







Everything we do at AGC, we do for the future of our industry and its workforce. We fight against costly and unnecessary regulatory and legislative burdens so that you can focus on what is most important—your business. We work to ensure that, as an AGC member, you have the tools you need to succeed—the training, the education, the talent. When you become an AGC member, you’re making an investment in this industry, your business, and your employees.

We have a lot to be proud of looking back at 2014. We had several years-long efforts conclude with legislative and regulatory victories. We’ve strengthened industry relationships and formed new ones. And our educational and safety training programs have seen continued and increased success. But with a recovering economic landscape came other issues. With more work and an increased demand for construction services, our industry was met with a new problem—a lack of skilled workers to fill new job openings.

Victories and recoveries brought different issues to the table. We heard it from you first—you shared your reality with us and helped to shape our 2014 Construction Hiring and Business Outlook. You’ve expressed your concerns throughout the year at various AGC meetings, both on the national and local level. You were vocal about our industry’s needs when meeting with your members of Congress. And you made your concerns a priority at the polls this past November.



AGC was the only commercial construction association named most influential in D.C. in 2014.

● The Hill Newspaper, which covers Congress and the advocacy industry, named AGC of America as one of the top lobbying organizations in the country for the sixth year in a row. AGC was the only commercial construction association included in the paper’s annual listing.

Not only was 2014 marked by successes, but by significant steps taken towards ensuring a more robust pipeline of skilled workers thanks to our Workforce Development Plan. So, just as you have continued to invest in your association, we have continued to work for the things that matter most to you and your business. As we look back at 2014 and everything we as an association have accomplished—accomplished with the help of active member and chapter involvement—we can also look towards 2015 and beyond knowing that we have laid the groundwork for continued successes by preparing for what is coming our way.

LEFT: Mountain View Corridor, a Copper Hills Constructors, Granite, Kiewit and W.W. Clyde joint venture in Salt Lake County, Utah.

PRESIDENT'S MESSAGE

AL LANDES

Looking through this year's Annual Report, it is clear that AGC of America did a lot to help our industry, our firms and every professional who is actively involved with our association. Indeed, one of the reasons that I selected "AGC, An Investment in You and Your Company" as my theme is because everything this association does has a direct and positive impact on the success of our firms and our careers. Those benefits are especially clear when you consider all that we accomplished this past year.

Of course, timing is important, and I had the good fortune to be serving as your president when we successfully concluded a number of years-long efforts. After years of pushing, we finally got legislation passed that enacted a host of reforms we crafted to protect employers' and employees' investments in multiemployer retirement plans. We also wrapped up a years-long effort to get the Environmental Protection Agency to allow firms to continue using fly ash in a host of construction materials. As a result, we helped preserve one of the most successful commercial recycling programs in existence today. We also made significant progress on other months-long efforts to push back against needless new regulatory burdens.

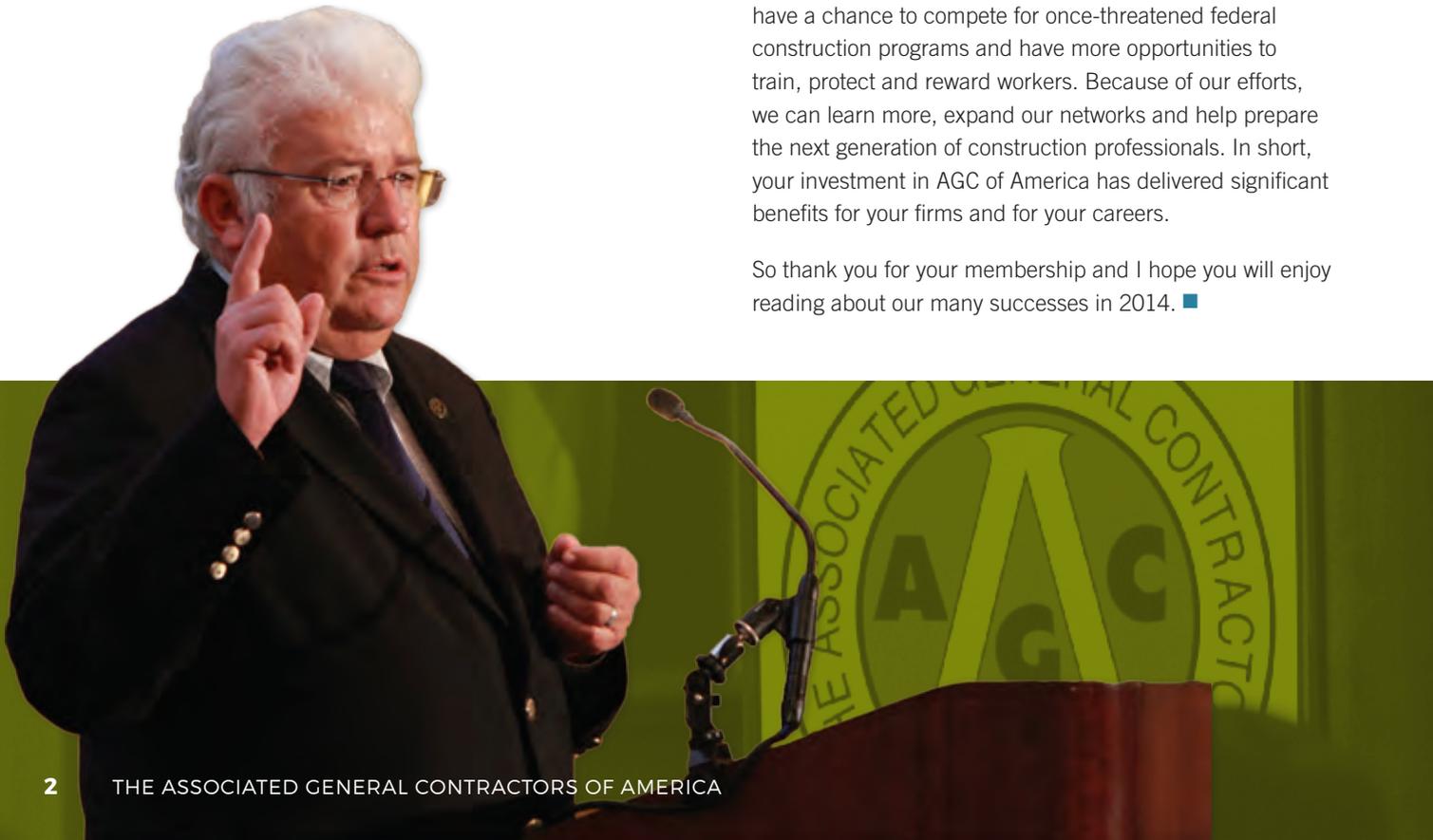
Years of effort and investment in our educational programs also paid off in 2014, as we successfully expanded our ground-breaking BIM and Lean education programs. We expanded our popular fall safety protection program, and announced plans to launch a new highway work zone safety training program this year. All the while, we saw demand grow for the professional development programs that have helped train a new generation of project managers and supervisors across the country.

Even as we wrapped up a number of years-long efforts, we also mobilized to meet new challenges and take advantage of new opportunities. We built and launched a nationwide effort to get contractors engaged in the fight for highway and transit funding with our new Hardhats for Highways campaign. And we locked in new funding for waterways and clean water programs.

We put together an aggressive plan to improve construction workforce development programs, and successfully lobbied Congress to act on some of the key measures in that plan. We put a new focus on the industry's safety efforts, started a new partnership to recruit veterans, launched a new benefits exchange and helped build a better, more business friendly Congress.

Because of our efforts, firms face fewer regulatory burdens, have a chance to compete for once-threatened federal construction programs and have more opportunities to train, protect and reward workers. Because of our efforts, we can learn more, expand our networks and help prepare the next generation of construction professionals. In short, your investment in AGC of America has delivered significant benefits for your firms and for your careers.

So thank you for your membership and I hope you will enjoy reading about our many successes in 2014. ■



CEO'S MESSAGE

STEPHEN E. SANDHERR

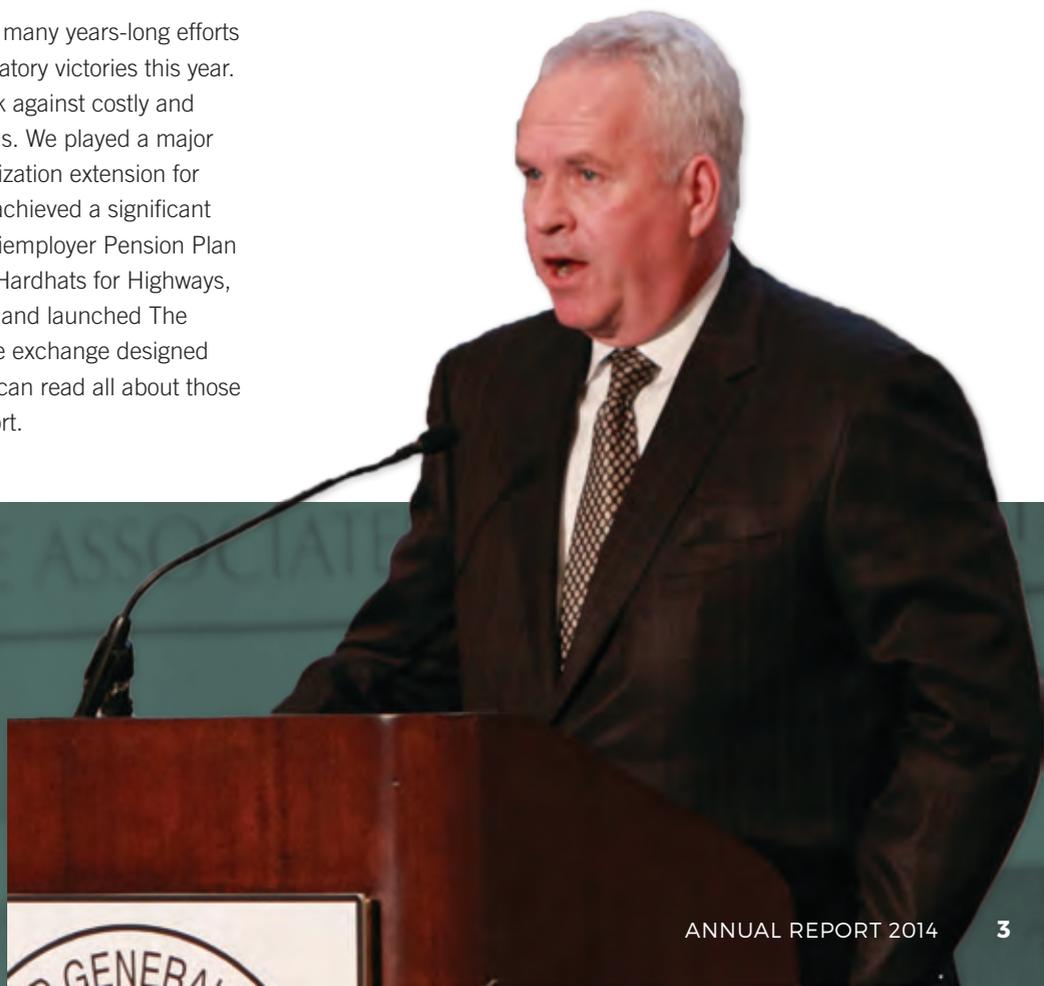
“ We make every effort to host as many events as possible across the country that bring you together with your industry peers and put you in the same room as policy makers and government officials. And I continue to be impressed with the work of our chapters and their efforts to connect members to other members and also with local officials. However, a lot of these events do not necessarily bring out the employees of member companies who have their boots on the ground.

That's one of the reasons I enjoy the time of year when we craft our Annual Report. It gives us a chance to look back at this association's victories and accomplishments over the course of the calendar year. But putting together the Annual Report also involves reaching out and working with members from different regions with varying perspectives on the state of the construction industry and their association. These observations give us a greater arsenal when fighting for you and your business on Capitol Hill. And it allows us all to work even harder for you, crafting programs and meetings that better serve your needs.

The 2014 Annual Report highlights many years-long efforts that resulted in legislative and regulatory victories this year. We had great success pushing back against costly and unnecessary government regulations. We played a major role in getting a funding and authorization extension for highway and transit programs. We achieved a significant victory with the passage of the Multiemployer Pension Plan Reform Act of 2014. We launched Hardhats for Highways, teamed up with Hiring Our Heroes, and launched The AGC Alternative, a private insurance exchange designed specifically for AGC members. You can read all about those many accomplishments in this report.

Another great thing about putting together this Annual Report is looking back and seeing how much work we've put into addressing an industry problem that began to surface at the end of 2013—the shortage of skilled construction workers. In February, AGC released *Preparing the Next Generation of Skilled Construction Workers: A Workforce Development Plan for the 21st Century*. And a lot of what you'll read in this year's annual report highlights what your association has done to help ensure you don't face worker shortages in the coming years.

When we're out there talking with folks, it's not all praise and commendation. And that's OK—in fact, it's the most valuable information you can provide. It's a reminder of things left unaddressed, battles that need to be fought. As vital members of this association, we need to hear from more of you, as do your local legislative officials. AGC is only as strong as each and every member that chooses to get involved. So, as we look back at 2014's successes and you hear about the experiences of several of your industry peers, we also prepare for all that's to come in 2015 and beyond. ■

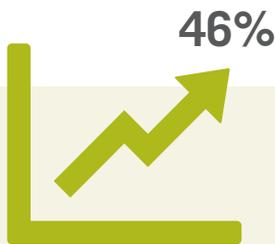


DEVELOPING THE WORKFORCE

In February, AGC released *Preparing the Next Generation of Skilled Construction Workers: A Workforce Development Plan for the 21st Century*. AGC developed the plan in response to the fact that nearly two-thirds of member firms reported having a hard time finding qualified workers to fill key positions— information gathered from AGC’s 2014 Construction Hiring & Business Outlook Survey results. The plan outlines a series of measures AGC

is urging national, state and local officials to adopt to make it easier for school districts, construction firms and AGC chapters to establish training programs to help prepare future construction workers and illustrate that vocational schooling can be just as, if not more, beneficial for many young people.

In June, AGC of America announced a partnership with **Hiring Our Heroes**, a nationwide initiative launched by the U.S. Chamber of Commerce, to help the organization’s efforts to assist veterans, transitioning



2014 saw a 46% total increase in participation across all AGC Management programs.

+\$663k

Total contributions to the AGC Education & Research Foundation more than doubled in 2014, totaling \$663,050.



Seven chapters successfully launched websites using AGC’s ‘Build Your State’ Template website.

● Due to high demand, AGC held 4 Construction Project Manager Courses (PMC) this year with a 64% increase in attendance overall. AGC’s Advanced Management Program (AMP) also saw an increase in participants, resulting in a 46% total increase in participation for AGC’s Management Programs in 2014. ● Total contributions to the Foundation more than doubled in 2014, totaling \$663,050, ensuring that this group will continue to advance and support education in the construction industry, while also supporting research projects and other programs beneficial to the advancement of technological and vocational education within the construction industry. ● With the rollout of the AGC ‘Build Your State’ Template website at the end of 2013, AGC worked closely with chapters throughout 2014 to develop recruitment websites. Seven chapters successfully launched websites, and there are another 7 chapters currently finalizing the development of their own industry recruitment sites.

service members, and military spouses find meaningful employment opportunities. As part of the construction industry's effort to add 100,000 veterans to the workforce by 2019, this new partnership will make it easier for contractors to find, recruit and hire veterans. Since teaming up with Hiring Our Heroes, AGC has worked to make it easy for AGC chapters and members to find information about upcoming job fairs in their area and other recruiting tools. We also offered informational webinars about the Hiring Our Heroes program and how AGC members can jump start their efforts to hire more veterans in the coming years.

Later in July, the president signed the AGC-backed **Workforce Innovation and Opportunity Act** (WIOA) into law, which reforms and streamlines the nation's workforce development system, giving states greater flexibility to address worker shortages and strengthening employer engagement. WIOA refocuses federally funded workforce training towards in-demand occupations, in-demand skills, real-world job opportunities, and real-time business needs that help prepare workers for jobs in construction. It gives priority consideration to training that leads to industry-recognized credentials. It also offers significantly enhanced incentives and opportunities for employers and employer associations to engage in these efforts more actively, while strengthening registered apprenticeship programs already in existence.

PHYLLIS HARDEN | EXECUTIVE ASSISTANT
LEGISLATIVE & SPECIAL PROJECTS
PINE BLUFF SAND & GRAVEL | PINE BLUFF, ARK.

Phyllis Harden has been an employee of Pine Bluff Sand & Gravel for many years, most recently taking point within the company's river department, and she will be the first to tell you that Pine Bluff's longtime involvement with AGC is absolutely essential to her day-to-day work. "Big issues can always arise when you're working on the river, but with the working relationship we now have with the Army Corps of Engineers, facilitated by AGC, it becomes so much easier to fix all sorts of problems. We have been able to successfully work with the Corps to reach resolutions and avoid project delays, none of which could be possible without AGC," says Harden. "Not only has AGC fostered a good relationship with the Corps, but they were also instrumental in the Corps' revisions of its safety manual. We had a place at the table, with the Corps taking our concerns seriously, and, ultimately, these revisions have made our jobs easier.

Harden also serves as the 2014 President of the Mississippi Valley Branch AGC and realizes the broader reach of her AGC membership. "Beyond the Corps' safety manual, all of the safety training and programs AGC offers have made us a safer company. In fact, all of the resources and relationships that come with being a part of AGC, at both the local and national level, have allowed us to focus on our work. And we've become a more productive company because of it," states Harden.

"The people I've met through AGC have helped me both personally and professionally. Every contractor needs those resources and those relationships. If you want to be successful, well then, you need AGC."



TOM FOSS | CEO
GRIFFITH COMPANY | LOS ANGELES, CALIF.

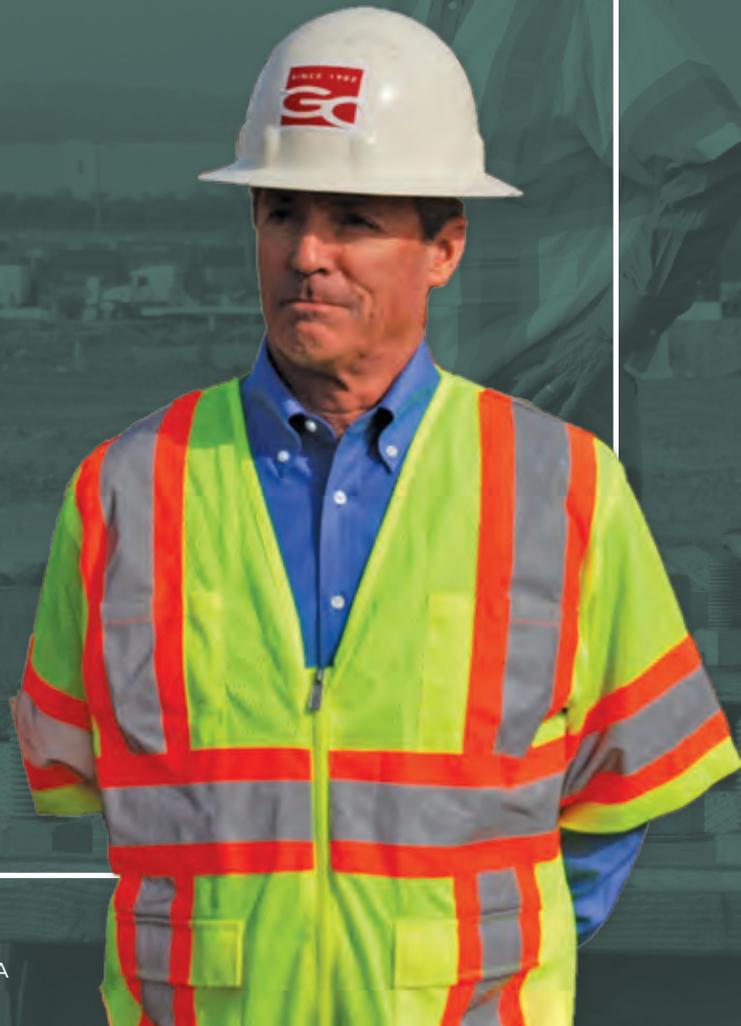
“AGC is a vital part of our business and our business model,” explains Tom Foss, CEO of Griffith Company in Los Angeles, Calif. “I make sure that our newest and youngest employees get exposure to AGC as soon as possible, whether it is by sending them to STP courses or having them attend an annual meeting. I want to put them in the room with the people that they need to know, that they can learn from.” For Foss, AGC’s education programs—be it a course or a meeting with an educational track—keep his employees sharp and allow them to grow within their field.

But that is only the tip of the iceberg in terms of what AGC does for a large firm like Griffith. “We can work with our local chapter on issues that affect the state of California,” says Foss, “but when it comes to the bigger issues, AGC of America is there. AGC and the staff have these vital relationships with agencies like the EPA, OSHA and the Department of Labor. They’re in the room when big decisions are made.”

In 2014, AGC saw the launch of its Hardhats for Highways program. Tom Foss was a big part of that effort and made sure all of his employees were, too. “The AGC staff developed a great program with Hardhats for Highways with an easy-to-use website and the resources contractors across the country can use to forward our industry’s priorities on Capitol Hill.” What Foss says he hears most from members of Congress is that they don’t hear from the contractors themselves, the contractors living right in their districts. “This grassroots effort has seen huge success this past year, but there are too many contractors out there who are yet to get involved. And as the Highway Trust Fund faces insolvency once

again this coming May, Congress needs to hear from as many of us as possible.

“We surely couldn’t have designed a program like Hardhats for Highways on our own. But AGC made this crucial program a success and I believe it is a big step towards ensuring that Congress fixes the funding gaps in highway and transit program funding. However, this country will continue to pay more for things like groceries if the congestion and delays caused by aging roads and bridges is not eliminated.” And to do this, says Foss, “We need to get this industry fully engaged, because if they aren’t hearing from us, nothing will get better.”





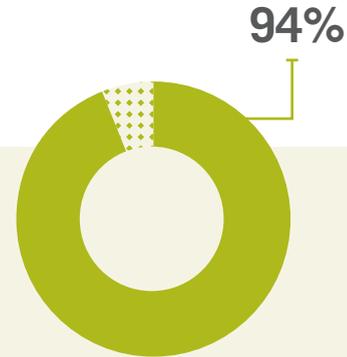
\$978,016

The amount that AGC PAC contributed to 205 federal candidates and committees.



14,000

The Hardhats for Highways program succeeded in getting nearly 14,000 e-letters to almost 500 Congressional offices in all 50 states.



The percentage of AGC-backed candidates that were successfully elected to the 114th Congress.

● ● During the 2013–2014 election cycle, the AGC PAC raised just shy of \$1 million from hundreds of individuals at AGC member companies, and was able to contribute \$978,016 to 205 federal candidates and committees. Of the 190 AGC-backed candidates running on Election Day, 178 (94 percent) of them were successfully elected to the 114th Congress. ● Started by AGC of America and supported by our partners at the Transportation Construction Coalition, the Hardhats for Highways program succeeded in getting nearly 14,000 email letters sent to almost 500 Congressional offices in all 50 states, putting contractors on the frontline in the call for a long-term solution to the funding problems this nation’s transportation infrastructure faces.

EXPANDING OPPORTUNITIES

March 2014 marked the launch of **Hardhats for Highways**, a campaign designed to encourage contractors across the country to contact their members of Congress and let them know just how many jobs are at risk if the Highway Trust Fund runs out of money. The site itself—www.HardhatsforHighways.org—makes it easy for contractors to request decals to be placed on a hardhat and delivered to their members of Congress indicating just how many jobs that company will lose without federal highway funds. It also allows contractors to send e-Hardhat letters directly to their elected officials.

2014 was also the first year that **AGC’s Federal Contractors Conference was held in conjunction with the TCC Fly-in**, resulting in one of the largest gatherings of Federal contractors in Washington, D.C., all charged to bring the message to Capitol Hill that Washington must address aging infrastructure.

Thanks in large part to our efforts, **Congress, in August, approved a funding and authorization extension for highway and transit programs to keep them operational through May 2015**. The extension kept highway and transit funding at current levels, avoiding cuts to transportation

construction projects across the country.

AGC also continued a successful campaign to oppose government mandated project labor agreements in federal construction. With these continued efforts, AGC educated members on federal labor laws that apply to their businesses, compliance with the Davis-Bacon Act and new federal contractor minimum wage law, how to build an effective anti-harassment program and best navigate new laws legalizing marijuana, while ensuring that AGC members have a firm understanding about the latest regulations for implementing the Affordable Care Act.



\$31,793

The amount AGC Charities, Inc. donated in 2014.

107

7

The number of scholarships awarded to undergraduate and graduate students, respectively, by The AGC Foundation in 2014.

FIGHTING RED TAPE

In 2014, **AGC secured funding to help contractors repower or retrofit their older diesel construction engines.** We worked with the EPA to establish a new program with \$2 million in available funding for rebates in early 2014. In addition, AGC's strong advocacy work among a broad coalition of diesel users helped secure funding for the Diesel Emission Reduction Act (DERA) program, with Congress budgeting \$30 million for Fiscal Year 2015, a 50 percent increase over Fiscal Year 2014.

In addition, **AGC gained a victory in March when a final EPA rule deleted the nationwide numeric turbidity limit from the stormwater management rule.**

While EPA has deferred indefinitely its effort to craft a national post-construction stormwater rule, AGC will continue to work to ensure the agency does not impose the same standards on post-construction discharges through a permit-by-permit approach.

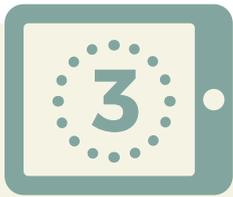
In late December, **after a five-year effort, AGC was successful in preserving the**

beneficial use of fly ash and other coal combustion residuals in construction.

EPA finalized a rule acknowledging the benefits of recycling these materials, safeguarding their continued use. The association and many members went to great lengths to ensure that EPA officials understood that the construction industry has successfully and safely used fly ash in concrete and other materials for over six decades. Had AGC not advocated for the industry every step of the way, fly ash would likely have been designated as a hazardous material. The impact on construction of such a decision would have been severe, with contractors facing rising cement, demolition, hauling and disposal costs for any debris containing fly ash materials.

Throughout 2014, **AGC staff and members worked relentlessly to convince Congress of the serious flaws within the 'Waters of the U.S.' proposed rule,** which would drastically expand the federal government's control over construction in potentially any wet area. AGC, its chapters and members had dozens of meetings on Capitol

Hill, urged the White House Office of Management and Budget to return the draft rule to the agencies before it was released for public comment, and testified before the House Transportation and Infrastructure Committee to express concerns about the proposed rule. AGC also submitted several detailed letters addressed to the agency urging both EPA and the U.S. Army Corps of Engineers to completely withdraw the proposal to redefine "Waters of the U.S.," concluding that it is simply too flawed to repair. AGC plans to continue these efforts in 2015 and beyond if necessary.



AGC released three new online resources in 2014: a stormwater app, online toolkit and cicacenter.org.

● In 2014, AGC Charities, Inc. donated \$31,793 to various charitable organizations, including Horses 4 Heroes, Alzheimer's Association, the Congressional Hockey Challenge, and American Legion Post 30. ● Thanks to many individual donations, endowments, and dedicated funding, the AGC Education & Research Foundation was able to award 107 undergraduate students and 7 graduate students with scholarships in 2014. There were 3 faculty interns this year and the Board has already approved a record 6 faculty internships for Summer 2015. Also in 2014, the Foundation's first industry case study, *Allied Constructors: Ethics in Project Planning*, was published and made available through the AGC Bookstore. ● AGC also released three new online resources in 2014 to serve as innovative and easy-to-use compliance tools for members. These compliance tools include an iPad app to help members better document stormwater inspections and the necessary corrections; an online toolkit and new guide for developing an environmental management system or program; and the re-launch of the Construction Industry Compliance Assistance Center at www.cicacenter.org. All of these tools have been crafted so that AGC members can be fully aware of their environmental responsibilities found in federal and state laws, while also helping you to comply with all rules and regulations.

 **AGC's presence on social media continues to grow, with nearly 5,000 Facebook likes and 22,000 Twitter followers. AGC has also expanded its presence on Instagram, YouTube and LinkedIn. Have you tuned in yet?**

LEFT: AGC's Leah Pilconis testifies in front of Congress against the Obama administration's efforts to expand its Clean Water Act authority.

RIGHT: A father and son enjoy the Construction Petting Zoo, part of the AGC-sponsored Big Build in Washington, D.C.

AGC of America once again sponsored the **Big Build**, held annually at the National Building Museum in Washington, D.C. This year's event was bigger than ever, with a construction equipment petting zoo, a chance for each person to contribute to building one of the tallest toy structures on records, plus a lot of other fun construction-related hands-on activities. AGC is proud to be part of an effort to provide both parents and children with these educational opportunities related to the building arts and promote a positive message about careers in construction.





HORSES 4 HEROES

was able to open a new facility at the historic Tule Springs Ranch thanks to AGC volunteer contractors.

BUILDING COMMUNITIES

In conjunction with AGC's 95th Annual Convention, Las Vegas-based **Horses 4 Heroes** was able to open a new facility at the historic Tule Springs Ranch after AGC volunteer contractors completed roughly \$80,000 worth of work on the weeks-long project and donated an additional \$20,000 for the group. AGC Charities, Inc., with the leadership

of Martin-Harris Construction, built a new riding center, mare motel and petting zoo, furthering the construction charity's series of renovation projects—Operation Opening Doors. Since it was founded in 2006, Horses 4 Heroes has been operating out of the back yard of its founder, Sydney Knott. The new facility will allow the local charity to offer riding and animal care programs for significantly more veterans, first responders and their families.

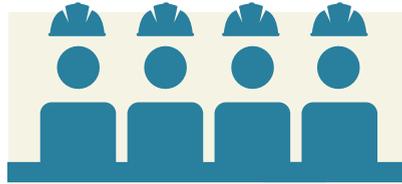
BELOW: Vice President of Martin-Harris Construction Guy Martin speaks with Horses 4 Heroes founder Sydney Knott while volunteer crews build a new equestrian center for the group just outside of Las Vegas, Nev., all part of AGC Charities' 2014 Operation Opening Doors project.





\$20,000

The amount AGC Charities, Inc. donated directly to Horses 4 Heroes.



The Construction Leadership Council (CLC) doubled in size in 2014.



● The Construction Leadership Council (CLC) doubled in size in 2014, illustrating the group's—and the association's—devotion to fostering young and talented minds for successful careers and advancement within the construction industry.

LEN TOENJES | PRESIDENT
AGC OF MISSOURI | ST. LOUIS, MO.

Len Toenjes, president of AGC of Missouri (formerly AGC of St. Louis), has been spending quite a bit of time figuring out all the ways in which his chapter and this association can extend all that it has to offer to minority and disadvantaged businesses and workers. “The future of this industry and this country will come with a more diverse marketplace and workforce. AGC has had amazing contractor development programs for years, but now we have to realize that we’ve never properly presented it to minority contractors as a leg-up. AGC chapters and AGC national have the ability to put these business owners in the rooms with the right people—we truly are the voice of this industry—and now it is our duty to our industry to bring more people to the table if we’re going to continue with the solid business and workforce development plans AGC set in motion this past year.”



TOP
★ **100** ★

AGC PAC ranks among the top 100 trade association PACs in the nation.



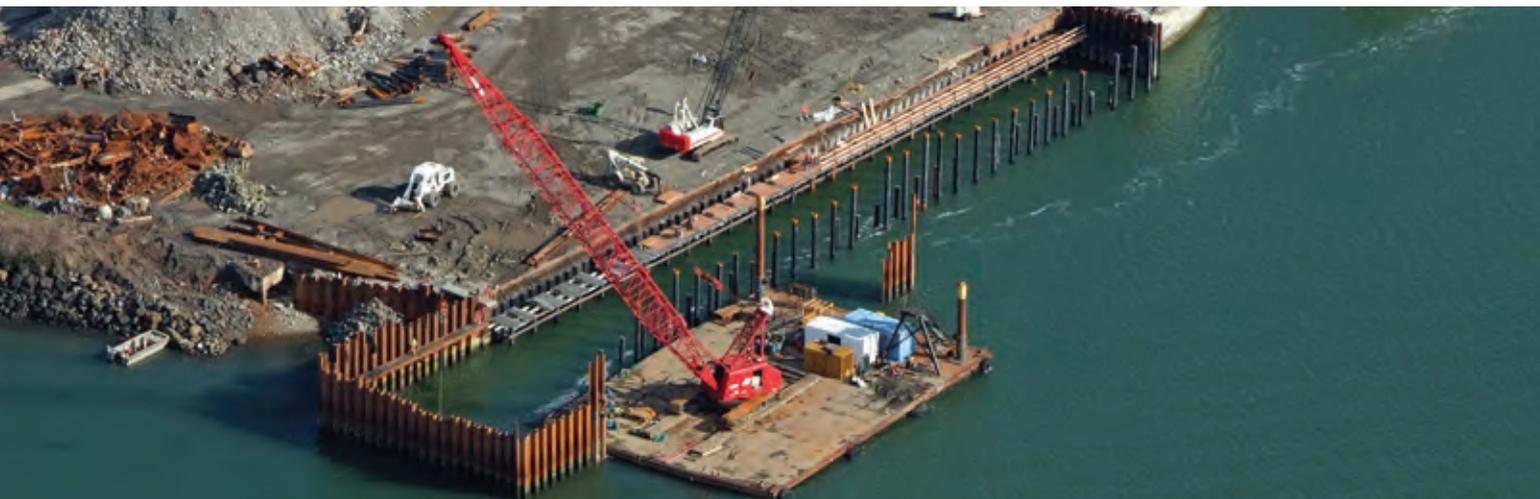
AGC's new harassment prevention training DVD, sold over 200 copies since its October release.

IMPROVING INFRASTRUCTURE

In May, the president signed into law the **Water Resources Reform and Development Act (WRRDA)**. The law authorized 34 new federal construction projects. AGC actively advocated for the bill throughout the legislative process. AGC members generated hundreds of letters urging members of Congress to support the bill. This law supports the development of vital water infrastructure across the country and effective and targeted flood protection and environmental restoration needs. AGC worked closely with the U.S. Army Corps of Engineers to urge Congress to approve much needed policy reforms, strengthen oversight, cut red tape, and open the door to innovation and stronger partnerships that will improve infrastructure development across the nation. AGC will continue to work with Congress and the Corps to ensure that this legislation is implemented properly and effectively.

- AGC PAC's ongoing tenacity and resolve in the political arena have made it one of the most recognized and well-respected PACs on Capitol Hill, ranking among the top 100 trade association PACs in the nation—earning it the status of “Heavy Hitter” from the Center for Responsive Politics.
- AGC produced and released a new harassment prevention training DVD. Titled *Diversity Rules: Harassment Prevention, Sensitivity & Correction Training for Construction Workers*, the DVD is a two-disc set designed for construction employers in both supervisory and non-supervisory roles. Since its release in early October, over 200 copies have been sold.

BOTTOM: Port of Newport Terminal renovation by The Natt McDougall Company in Newport, Ore.



JONATHAN KERNION | PRESIDENT
CYCLE CONSTRUCTION | NEW ORLEANS, LA.

We've been talking a lot about investing in AGC—the investment you make when you become a member of your local AGC chapter. But for Jonathan Kernion, president of Cycle Construction in New Orleans, La., the monetary investment is nothing compared to the investment you're making for yourself and for your business. "This is a relationship business—plain and simple. I've built countless relationships, industry peers I can now call good friends, and these are the relationships you develop through AGC and at AGC meetings," states Kernion. "By bringing together so many contractors, we're getting that strength in numbers advantage that this industry needs to lobby Congress for more funding, to meet with other industry-related parties and have that rapport, that reputation."

And it isn't just on Capitol Hill where this strength in numbers comes into play. For Kernion, being down in Louisiana, his company has interactions with the U.S. Army Corps of Engineers on a daily basis. "Talk about an important relationship. AGC works with us contractors as a sort of in-between with the Corps and that has made all the difference," according to Kernion. "We have a common goal, we have that united front, and we can express our concerns with confidence. Together, contractors and the Army Corps have been able to make some very positive changes for our industry, and more specifically down here in Louisiana post-Katrina." Kernion adds, "I firmly believe that the Army Corps would much rather work with an AGC contractor than not. We have that relationship and it's a solid one."

Kernion also had a lot to say about the very real industry-wide challenge contractors are facing right now—skilled worker shortages and the severe lack of career and technical training

programs across the country. "AGC's Workforce Development Plan is exactly what this industry needs. This industry needs to push to secure more funding for those types of programs. With the modern day consensus that college is the way—the only way—to go, we've seen more kids dropping out of high school and even college," argues Kernion. "But had these same young people been exposed to more options, different options, they may have found that they possess talents they never knew about, talents that make them perfect candidates for a career in construction. And our industry desperately needs these young people right now."

"There are just so many rewards that come with this profession. My employees are able to walk around their city, their hometown, and say, 'I built that.' It's a very tangible and powerful feeling to have at the end of the day," explains Kernion. "And on top of all that, this is an industry you can enter, regardless of your degree or lack thereof, and advance. There is just so much room for growth at every level."





\$135k

The latest Susan Harwood Training Grant will allow AGC to provide work zone safety training classes in 2015.

REDUCING RISKS

In response to rising healthcare costs and the enactment of the Affordable Care Act, AGC of America established **The AGC Alternative**, a private insurance exchange developed exclusively for AGC members. Releasing it to members in September of 2014, AGC partnered with Willis, Liaison, Aetna, Group Vision Service and MetLife to offer the most comprehensive insurance packages possible. The AGC Alternative offers member firms a new and cost-effective way to offer quality benefits to employees, while remaining competitive in the marketplace. It makes it easy for employees to shop for health insurance and other benefits through interactive technology and the added help of a dedicated help hotline. To learn more about AGC's private insurance exchange, visit www.agc.org/exchange.

● AGC of America received its 4th consecutive Susan Harwood Training Grant from the U.S. Department of Labor in September. The \$135,000 in grant money awarded will allow AGC to provide work zone safety training classes designed to prevent injuries among highway, street and bridge construction workers. This new highway safety program will be offered in 8 different locations throughout 2015.

FRANK WILSON | CEO
BFW CONTRACTORS | ST. LOUIS, MO.

"As a minority contractor, AGC was an intimidating organization to join. AGC represents many of the largest and most successful contractors in the country," explains Frank Wilson, CEO of BFW Contractors in St. Louis, Mo. "But these people were the easiest to reach once I became involved with AGC. As a member of AGC, I gained access to fellow members willing to share their experiences and the lessons they've learned. In turn, I've learned a lot about the industry, the key players, and the politics. There's a wealth of information you're able to access as a member of AGC."

Wilson didn't just dip his toes in the water—he dove right in. Chairman of the CLC chapter in St. Louis, a member of the Board of Directors at AGC of Missouri, and an active participant in the national CLC steering committee, Wilson is making every attempt to take advantage of everything AGC has to offer. "As a construction business owner, in the minority community, just starting off—I've been able to broaden my horizons and build relationships with contractors across the country.

"The thing is, the community we live in, this country, this world, is full of diversity. And with diversity comes strength. So the steps AGC is taking to make it easier for minority and disadvantaged business owners and contractors to enter the industry will only make this industry stronger." He puts it simply, stating, "It was a no-brainer, joining AGC. AGC represents the industry. AGC represents the best and the brightest. To be a successful contractor, AGC is the smart business move."

In late September, concluding a two-year effort by AGC and industry partners, the U.S. Department of Transportation officially **released a final rule that amended its disadvantaged business enterprise (DBE) utilization rules**. Original proposals to modify the rule would have had significant cost impacts and placed heavy administrative burdens on the highway construction industry, but after two years of extensive outreach with top Transportation officials, the final rule gave in to AGC opposition. The new rule amended the requirement to submit DBE commitments with a project bid and, instead, allows for a seven-day window following bid opening for the lowest bidder to submit their list of proposed DBEs to be used on the project.

After several years of advocacy efforts, including Congressional testimonies, countless visits to Capitol Hill and a multitude of letters and comments,

AGC was successful in persuading Congress to enact the **Multiemployer Pension Plan Reform Act of 2014** in December. This was the culmination of three years of joint labor and management cooperation with several coalitions and across industries, and would not have been possible without a united industry effort. The measure includes a series of AGC-backed multiemployer pension reforms, all designed to allow employers and employees within the construction industry the opportunity to protect retiree benefits, help keep thousands of employers competitive and ensure that the broader economy continues to benefit from the billions of dollars that pension funds invest each year. And while the law is a large step in the right direction, AGC will continue working on additional reform provisions, including the creation of new benefit plan models that limit withdrawal liability and make the system further sustainable.

- More than 50,000 individuals subscribe to at least one of AGC's e-publications. AGC of America introduced 3 new publications in 2014: AGC's Specialty Contractors SmartBrief, The Contractor's Guardian, and the AGC Construction Law in Brief
- ConsensusDocs released a record 10 new contract documents, while subscriptions were up 40% from 2013. 2014 also marked the first year in ConsensusDocs history that the group broke \$1 million in sales.
- AGC members enrolled in the FedEx shipping discount program saved an estimated \$1 million in 2014. And, as the year closed out, AGC members had collectively saved more than \$3,640,000 off the purchase or lease of new GM, Chrysler, Jeep, Dodge or Ford vehicles.



50,000

More than 50,000 individuals subscribe to at least one of AGC's e-publications.



1 MILLION

This year, ConsensusDocs hit \$1 million in sales for the first time.



The FedEx shipping discount program saved members an estimated \$1 million in 2014.

PREPARING FOR THE FUTURE

Oregon Takes on Workforce Development

MARK CLIFFORD DIRECTOR | ACE ACADEMY PORTLAND, ORE.

Founded seven years ago by the AGC Oregon-Columbia Chapter in conjunction with the Oregon Building Congress, the ACE Academy is a public charter school serving four districts in the greater Portland area. But ACE is not your standard charter school—it offers career and technical training for High School juniors and seniors interested in the architecture, construction and engineering fields. Director of ACE Mark Clifford knows just how important a school like this is—especially as the construction industry recovers and has begun to face significant worker shortages.

“There’s a job market issue,” states Clifford. “There aren’t a lot of people in the pipeline to fill these jobs. At ACE, we’re giving kids the hands-on experiences to prepare them for great careers within these three industries. There are not nearly enough vocational opportunities out there for students who may wish to pursue something other than the 4-year college path.

“In Oregon, there has been a movement—and AGC has been a part of that movement—to refund career and technical education programs, to revitalize what were once commonplace in high schools across the country. The chapter saw that there was a serious need for a school like ACE—the need for more vocational opportunities for our young people. We’re going on seven years here, and without the help of AGC at the chapter and national level, we would simply not exist.”

STEVE MALANY | PRESIDENT, P&C CONSTRUCTION PORTLAND, ORE.

“With a school like ACE, we’re looking at the future,” says Steve Malany of P&C Construction and AGC Oregon-Columbia Chapter Board President. “By investing in this school, we’re ensuring a better future for the construction industry and a better future for these kids.

“The AGC network of companies is essential—without the support and that strong coalition of companies, we could not have made this school a success. And now, we have to build on these efforts. It’s what AGC’s Workforce Development Plan calls for—raising awareness at the state and national level that two tracks of education need to be offered to all young people. Educational institutions need to give students more choices when it comes to their career path.”



A photograph of Chris Duty, a young man in a dark shirt, speaking at a presentation. He is standing in front of a large screen displaying a group of people in a meeting. A hand is raised in the foreground, partially obscuring the view. The background shows the silhouettes of an audience.

CHRIS DUTY | AGC STUDENT CHAPTER PRESIDENT OREGON STATE UNIVERSITY | CONSTRUCTION ENGINEERING MANAGEMENT

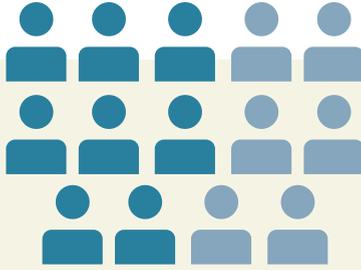
Chris Duty is not your average college student. A Construction Engineering Management major at Oregon State University (OSU) and president of the AGC Student Chapter there, he is also helping to set up a high school AGC student chapter, which will be the first ever high school AGC student chapter in the country. To say he loves what he does would be an understatement. "I was introduced to the AGC Student Chapter at OSU as a senior in high school and became involved the second I stepped on campus. It's been a life changing experience," explains Chris. "I paid my way through college with work experience and scholarships, all of which I obtained through AGC. I've worked for four different companies, all AGC members. The experiences I've had always came full circle in the classroom and I've been so successful because of it. I don't think it would have been possible without AGC."

As for why Chris is now making room in his already-packed schedule to start an AGC student chapter at the high school level? "If I had known something like the ACE program was available to me when I was that age, I would have done it. The thought that you can bring the experience of being a part of AGC to these kids is so exciting. It's an incredible way to prepare yourself for college and beyond.

"AGC is really doing so much to prepare the next generation of construction professionals. The internships, the scholarships, the full-time employment options upon graduation—it's invaluable." Chris then adds, "The network opportunities are overwhelming. You're making real world connections. When industry professionals step on campus and show an interest in our education and our work, it's inspirational. Everyone I've met through internships—they're still there for me to call if I ever had a question. And I think the biggest part of all of that is that these people have been working in the industry for five, ten years and they're thriving. It's both inspirational and motivational."

CONNECTING MEMBERS

● In 2014, AGC hosted 14 annual conferences, 8 of which saw increased attendance from the previous year. In addition, 5 of these meetings saw record attendance numbers. ● In 2014, the BIMForum saw a 25% increase in total attendance from a year ago, exceeding one thousand attendees across two meetings for the first time in BIMForum history. Specifically, the Fall BIMForum held in Dallas, Texas, had the highest attendance of any one meeting to date. Sponsorship presence and contributions also more than doubled, with a 111% increase from 2013. ● In 2014, AGC offered 33 educational programs that provided the opportunity for attendees to earn a variety of continuing education credits. AGC also hosted 55 webinars, 27 of which were free for AGC members. We offered another 26 webinars exclusively to AGC chapters.



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The BIMForum saw a 25% increase in total attendance from a year ago.





AGC offered 33 educational programs to help attendees earn continuing education credits.



Eighty-four Lean courses were held by AGC chapters in 2014, compared to only 36 in 2013.



Throughout 2014, AGC hosted 11 Fall Protection Safety Training programs in 5 different states.



In 2014, 112 individuals earned their CM-BIM designation.



● The AGC Lean Construction Education Program neared completion, releasing two units in 2014—*Unit 5: Lean Supply Chain and Assembly* in early March and *Unit 6: Lean Design and Pre-Construction* in October—with only one unit left to deploy in 2015. Eighty-four Lean courses were held by AGC chapters in 2014, compared to only 36 in 2013. ● Throughout 2014, AGC hosted 11 Fall Protection Safety Training programs in 5 different states. ● In 2014, 112 individuals earned their CM-BIM designation, bringing the total number of people who have earned this designation to 472 since the program's inception in 2011.

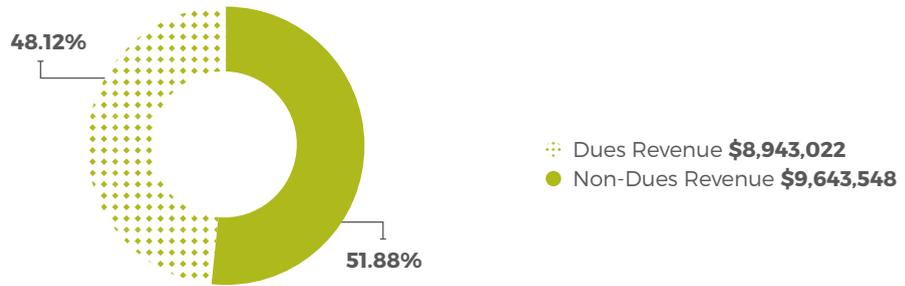
TOP: Attendees at the Dallas BIMForum learn all about how to optimize construction using Building Information Modeling.

LEFT: AGC Federal Contractors Conference attendees hear from several members of Congress and federal agency officials on issues important to the construction industry.

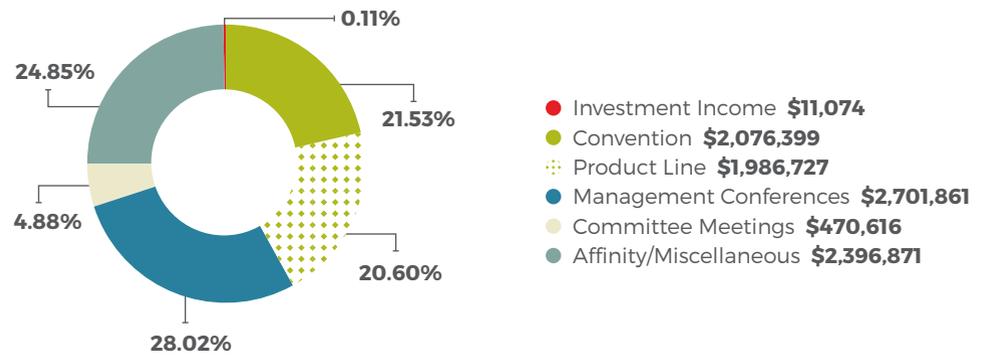
RIGHT: AGC Highway and Transportation Chair and Vice Chair Tom Case and Tom Foss discuss highway reauthorization with Speaker John Boehner.



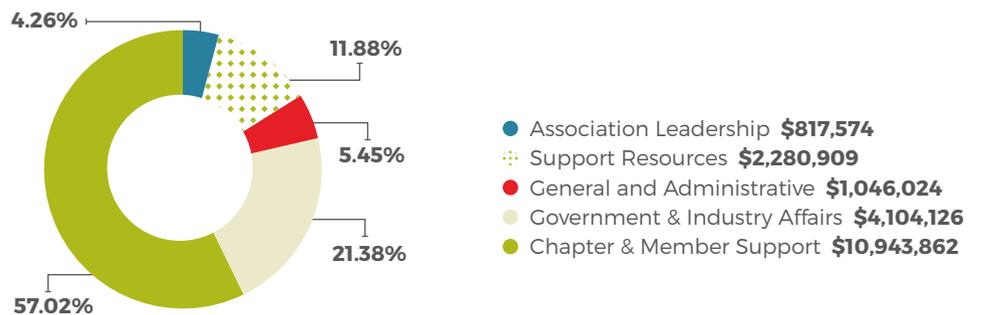
2014 Revenue



2014 Non Dues Revenue



How Does AGC Spend the Revenue it Receives?



Dues and Non-Dues Revenue History

