 East North Water Street
Chicago, IL 60611
Rate: $215

San Antonio 2016
June 25-29
JW Marriott San Antonio Hill Country Resort & Spa
23808 Resort Parkway
San Antonio, TX 78261
Rate: $229

Phoenix 2017
June 3-7
JW Marriott Desert Ridge
5350 East Marriott Drive
Phoenix, AZ 85054
Rate: $229
Chapter-sponsored courses improved in FY 2012. New courses are in development for the future. “The Book” royalties and webinar registrations also improved during the past year.

Chapter-Sponsored Course Workbook Unit Sales

Fiscal Year 2012
Contracts was a new course offering in FY2012.

Fiscal Year 2011

Chapter-Sponsored Course Workbook Unit Sales Past 5 Years

Specialized Knowledge Modules (SKMs) Including Cash, Treasury & Project Management and Emergency Management Planning

CCIFP OVERVIEW

BASICS

Royalties “The Book” Past 5 Years
CFMA KnowledgeNOW Webinars continue to experience steady growth with the “FASB Revenue Recognition Proposal Update” webinar in December 2011 delivering the highest attendance in FY12. Webinar topics are arranged six months in advance.

No webinar in May 2011 due to Conference in Grapevine, TX.
The industry recovery is just starting, with membership expected to rebound in the coming year.
### Statement of Financial Position

<table>
<thead>
<tr>
<th>Year Ended March 31</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$1,079,003</td>
<td>$2,687,640</td>
</tr>
<tr>
<td>Certificates of Deposit</td>
<td>1,490,433</td>
<td>249,484</td>
</tr>
<tr>
<td>Investment, at fair value</td>
<td>1,442,586</td>
<td>1,373,040</td>
</tr>
<tr>
<td><strong>Accounts Receivable, less allowance for Doubtful accounts of $15,000</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>104,701</td>
<td>55,998</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>32,790</td>
<td>82,502</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>$4,227,885</td>
<td>$4,493,159</td>
</tr>
<tr>
<td>Deposits</td>
<td>93,000</td>
<td>68,000</td>
</tr>
<tr>
<td>Furniture, Equipment &amp; Software, Net</td>
<td>305,092</td>
<td>303,102</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$4,625,977</td>
<td>$4,864,261</td>
</tr>
</tbody>
</table>

| **Liabilities and Net Assets:** |            |            |
| Current Liabilities:            |            |            |
| Accounts Payable and Accrued Expenses | $128,503 | $167,544 |
| Due Chapters                    | 63,781     | 92,476     |
| Deferred Conference Revenue     | 622,793    | 1,032,349  |
| Deferred Membership Dues         | 1,775,271  | 1,874,567  |
| Due Affiliate                    | 47,596     | 47,596     |
| **Total Current Liabilities**   | $2,637,944 | $3,187,566 |
| Deferred Rent                    | 205,968    | 209,029    |
| **Total Liabilities**           | $2,843,912 | $3,396,595 |

| **Net Assets, Unrestricted:**   |            |            |
| Undesignated                    | 532,065    | 217,666    |
| Designated for Operations        | 1,250,000  | 1,250,000  |
| **Total Net Assets**            | $1,782,065 | $1,467,666 |
| **Total**                       | $4,625,977 | $4,864,261 |

### Statement of Activities

<table>
<thead>
<tr>
<th>Year Ended March 31</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue &amp; Other Support:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Dues and Formation</td>
<td>$2,434,855</td>
<td>$2,390,026</td>
</tr>
<tr>
<td>Chapter Support</td>
<td>93,571</td>
<td>95,461</td>
</tr>
<tr>
<td>Conferences</td>
<td>1,392,110</td>
<td>932,891</td>
</tr>
<tr>
<td>Education</td>
<td>152,827</td>
<td>119,150</td>
</tr>
<tr>
<td>Publications</td>
<td>296,892</td>
<td>285,350</td>
</tr>
<tr>
<td>Accounting and Reporting</td>
<td>175,618</td>
<td>153,109</td>
</tr>
<tr>
<td>Technology</td>
<td>10,788</td>
<td>19,275</td>
</tr>
<tr>
<td>Tax and Legislation</td>
<td>300</td>
<td>480</td>
</tr>
<tr>
<td>Leadership</td>
<td>23,240</td>
<td>23,240</td>
</tr>
<tr>
<td>Dividends and Interest</td>
<td>33,404</td>
<td>33,404</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$4,613,605</td>
<td>$4,030,097</td>
</tr>
<tr>
<td>Realized and Unrealized Gains on Investments</td>
<td>55,117</td>
<td>103,916</td>
</tr>
<tr>
<td><strong>Total Revenue and Other Support</strong></td>
<td>$4,668,722</td>
<td>$4,134,013</td>
</tr>
</tbody>
</table>

| **Expenses:**               |            |            |
| Member Program Services:    |            |            |
| Membership and Formation    | 303,856    | 366,368    |
| Chapter Support             | 236,400    | 245,133    |
| Conferences                 | 966,033    | 816,234    |
| Education                   | 252,188    | 164,957    |
| Publications                | 430,527    | 513,676    |
| Accounting and Reporting    | 202,935    | 124,729    |
| Technology                  | 18,484     | 1,155      |
| Tax and Legislation         | 371        | 244        |
| Leadership                  | 76,207     | 65,791     |
| **Support Services:**       |            |            |
| Management and General      | 1,518,990  | 1,411,336  |
| Executive and Planning      | 186,613    | 141,597    |
| Marketing                   | 153,582    | 176,078    |
| Certification               | 108,137    | 106,758    |
| Less Reimbursement from Affiliate | (100,000) | (85,000) |
| **Total**                   | 4,354,323  | 4,049,056  |

### Change in Unrestricted Net Assets

| Before Deconsolidation of Institute of Certified Construction Industry Financial Professionals, Inc. | 314,399 | 84,957 |
| Net Assets, Beginning of Year | $1,467,666 | 1,433,318 |
| Deconsolidation of Institute of Certified Construction Industry Financial Professionals, Inc. | (50,609) | |
| **Net Assets, End of Year** | $1,782,065 | $1,467,666 |
CFMA offers an opportunity to hear about the ways others in my field are solving problems that I face every day. You just don’t get that anywhere else.

*Pamela Hepburn, Northwest Ohio Chapter*

With CFMA, the opportunities for personal growth are endless. Make the connection. I wish I had joined years ago – thank you!

*Keith Worker, Central Pennsylvania Chapter*

As someone new to the industry, CFMA has been an integral part of my increased knowledge. And, I have formed some of the best relationships with people not only in my chapter, but also across the country.

*Susan Annette Johnson, Valley of the Sun Chapter*