

FROM THE DESK OF THE Executive Director

I hope that by the time that you read this article, that you have already registered for our upcoming conference in Beautiful Savannah, Georgia. I have been looking forward to this conference ever since CCFM committed to going to Savannah. For those whose grade school geography is a little rusty, here is some background information. Founded in 1733, the city of Savannah is situated on the Savannah River, about 20 miles from the Atlantic Ocean. It has been, and continues to be, a major port city. It also has the largest Historic Landmark District in the United States. Historic Savannah contains more than twenty city squares filled with museums, churches, mansions, monuments and famous forts of the Revolutionary and Civil War eras. And most of this is within easy walking distance from our hotel!



Thomas Richter
Executive Director, CCFM
Archdiocese of St. Louis

**HISTORIC SAVANNAH CONTAINS MORE THAN
TWENTY CITY SQUARES FILLED WITH
MUSEUMS, CHURCHES, MANSIONS, MONUMENTS
AND FAMOUS FORTS OF THE REVOLUTIONARY
AND CIVIL WAR ERAS.**

For those of you who don't own a corporate jet, you may be surprised to know that Savannah is the HQ of Gulf Stream, one of the world largest manufacturers of corporate aircraft. And for you construction folks reading this, JCB, the back hoe manufacturer, also has its North American HQ in the Savannah area.

All of that is interesting, and is a true bonus, but as always, the most important part of coming is the conference itself. This year, we will have another informative gathering with nine great educational tracks (all of which are AIA certified), a large

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Go online to,

WWW.CCFM.NET,
to learn more.

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PRESIDENT'S Comments

It would be impossible for me to report in from Seattle this winter day without referencing God's hand in our lives, as well as the recent Seahawks win over the Packers... Earlier this week, as I looked to the west at the snow capped Olympic mountains, I was reminded of how God's beauty unfolds in nature. Please take a moment to admire this beauty in your location.

Needless to say, on that exciting Sunday evening, I experienced one of the most memorable finishes ever to a football game. And, as I think back on that game, or I should say, just the last five minutes of it, I was struck by how the momentum and the course of the game changed so quickly. Like you, I have experienced many situations in my life where one seemingly small action changed the outcome of an event. A colleague reminded me that in this game there were 8 plays that made the difference and made the win possible. These seemingly small steps were coupled with a team that kept pushing forward, despite their many missteps. These are wonderful reminders for me to keep pushing forward in my own life, despite any setbacks that I might face.

I am looking forward to traveling to Savannah for our annual CCFM conference. And I pray that as you move through this winter season, that God's peace will be with you and the good work that you do!



Ed Foster
President, CCFM
Archdiocese of Seattle

An advertisement for Associated Crafts. The left side has a red background with a logo of a stylized 'A' in a square. Below the logo, the text reads: 'ASSOCIATED CRAFTS™', '2487 S. Gilbert Road • Suite 106-451', 'Gilbert, Arizona • 888-503-1184', 'www.AssociatedCrafts.com', and social media links for Facebook and Twitter. The right side features a photograph of a large, ornate stained glass window with multiple panels depicting religious scenes. Overlaid on the bottom of the photo is the text 'America's Premier Stained Glass Studio' in a serif font.

Continued from front cover page.

and bustling exhibit hall, and, of course, the camaraderie. This is the one chance that we get each year to meet with our peers and our friends from all around the country. All of this is just too important to miss, and I hope that you don't.

I also want to use this space to once again put in a plug for the website, ccfm.net! We continue to need your help and support for it, to make it better and more relevant. We are looking for:

- Recent news about (this can come for our regular members or our business partners)
 - o Your People and Places
 - o Your project profiles
 - o Job Postings
- Material that we can place on our Resources Page
- Questions to be posted on our Forum page
- And last but not least we need interested parties to offer WEBINARS

Well, that is all for now. But here is to hoping that you will help us keep our website relevant, and that you will all join us in Savannah!



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ENERGIZE

Your Utility, Maintenance and Repair Savings

By Randy Bollig and Gene Murphy

Introduction:

Major Building Sub-Systems such as **Lighting**, **HVAC** and **Building Envelope** should be periodically examined for updating to more energy efficient, controlled and longer rated life configurations. **Plug Loads** should be assessed for phased replacement with Energy Star certified equipment. **Water Use** should be measured, monitored and reduced. And opportunities to offset your loads with an on-site, generating capability like **Solar** can also be explored.

This article will review how Energy Management Advisors (EMA) approaches Energy Efficiency (EE) and Solar Power initiatives with existing buildings and how the Sacred Heart Parish (Church & School in Prescott, AZ) performed a **Clean Energy Retrofit** (Lighting-Windows-Solar-Other) to collapse their utility spending. After completion of all the measures, the parish's total annual spending for utilities (electric/gas/water/refuse) went from \$94,500 to \$37,000 (or **\$157 in daily savings**).

...retrofitting aged or inefficient building
subsystems has become an attractive alternative
for operational savings...

The Opportunity:

Just in the last few years **new technologies** (i.e. LED Lighting) , **new regulations** (i.e. elimination of lead, mercury and ozone-depleting refrigerants) and **new methodologies** (rebates/incentives/financing) have converged so that retrofitting aged or inefficient building subsystems has become an attractive alternative for operational savings versus just turning things off, turning things down, or screwing in CFL's.

Discover a New Source of Program Funding

----- **Your Electric Bill!** -----

Often the rated life of the new replaced technology is 3X to 10X longer, yielding substantial M&R savings in addition to utility savings. And with many utilities offering rebates for EE work, the financial paybacks are often measured in months, not years.

An Example – Lighting:

An EMA Retrofit Lighting Design Study examines and records the configurations and operating characteristics of all existing Incandescent, Halogen, Metal Halide, HPS and Older Fluorescent Lighting. Updated LED, Induction or Advanced Fluorescent components, kits or replacement fixtures are then defined, specified and quoted. Samples at select locations are dialed in for appropriate light levels, color and color rendering. Then a Five-Year Cash Flow Savings Model (including

ABOUT the Authors

Randy Bollig, BSIM, MBA and 26 YR Facilities/Construction/Equip Development Director at Intel Corporation is Founder and CEO of Energy Management Advisors (EMA).

Gene Murphy has been the Sacred Heart Parish (Diocese of Phoenix) Business Manager since March, 2010.

utility rebates) is created to aid the Client in their decision making. Factors such as rated life improvement, reduced interior heat load & operating hours by application are considered in the financial worksheet. Clients are frequently surprised how quickly lighting retrofit projects pay for themselves and how the burden of replacing lamps/ballasts and trotting out ladders & lifts is completely removed from facilities personnel.

Exploring Solar:

As a complement to a shaded carport addition or to generate your own rooftop renewable energy, Solar Power can be a great long term investment for many Non-Profits. If Financing Assistance is required, there are ways to enable 3rd Party Entities and transfer the project's tax credits, accelerated depreciation and other utility or state incentives to them so that you get a reduced monthly payment. The monthly payment should be structured so that its amount is lower than what you would have paid for the electricity without solar. After the term of the financing, title of the installation reverts to you, the property owner. Care should be taken however to ensure that your site, your situation and your Variable Cost of Energy (VCoE) is well understood and appropriate for solar. An independent feasibility study is a good way to get started.

Both EE and Solar Initiatives Create an Ongoing Saving Annuity

The Sacred Heart Parish (Diocese of Phoenix) Clean Energy Retrofit

Gene Murphy became an operational and environmental savings advocate soon after beginning his service at Sacred Heart. Early budget and facility reviews uncovered several opportunities for savings at both the 32,000 sq. ft. Church/Rectory/Pre-School and the 30,000 sq. ft. Elementary School.

A **First Phase** of retrofit measures (low hanging fruit) began in early 2012. Low/No-flow toilets & urinals were installed, tankless water heaters replaced tanks at select, low-use locations and irrigation controls monitored the external environment and adjusted drip/sprinkler cycles as needed. Annual domestic **water consumption fell from a five-year average of 675,000 gallons to <425,000**. New thermal pane argon gas-filled windows replaced the decades-old single-pane windows. Insulation was added to exposed pipes, ductwork and attic spaces where it was missing or had insufficient coverage. The gas bills started dropping, mimicking the lower water bills.

Phase Two, after a long discovery period, involved the installation of 160 kW of solar power generation capacity for the parish campus. A new solar carport shade structure (shown below) supports the sanctuary building while two rooftop arrays support the school. The combined **systems produce over 270,000 kWh of electricity per year**.

The seed to explore solar began as Gene, with a total view of all of Sacred Heart's assets, noticed the meager return of 1-2% on the parish's working capital. And



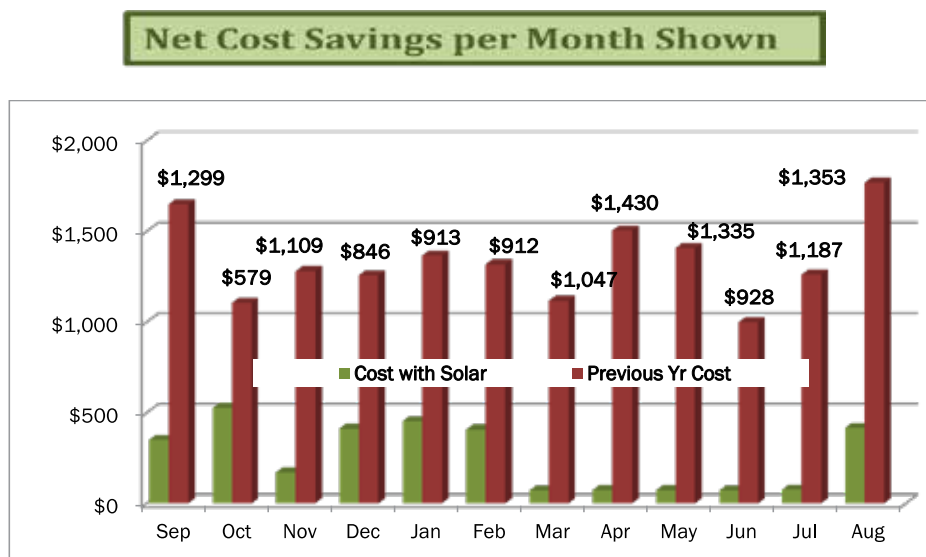
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with the instant results of Phase One, others got on board wanting to “do more”. The parish then diverted and re-invested some of the working capital into both the EE & solar projects and at completion **now gets a > 10% annual return** through creation of a “savings annuity”. The rated (and warranted) lifetime of the solar panel collectors is 25 years.



The Sacred Heart School shown to the left is now a **Near Net Zero Building** on electric consumption with the Clean Energy Retrofit

The collapsed electric utility results are shown below

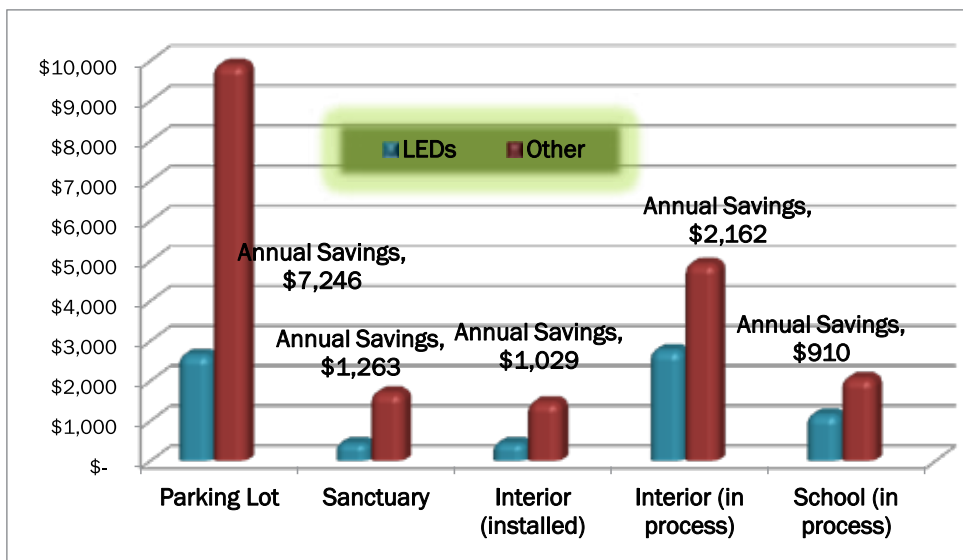


Phase Three, starting later than most coordinated programs, encompassed a campus-wide interior and exterior retrofit with LED lighting. LED lighting has matured, comes in warmer colors and if engineered properly can last >50,000 hours and be integrated into existing dimming systems. Below see the first year savings results for the lighting retrofit.

“Our EE & Solar Projects turned what many believe is a fixed cost into a variable cost” says Gene Murphy. “We also take **Environmental Stewardship** very seriously and have chosen to lead by example”. “Our solar project alone **reduces over 230,000 lbs of CO₂ per year** at upstream fossil fuel generating plants”. “And we now have a much safer, comfortable and easier to maintain property”.

The Sacred Heart Clean Energy Retrofit tapped into almost \$100,000 of available rebates from Arizona Public Service (APS) and UniSource Energy, the local electric/gas utilities. Similar rebates for properly specified equipment are available from many utilities across the nation.

Gene, as an active practitioner and promoter of energy savings, was asked what he would have done differently on the three-year program. “After getting to know



Randy Bollig and his company's services, I would have sought out professional assistance from somebody like EMA early on which would have enabled me to go faster and better." "And EMA keeps up to date on the technologies that best fit the situation"

Closing Remarks:

There is perhaps no better environmental practice than to reduce your utility usage which reduces all the harmful effects of upstream energy generation/depletion. And the best way to "Energize" an environmental practice is to make it financially sustainable.

With Gene & Randy so philosophically aligned they are now teaming up within the Diocese of Phoenix and elsewhere to "Spread the Results". Both have taken the St Francis Pledge and applaud Pope Francis's environmental leadership as expressed at his inauguration.

The St Francis Pledge

PRAY and reflect on the duty to care for God's Creation and protect the poor and vulnerable.

LEARN about and educate others on the causes and moral dimensions of climate change.

ASSESS how we-as individuals and in our families, parishes and other affiliations-contribute to climate change by our own energy use, consumption, waste, etc.

ACT to change our choices and behaviors to reduce the ways we contribute to climate change.

ADVOCATE for Catholic principles and priorities in climate change discussions and decisions, especially as they impact those who are poor and vulnerable.

"I would like to ask all those who have positions of responsibility in economic, political, and social life, and all men and women of good-will: let us be 'protectors' of creation, protectors of God's plan inscribed in nature, protectors of one another and of the environment."

COMAL INDEPENDENT SCHOOL DISTRICT

REFUND UNANIMOUSLY APPROVED after using the Construction Management-at-Risk delivery method

By Patrick Baker, Diocese of Austin, Texas

“The Comal Independent School District is slated receive a \$5.9 million refund from its former contractor, Baird/Williams Construction, under a settlement trustees unanimously approved Thursday.”¹

Comal ISD audited this contractor, who performed hundreds of millions dollars worth of construction using the Construction Management-at-Risk (CMR) delivery method, and found them to have overcharged the District \$7 million while employed as the District’s CMR. Many other Central Texas school districts are following suit and auditing this contractor. Frankly, seeing in print what can happen to an owner if he is not careful is a wakeup call to all who use the CMR methodology. The Diocese of Austin uses this method on almost all of its construction and renovation projects. Using CMR as the delivery method on a project has some great benefits for a parish or diocese. However, CMR is not without its drawbacks. The contract itself can be much more complicated than a traditional stipulated sum

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APPROVED THURSDAY.”¹

contract. and The importance of the wording, especially in defining how costs are determined, is paramount. Contractors may try to negotiate “profit enhancers” within the contract and although there is nothing wrong with a contractor making a reasonable profit, there are certainly differences of opinion on what constitutes reasonable. Understanding the contract and knowing about potential contractor profit enhancers is crucial when using CMR. Parishes, Dioceses and other owners should ask some questions as they enter a CMR contract

How is Self – Performed Work Handled?

Many CMR’s self-perform work. This can be both positive and negative. On the positive side, by performing work with his own forces, the contractor can exercise more control over quality and schedule. On the negative side, in many instances self-performed work is not competitively bid. The number of subcontractors involved with the project may become less than desirable because many subcontractors take umbrage with bidding to the exact contractor they are bidding against. CMR’s can earn substantial profit on their self-performed work. If a CMR self-performs work, a diocese or parish should weigh the pros and cons of allowing the CMR to self-perform on a project. The parish or diocese may

increase the competitiveness by having the CMR bid the self-performed portion of the work in the same manner as other subcontractors. If a parish or diocese allows self-performed work, it should have a clear understanding of how the CMR will show the costs and profits within the CMR's overall profits.

How is Labor for Supervisory Personnel Handled?

Part of the cost of any project is the wages of the superintendent, project manager, project engineer and other supervisory personnel. CMR's may try to negotiate rates for these employees. The parish or diocese should not allow these rates. The rates usually include some type of additional profit. The contract should provide that the parish or diocese pay the actual salaries of supervisory personnel including the actual cost of labor burden. The CMR should also be willing and able to provide proof of the actual cost of labor burden.

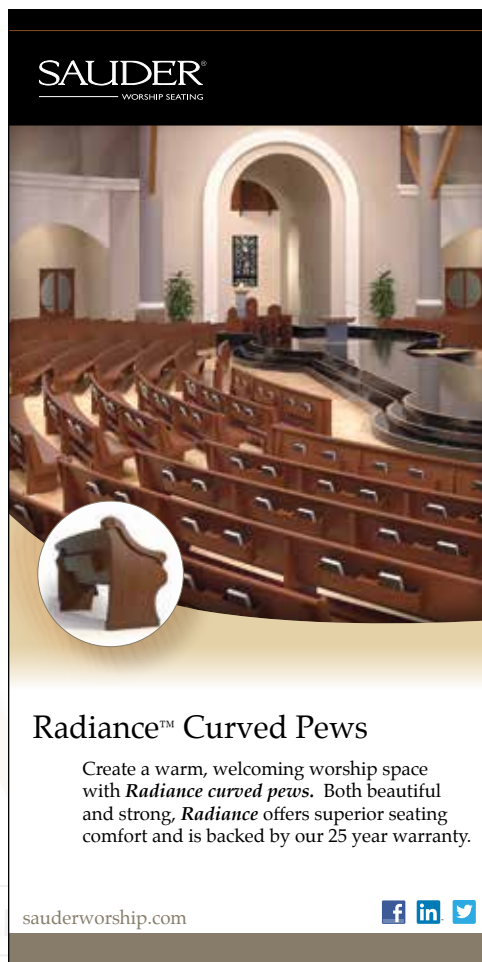
How are Subcontractor Bonds and Subcontractor Performance Insurance Handled?

The Diocese of Austin requires performance and payment bonds on all projects greater than \$100,000. Whether a parish or diocese should require P & P Bonds is another discussion altogether, this paragraph only applies when a CMR is required to provide bonds. Many CMR's will attempt to convince the parish or diocese that Subcontractor Bonds or Subcontractor Performance Insurance is important in limiting the risk associated with subcontractor performance. What they will not say is that the mitigated risk is their risk not the owner's risk. The CMR's P & P Bond already protects the owner. One of the positive aspects of the CMR delivery method is that subcontractor selection is not based on price alone and therefore a complete vetting of the subcontractor is possible before they are offered a subcontract, and by doing so, mitigating the risk. Subcontractor performance insurance is relatively new to the Central Texas market. Contractors pass it off as a less expensive alternative to bonding. Typically it has a significant

deductable, paid by the CMR in the event of a subcontractor failure. The insurance has also become a profit center as what is charged to the project is more than the actual cost of the insurance. If there are circumstances that would warrant subcontractor performance insurance or bonds, the diocese or parish should pay only the actual cost of the insurance or bond.

How is Equipment Rental Handled?

CMR's may charge the project and therefore the owner for everything under the sun. Common practice includes charging for computers, copy machines, printers, trucks, tools, etc. Determining the proper rate for these items can be challenging. Equipment rental from third party agencies is easy, the parish or diocese should pay the invoice amount only. The parish should be careful and analyze what the CMR is charging for equipment he owns. A CMR charging \$100 per month for a laptop on a twelve-month job when the laptop only cost \$500 is unreasonable. Many contracts may use phrases such as "customary" and "ordinary" when describing rental rates. These phrases



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leave a significant amount of wiggle room for a CMR. A parish or diocese can request that the CMR provide a list of all these charges before the parties execute the contract. The parish should feel free to question any charge that seems unreasonable. Although the CMR should be able to recoup his cost on equipment, he should not use this as additional profit source.

How is Contingency Handled?

Who controls what contingency is one of the most important negotiating points of the CMR contract. The Diocese of Austin suggests that every CMR contract carry two contingencies one controlled by the CMR, the other controlled by the parish. The CMR contingency covers the cost of unforeseen conditions and items that the plans and specifications may not clearly define. The CMR completely controls the contractor's contingency; he may use the contingency at his discretion for any legitimate cost associated with the project. The CMR should keep the parish or diocese informed as to the use of the contingency but is not required to seek permission to use it. Depending on the quality and completeness of the plans and specifications, the CMR contingency may vary from ¼% to 2% of the cost of the job. The parish or diocese controls the owner's contingency, also referred to as a betterment contingency. This contingency is for changes in scope that the parish may want as the job progresses. The amount is arbitrary and can range from 0% to 5%. Since the Guaranteed Maximum Price (GMP) includes both of these contingencies and includes the CMR fee, any use of either should not have additional profit included and should be the CMR's cost only.

What is the Disposition of Savings?

The disposition of savings is part of every CMR contract. There is great debate over the use of split savings and returning part of the savings to the contractor. The Diocese of Austin uses a 75% - 25% split with the contractor returning 75% to the diocese. They do not consider unused owner contingency and named allowances as savings; they expect the CMR to return 100% of the unused portion to the diocese. Other dioceses may require the CMR to return 100% of the savings. Any use of split savings infers that the parish or diocese be diligent when reviewing the GMP submission from the CMR. A contractor may inflate the GMP (consciously or subconsciously) in order to share in the "savings". Having a contractor return a significant amount does not help the project. Many times parishes reduce the scope of a project in order to meet budget constraints. In most cases, parishes would rather not reduce the scope of the project and get nothing back than reduce the scope and get back a significant amount. "Getting back" or "returning" money is a misnomer anyway. In truth, the parish is simply reducing the contract amount. Any CMR contract should be very clear when defining and calculating savings. The parish or diocese should not look at savings on CMR contracts line-by-line but as a whole. If the CMR saves money on temporary fencing, he can use it on porta-potties. The only exception to this is

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the disposition of the owner contingency and the named allowances; these stand individually. The calculation of savings may take the following form:

Savings = (GMP (as modified by any change orders) – All Legitimate Cost (as defined in the contract) – CMR Fee (as modified by any change orders) – Unused Owner Contingency – Unused Named Allowances

The Diocese of Austin then calculates the final contract amount by applying the split savings:

Final Contract Amount = GMP(as modified by any change orders) – Savings*.75 – Unused Owner Contingency – Unused Named Allowances

Whatever formula a diocese uses, the most important thing is clearly defining the disposition of savings in the contract.


Regardless of what specific form of CMR contract a parish or diocese uses, always include a right to audit clause. Without the right to audit, the owner can never know for sure that a CMR has not slipped in a profit enhancer or two. The diocese or parish does not even have to hire an outside auditing firm, perhaps this is necessary on a \$75 million cathedral, but most of the diocesan or parish projects simply require the owner ask for an accounting of the project. The parish

**REGARDLESS OF WHAT SPECIFIC FORM
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TO AUDIT CLAUSE.**


or diocese should always ask for the Job Cost reports; not the schedule of values, not the edited spreadsheet but the actual job cost reports. A parish or diocese may also ask for invoices, subcontracts, time cards or other documentation to verify the accuracy of the job cost reports.

The object is not to cast aspersions on Construction Managers-at-Risk, nor is to dissuade owners from using CMR as their contract delivery method, but to remind all that the benefits of CMR do not come without a price. Parishes and dioceses that use CMR must be willing to expend the effort understand the nuances of the CMR contract and to protect themselves by asking the correct questions.

¹ San Antonio Express-News 28 February 2014

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Someone You Should Know

ED FOSTER

STRENGTH, SUBSTANCE AND DIMENSION IN THE TAPESTRY OF LIFE

Weaving a tapestry requires yarn, fiber or threads with two distinct functions. There's the lengthwise warp thread, providing the strength and holding the tension of the fabric, and the weft or filler that goes over and under the warp. Looking closely, it's easy to see how the weft fills in, crisscrossing the supportive warp, yielding substance and dimension to the fabric.

Life is sometimes like a tapestry. With a closer look, there may appear to be a common or warp thread supporting an individual's life. For CCFM Board President Ed Foster, an identifiable warp thread throughout his life—amidst the people, places and events—is the Catholic Church.



Ed Foster
President, CCFM
Archdiocese of Seattle

Born in Denver, Colo., but raised until age 11 in Wilmington, Del., Ed's traditional family included a stay-at-home mom, working dad, one sister and about 50 built-in neighborhood playmates. He was an active, outdoorsy kid who attended public grade school, but says that the Catholic faith was an important aspect of their lives. "My mother was Catholic, and we always attended Mass. We were raised Catholic even though my dad was Baptist. Our faith was always an important part of our lives," he says.

A job change with the DuPont Company in 1971 found Ed's father moving the family across the country to Seattle, Wash., at a time when many families were leaving the area due to job loss and economic struggles rooted in a 50,000 Boeing Company employee lay off. Ed recalls the move to Seattle saying, "It was odd to come from Wilmington with such a dense population and to come to a place that was so unlike what I'd known." Although he missed the hordes of neighborhood friends, this active kid who loved the outdoors says he spent a lot of time bike-riding through areas that, later that decade, exploded into the headquarters of one of the world's largest corporations: Microsoft. "There was nothing up there in Redmond at the time. I'd ride my bike all over the place—there were open fields and just a four-way stop. Now, it's like a small city," Ed says.

Continuing his public school education through high school, Ed found his sports niche as a wrestler, ("I was a pretty good wrestler, until I got injured,") recalls being "heavily involved" in his Catholic parish youth group and spent summers earning spending money working for a general contractor. After high school, Ed attended Seattle University, a Jesuit Catholic university, where he initially focused on engineering, but later switched to psychology. Graduating with a BA in psychology, Ed intended to pursue a high school counseling position, but instead found himself heading up a junior and senior high school youth program.

As youth minister for this 1,200-family parish, Ed was responsible for furthering the Catholic lives and providing spiritual direction for nearly 600 junior and senior high school-aged kids. He spent three years in weekly gatherings and events, leading retreats and eventually realized he needed a career change. "I didn't see myself continuing in that area—youth ministry has a high burnout rate," he says.

So, with his psychology degree and youth ministry background, Ed moved on to the next weft-thread event in his life and started his own business: Foster Construction Company. While that might seem less-than logical to the outside observer, it made perfect sense to Ed. He'd learned a lot and enjoyed working for the general contractor during high school, had taken a few engineering classes at Seattle University and had gleaned additional experience during that time working as a storm drainage engineering technician. Starting out as a sole proprietor in the late '80s, Ed grew Foster Construction Company from a residential into a commercial contractor business that eventually branched into project management.

So, where's the warp thread-Catholic faith link in this part of Ed Foster's life tapestry? After a few years of residential work, Foster Construction Company began providing construction and project management services for Catholic Community Services (CCS), where Ed focused on religious institutions and the affordable housing CCS provided. At the time he was developing his company, he met fellow parishioner Carolyn Moons who also worked for CCS. A few years later, he and Carolyn married and settled in a home in North Seattle.

Despite the success in construction, Ed found his work in Foster Construction focusing increasingly on project management. Soon, CCS became his only client as he provided full-time project management for the organization. It was through CCS that Ed met the chief financial officer for the Archdiocese of Seattle—who just happened to be looking for a director of property and construction services. By then, Ed and Carolyn had two daughters, and he was well aware that running a company takes a lot of time and energy, as does fully participating in family life. "By the time I heard about the position with the archdiocese, I had two girls and felt that this would be a good transition," he explains.

From 2000, when Ed assumed the role of director, the Office of Property and Construction Services has grown to a staff of five. Despite economic ups and downs, the archdiocese has been on the move and expanding under his watch. "In 2000, we were looking at the second phase of expansion in parish facilities, two new high schools, additions to churches and other facilities like gymnasiums. From 2000 to 2008, we were acquiring property for expansion. We had a lot of projects—as many as 10 major construction projects in a year," Ed says.

Acknowledging not only the expansion, but the scope of his responsibilities for the archdiocese that serves all of western Washington, Ed says that his role sometimes feels like that of an air traffic controller. "There's so much going on. There are 181 parishes and missions, 72 Catholic schools and about 870,000 Catholics in our area that goes from the Pacific Cascades to the coast." Although he feels as if he directs a lot of traffic, throughout his 15-year tenure, Ed has been immersed and truly in the trenches of property acquisitions for future expansions, building quality construction projects and revamping the safety program. "I'm definitely a player in all this. We've built some very good projects and, in 2003, I totally revamped and rewrote our safety program that hadn't kept up with the times," he says.

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WASHINGTON, ED SAYS THAT HIS ROLE
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TRAFFIC CONTROLLER.

Through it all, Ed credits the support and professional camaraderie of CCFM as making his job easier. "Going to the conference saves me a month's-worth of work a year! I can solve about 20 problems at the annual conference just by seeing how someone else does something," he says. Crediting CCFM as a "huge resource," Ed explains that the value of CCFM, above any other professional organization, is that "...everyone understands. It's a very specialized field of work for a very special organization. The real value is there are 150 people doing what you're doing."

Because he feels so strongly about the value of CCFM, not to mention what he calls the "wealth of good people who are not only experienced, but ethical," Ed is compelled to share not only his knowledge and experience with other members, but his time. Currently serving in his second three-year term on the CCFM Board, Ed also is in his second annual term as board president with a few goals in mind for the organization. "I feel good about CCFM as an organization, but one challenge is how the Internet and our website are used to support our membership. I'd like to make our website more useful to our members. That is one priority—that, and membership," Ed says.

Despite the corporate expansion and growth in Seattle and its surrounding areas, Ed still enjoys the beauty and activities of Washington State. Now that his daughters are older (a high school junior and a college freshman), Ed's Catholic Church involvement has moved from activities at the parish elementary school to volunteer carpentry work for the archdiocese's summer camps. "I enjoy the outdoors—I love being outside and I like to build. I hope to spend some time working on my house," says the man who did the majority of work on a two-story addition to his home.

Taking a look at Ed's life tapestry, it appears that the Catholic Church warp thread is a mainstay. Whether knowingly or unintended, it's hard to find a more appropriate supportive element in the tapestry of life.

Article provided by Jane D. Palisch, JP Marketing Communications - a CCFM Member Company

ADDRESS UPDATE

If you wish to update our mailing address information or if you wish to add other names to our list please complete the information below or visit www.ccfm.net

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What would you like to see in CCFMToday?

Members are encouraged to submit items as well as articles for consideration in **CCFMToday**. Notices of Employment Opportunities are published on the web site as they are received in the National Office, as well as in the upcoming edition of **CCFMToday**.



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October 12-15, 2015
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Conference for Catholic Facility Management (CCFM)
May 11-13, 2015
Hyatt Regency Savannah, Savannah, Georgia

Diocesan Fiscal Management Conference (DFMC)
September 27-30, 2015
Hyatt Regency Atlanta, Atlanta, Georgia

Diocesan Information Systems Conference (DISC)
2015
TBD

**National Association of Church Personnel Administrators
(NACPA) Convocation**
2015
TBD

National Federation of Priests' Councils (NFPC) Conference
April 20-24, 2015
Louisville, Kentucky

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