



Construction Financial Management Association

Georgia Chapter Newsletter

2009/2010 Issue 1

December 2009

**CFMA-GEORGIA CHAPTER
P.O. BOX 19791
ATLANTA GA 30325-0791**

President's Corner

FISCAL 2009/2010

PRESIDENT

D. Bryan Johnson

VICE PRESIDENT

Buffi M. Ball

SECRETARY

Emily T. Scott

TREASURER

Stephen L. Henshaw

BOARD OF DIRECTORS

Kenneth W. Bomar

Melvin E. Burges

Alan K. Clark

Jim Clarke

Jack Godfrey

Lori Greene

Richard Kaye

Alex D. Haas

Rueben Jefferson

Mike Kiblinger

Jeffery A. Krall

Joe Massey

Bill Mellon

Paul M. Moore

Danny Parrish

Helena Koo Prieto

John W. Shackleton, Jr.

Jeffrey R. Traeger

Anita Vandeventer

The 2009-2010 year is really shaping up well for the Georgia Chapter.

We started off the year with our big social event at the Stoney River Steakhouse in June where we enjoyed good food, good atmosphere, and good friends. Wasn't it nice to get together in a more relaxed setting for a change? Also in June we were fortunate to host another CCIFP exam here in town. Many thanks to **Ken Bomar** of the Education Committee for organizing this event. Ten people took the exam and I'd like to send out a hearty "Congratulations!" to those who passed. Way to go!

We took a break in July and then came back with a bang in August with Ed Baker of the Atlanta Business Chronicle. Once again, we had record breaking attendance and a successful joint meeting with the American Subcontractors Association. We all love to hear Ed talk about the Good, the Bad, and the Ugly and this year was no exception. I can't wait to hear his take on things again next year. In September we were privileged to have Jack Smith of the Atlanta Regional Commission speak at our meeting. Jack gave us some very interesting insight into the issues that this powerful organization faces every day.

Our 12th annual charity/scholarship golf tournament was a huge success, despite the nasty economy and the nasty weather. I'm sure some of the players were thinking that we should have called it "extreme golf" because of the cold rain. While the first half of the day was wet, the second half turned out nicer. I would like to send out a special word of thanks to all of our sponsors for the tournament. It would not be the success that it is without your contributions. And speaking of contributions, I should also recognize **Steve Henshaw**, **Lori Greene**, and the members of the Golf Committee for another fantastic job of organizing the event. It takes a lot of time and effort to make the tournament run as smoothly as it did and these folks really delivered. Thanks, guys!

In the coming months we have some great program topics to look forward to. **Mike Kiblinger** and the members of the Program Committee are lining up some awesome topics and speakers that you won't want to miss. Stay tuned for regular meeting announcements in your email in-box!

The Georgia Chapter is one of the most successful chapters in the nation thanks to your participation and support. Thanks for making CFMA, and the Georgia Chapter, the source and resource for construction financial professionals.



Continue the ascent.

D. Bryan Johnson, CPA

**Assistant Controller
HARDIN CONSTRUCTION**

2009/2010 Meetings & Events

Georgia Chapter Social June 2009



“The Good, the Bad, and the Ugly” Ed Baker August 2009



“Increase Your Bottom Line” Terry McMillian October 2009



“Construction Industry Audit Technique Guide”
Al Clark November 2009



“Current & Future Issues Facing the Atlanta Regional Commission”
Jack Smith September 2009

CFMA's 2010 Annual Conference & Exhibition | June 26-30 |



KONA, HAWAII

**Connect to
Success**

Take the next bold step in your career and **register** for [CFMA's 2010 Annual Conference & Exhibition](#). The 2010 Conference is designed to provide the knowledge, resources, and connections you need to build your skills and poise yourself – and your company – for success in 2010. Many travel budgets and training budgets have been slashed, and some companies are experiencing severe financial problems. Which means that regardless of the merits of a conference, you'll probably need to justify the expense. Check out ROI calculator in the **Justification Toolkit** available on www.cfma.org. Mel Burges of the Georgia Chapter will be installed as next CFMA National Chairman at this conference!



**INSTITUTE OF CERTIFIED
CONSTRUCTION INDUSTRY
FINANCIAL PROFESSIONALS**



What do I need to know for the CCIFP exam?

The exam covers nine content areas: Accounting & Reporting, Income Recognition, Budgeting & Planning, Risk Management, Taxes, HR, Legal, IT, and Joint Ventures. Get a detailed outline of these content areas in the Candidate Bulletin.

How should I prepare?

Review the exam content, select resources to help you study, and answer the sample questions provided. More tips are provided in the Candidate Information Bulletin. A Study Guide is also available from CFMA. More information can be found at : <http://www.iccifp.org/cert/testprep/testprep.asp>

CCIFP Exam Date

Jan 8, 2010
Jun 26, 2010

Exam Location / Conference

Charleston, WV
Waikoloa, Hawaii

Application Deadline

Dec 29, 2009
Jun 1, 2010

Member Spotlight Getting to know your fellow chapter members

Danny Parrish

CFO

Zebra Construction



Every minute of my CFMA involvement has been a pleasure. Every activity, a labor of love, for I have received far more than I have given. I have been truly blessed and enriched by my CFMA experiences, even today, as I am privileged to serve on the National Executive Committee as Past President/Chairman. First among them are the friendships you develop with so many wonderful and capable people, all with varied life and work experiences, who are willing to share and network and help each other, plus have a good time when the work is done.

My introduction to the construction community came in 1979 when I started my career with a hometown general contractor—Gray Construction. I was fortunate to serve 20 years with Gray, becoming Vice President, Finance and Risk Management. During my tenure at Gray, it became an ENR Top 125 contractor. Annual revenues grew from \$11 million to over \$300 million. Being a family business and growth fast, my learning curve was steep. I was constantly looking for ways to improve myself and to serve my employer better.

As part of that quest, my CFMA journey began in the mid-1980's when I remember receiving a couple of brochures advertising a financial manager's conference, but did not seem to have the time to attend. Finally, in the fall of 1987, the CFMA conference was held in Atlanta at the Hyatt Hotel which was easily accessible and I decided to attend. From the opening session on, I realized that I was "at home" with people who understood the wonderfully complex and rewarding world of the construction financial manager.

After attending that first conference and finding out that Kentucky had no chapter, I was encouraged to find a few other people who were interested in starting a chapter to be based in Louisville. In a very little time, we convened our first meeting. Gray Construction was the largest contractor represented among that small group, I was elected the first President of the Kentucky Chapter. At that time, CFMA had approximately 50 chapters then and less than 4,000 members. We have come a long way in more ways than one.

Earlier in the spring of 1987, I attended a meeting in Atlanta held by Bill McIntyre's American Insurance Group discussing captive insurance programs, a novel idea at the time. One of the attendees was a distinguished Southern gentleman from Atlanta—Brantley Barrow (Editor's Note: Brantley served as Georgia Chapter's first President). I was impressed then with his knowledge and friendly manner, and delighted to see him in a leadership role at that first CFMA conference. That we continue to be friends and fellow members of the construction world and now in the same community over twenty years later is a testament to the small and intricate world in which we all work. Friendships traverse time and distance and always have unique ways of converging.

When Gray moved its headquarters to Lexington, KY, I became involved in establishing the Bluegrass Chapter in the early 1990's and served on the Board for many years. It was during that time that I was vocal about a certain issue at a national committee meeting during an annual conference and was promptly asked to serve on that committee and help fix the problem. Little did I know that one committee leads to another and another and before long I was asked to serve as national Treasurer, which I did for two terms, ultimately becoming Vice President and President in the 1995-96 year.

It was during that year that my fellow officers, with whom I share an eternal bond—Steve Lords, Christine Thompson and Dick Rice--and I were asked to lead the organization through changes in organizational management and structure, including the hiring of Bill Schwab (Editor's Note: Bill recently retired as CEO of CFMA after 13 years of service growing the organization), and to overcome adverse financial challenges while fostering growth in membership and improvement in services to members and chapters. It was an interesting and challenging year which became a watershed in CFMA history in the eyes of many.

By virtue of being in the right position at the right time and serving with such an accomplished team of officers and executive committee members who all rose to the occasion, an anonymous group of CFMA leaders chose to establish the **Danny B. Parrish Leadership Award**. While I sincerely appreciate the honor and the intent to recognize

leadership, I am still very reluctant to think that I might be deserving of such a momentous honor. There are, and have been and will be many who are deserving of such recognition and whose talents and contributions far exceed mine. History came full circle in 1999 when that award was presented in the very same Hyatt Hotel in Atlanta where I was first introduced to CFMA.

Although I loved every minute of my work at Gray, I felt that 20 years was long enough in one place and was looking for additional challenges when I had the opportunity to move to Houston, TX on an extended consulting engagement obtained through a CFMA connection and then on to the Dallas area which became home base for my construction consulting practice as well as support for my wife's manufacturing consulting activities. Each of those endeavors led to nation-wide travels and many engagements with a diverse group of contractor clients—large and small—and the continuing development of CFMA relationships.

I have been fortunate to have opportunities as a frequent speaker and workshop leader with over 100 presentations at various construction industry meetings and conferences, including CFMA-National and Chapters. I have had the privilege to speak to or attend over 30 different CFMA chapters, and AGC, ABC, DBIA, AICPA on both national and state levels, CICPAC, Con-Expo and A/E/C Systems -Technology for Construction and World of Concrete events, serving for a number of years on the steering and planning committees for several of those conferences.

It was after a presentation at World of Concrete in 2007 that Chip Kessler of Zebra Construction came up to me and said simply, "You need to come to work for me." Believing he was referring to my consulting activities, I gave him a call in a few weeks and he re-stated his request. I explained that I was happy doing consulting and he asked me to work with his firm for a year on a consulting basis, all the while re-iterating his desire for me to come to work on a full time basis. He finally convinced me and I have been on-board as CFO since March of 2008. While the work load is challenging and the economy is difficult, Zebra is a great organization with tremendous people and a fantastic place to work—the most unique construction environment I have encountered in my thirty years in the business.



I was honored to be asked to serve on the Georgia Chapter Board of Directors and have thoroughly enjoyed making new friends and re-establishing old acquaintances and am overwhelmed at the talent and dedication of your chapter officers and my fellow board members.

On a personal note, I have a wonderful wife, Linda, extremely capable in the business world as a manufacturing consultant specializing in turnaround and process re-engineering engagements—the best manager I have ever known. She is equally adept in the home—organized, thrifty and a superb cook, too. I enjoy my children--Mark, a child psychologist in Louisville, KY, who has done extraordinary things counseling those who are in need; and Molly, a manager with the University of KY Credit Union, who has an outstanding personality well-suited for her work.

In summary, participation in CFMA has afforded me opportunities far beyond my expectations. I have had the opportunity to meet and work with many outstanding people and personalities and share experiences and moments that I will treasure for the rest of my life. One thing that I have learned along the way is that leadership is all about people and friendships. Those of us in this fantastic association—who have worked together toward a common vision, for common purposes, blended multiple talents with such great camaraderie and managed to get CFMA to where it is today and to build the foundation for tomorrow and tomorrow's leaders, succeeded because of great friendships and a shared commitment to see the association succeed at both the chapter level and at the national level. I encourage each and every member to become involved and participate to make CFMA the strongest it can be.

Little did I know, that being vocal at a committee meeting, could lead to so much, especially for a wallflower at heart, a person terrified of public speaking and a living example that leadership is a latent trait. If I can do it, so can you.

Zebra Construction Company, Inc.

Started by William E. "Chip" Kessler, Zebra Construction provides concrete and masonry services as a subcontractor in all segments of commercial and industrial markets with emphasis in public and private elementary and secondary schools, colleges & universities, detention facilities and other public works projects. Zebra has performed work, primarily in Georgia and Alabama, but throughout the Southeast since 1999. Zebra's experience includes concrete foundations, walls, slabs, elevated slabs, tilt-up, brick, CMU, stone and autoclaved aerated concrete. Zebra Construction Company, Inc. will act as a general contractor for specific projects, as required.

Zebra Design Build, Inc. was formed in 2008 and performs full service architectural and mechanical, electrical and plumbing design, specializing in retail, office, restaurant and light industrial design projects. Consulting services include owner representation, project assessments, quantity takeoff and control estimates, pre-qualification and bid management services and permitting applications. Construction services include complete interior construction services and tilt-up panel and concrete construction.

Leaders' Edge



Become a Better Listener

Watch your body language. Keep a relaxed, open posture when listening. Sit up straight and avoid crossing your arms, fidgeting, or looking around the room.

Listen with your eyes as well as your ears. Pay attention to the speaker's posture, facial expression, tone, and gestures. Studies suggest that up to 90 percent of communication is nonverbal.

Maintain eye contact. Looking the speaker in the eye will help you tune out distractions.

Don't interrupt. Mentally repeat to yourself what the speaker just said or take notes to keep your mind from jumping to what you want to say next. Let the person finish before you speak.

Suspend judgment. Be aware of your own emotions. Try to absorb the information without judging or reacting emotionally.

Be present. Approach conversations with a sense of calm, and be open to whatever the other person has to say.

Finding Ways to Speedy Solutions

Got a tough problem? Challenge the status quo, alter your mindset, and think outside the box. To find ways to potential speedier solutions, use test strategies to test assumptions and get to a solution fast:

Challenge the rules. Chances are you've been following the same routine for quite some time. Write out each step in your routine, some facts you accept as truth or the procedures that you follow. Challenge each one systematically. Doing one thing differently may bring to light the perfect solution to your problem.

Pretend you're an outsider. See yourself as a newcomer with no prior knowledge of the situation. Start from scratch by testing new ideas and asking lots of questions.

Restate the problem. Sometimes a solution isn't evident because you're solving the wrong problem. *For example,* "I need to make more money" could be turned into "How can I change my lifestyle so that I can live on less?" Whether you're trying to boost sales, get better organized, deal with a difficult person, or work more efficiently, taking a close look at your habits, routines, and assumptions is always a good use of time. You may find that the problem you've been facing is easily solved once you shake up your viewpoint.

Productivity systems can help you accomplish more. But be cautious—don't let the time you spend maintaining and updating your chosen system distract you from your actual work.

Are You Using Your Time Effectively?

How are your daily habits affecting your productivity? Energy and focus are often at their peak first thing. Schedule your most important and difficult tasks for early in the day so you get them done. Use later hours, when energy might be lower, for maintenance work. Research shows that multitasking—while it may make you feel busy—actually detracts from productivity.

Time management experts recommend batching similar tasks together and doing them during a set block of time. Your brain won't have to switch gears as often, and you'll accomplish a large chunk of your to-do list at once. Set aside quiet time when you can work uninterrupted. When distractions arise, ask your self what's the worst that will happen if you don't care of them immediately.

Procrastination leads to rushing, sloppy work, and stress. Plan your goals, schedules, and deadlines so you'll use your time productively. Nobody plans to fail. They just fail to plan.

CFMA Georgia Chapter Golf Tournament 2009



As if adverse effects of the current economic conditions and the bleak outlook for 2010 were not enough, Mother Nature decided to further complicate the situation for the CFMA Georgia Chapter 12th Annual Scholarship Charity event. During the month of October, Georgia was battered by excessively inclement weather causing flooding and untold property damage, the outlook for the scheduled completion of the tournament was doubtful. Historical meteorological tables were consulted and it was determined that the tournament was entitled to an extension of time of up to 30 days.



However, the robust and determined members and supporters of the Georgia Chapter decided that our tournament must be completed on time and within budget! The surety agents and insurers were pleased. We suspect the attorneys were not.

A few drops of rain were not going dampen the spirits of these determined golfers. Conditions were not ideal for scoring, which pleased the accountants because

most aren't known for their golfing prowess. Despite of all the adversity the tournament was successfully completed proving that: When faced with adversity, the construction industry will triumph. Everyone was a winner that day, braving the elements to raise money for the scholarship and the Susan G. Komen for the Cure programs.



Steve Henshaw





2009/2010 Board of Directors

The Georgia Chapter is currently over 150 members strong!

Contact **Lori Greene** lori@greeneesf.com or <http://chapters.cfma.org/Georgia/publications.htm> for details.

Improve job performance, maximize profitability, discover new possibilities.
 Be a CFMA member!
 The more members we have, the more involved we are and the stronger our chapter becomes.
 Introduce CFMA to someone. And thank you for renewing your 2010 membership.

Get Involved in these Chapter Committees!

Chapter Recognition	Jeff Seay	Jeff.Seay@frazierdeeter.com	404.253.7524
Communication	Andy Phelps	andy@clevelandgroup.com	404.504.4552
Education	Ken Bomar	kbomar@trinityatl.org	404.428.8248
Golf Tournament	Steve Henshaw	shenshaw@idcconstruction.com	678.213.1110
Membership	Lori Greene	lori@greeneesf.com	404.909.3277
Program Committee	Mike Kiblinger	MikeK@humpandcomp.com	770.434.2919
Public Relations	Alex Haas	alex.haas@libertymutual.com	770.916.7280
Scholarship/Internship	Jeff Krall	JKrall@hardinconstruction.com	404.264.2116

CFMA Georgia Chapter Newsletter

2009/2010 Issue 1 – December 2009
 Membership & Chapter Contacts
 Lori Greene lori@greeneesf.com 404.909.3277
 Bryan Johnson bjohnson@hardinconstruction.com 404.264.2172

