

# OPENING DOORS

2012 ANNUAL REPORT

AGC of America  
THE ASSOCIATED GENERAL CONTRACTORS OF AMERICA  
Quality People. Quality Projects.




As the only association representing the entire commercial construction industry, we work on a wide range of issues. We advocate for the interests of the construction industry, in pushing for legislative measures designed to stimulate the private sector and improve our infrastructure, in fighting back against costly and unnecessary regulatory burdens and in opposing unfair taxes and policy measures. We educate members of the industry about new technologies and new techniques, about business practices that work, on ways to comply with new laws and legal requirements and about the state of the economy and what that means for firms' bottom lines. And we connect construction leaders with each other, with owners, with elected and appointed officials and with the media.

As broad as our scope is, our intent is the same: to open doors for our members. In some cases, we literally open doorways to the offices of key officials, but in every other way, we work to open doors to information, to technology, to experiences and to opportunities. That way, instead of spending all their time trying to decipher what is happening in Washington, discovering the latest developments with BIM, crafting training programs or finding ways to connect with peers across the country, our members can focus on what matters most: succeeding in a tough business world.

In 2012, AGC of America opened many doors for its members. We delivered one of the few legislative accomplishments to come out of Washington last year. We successfully pushed back against every new regulatory burden we targeted. We launched new education programs, enhanced existing ones and began credentialing a new generation of professionals proficient in BIM.

We found new ways to connect members with each other and the contacts they need to succeed. And we found ways to turn tepid economic conditions into promising opportunities.



**Cover:** North Shore Connector by North Shore Constructors, an Obayashi-Trumbull Joint Venture, Pittsburgh, Pa. / **Above:** Kansas City Sporting Park built by Turner Construction, Kansas City, Kan.



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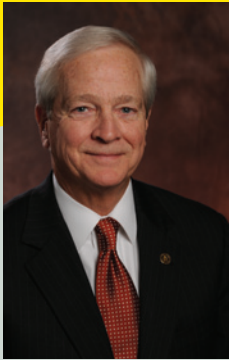
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# PRESIDENT'S MESSAGE



Joseph H. Jarboe,  
*President*

The other day one of our members commented that, when thinking about the value of membership, he couldn't imagine how much tougher it would be to run his business if he didn't have AGC working on his behalf. And while he was talking specifically about our work trying to restore some sanity in Washington, I think his comments sum up the value of the scope of services we offer to each and every member. That is because, while AGC doesn't do your job for you, everything this association does is designed to help you succeed.

Contractors are by nature a resourceful, optimistic, hard-working group. But everyone can use help, and AGC is there to open doors for you. As you will see in the pages of this latest annual report, AGC opens doors to elected and appointed officials so we can share our concerns and provide feedback on the impacts of legislation and regulations. AGC opens the door to knowledge about new technologies and new trends in construction. AGC opens the door to each other, so we can build connections and learn from our colleagues across the country.

More than just providing services designed to help you in your professional life; AGC also opens doors for us to improve our communities, to better our industry, and to give back to the country we love so deeply. Through AGC Charities Inc, this

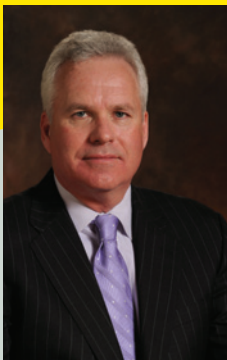
association provides us with an opportunity to improve the lives of those less fortunate and to highlight the work our chapters and members are doing to help their communities.

Meanwhile our many committees and working groups are giving members the opportunity to make our industry safer, and to promote the adoption of technologies like BIM and CIM and operating practices like lean construction. And thanks to our Legislative Action Center and countless association-arranged opportunities to speak with federal officials, we are helping ensure that our nation's leaders recognize and value the essential contribution of the construction industry to the continued success and prosperity of our country.

As you read this annual report, please consider the many ways that AGC is opening doors for you. Like the member who can't imagine how much harder things would be without AGC, consider how much this association adds to your professional life. Consider the battles in Washington we are engaging in and winning on your behalf, or the access to invaluable knowledge we are providing. Consider how much it helps to have a network of AGC friends across the country you can call on for help and advice. And consider this—how much you gain by walking and working your way through the doors that have been opened for you...by AGC.

More than just providing services designed to help you in your professional life; AGC also opens doors for us to improve our communities, to better our industry, and to give back to the country we love so deeply.

# CEO'S MESSAGE



**Stephen E. Sandherr,**  
*Chief Executive Officer*

This year's annual report provides an inside look at everything we—our association, our chapters and members—have accomplished over the past year. The theme of this year's Annual Report is Opening Doors. Many of you are aware of the various Operation Opening Doors projects organized by AGC Charities Inc. But as proud as we are of those accomplishments, we think the notion of Opening Doors goes beyond that—we believe it captures the entire purpose of our association. That is because no matter the issue, the need or the fight, our approach is always the same: to open doors for you, our members.

In a year where partisanship polarized the nation, we pushed forward. We didn't let party politics stop us from doing our job—fighting to represent the interests of the construction industry. We spent much of 2012 opening doors up and down the halls of Congress and federal offices, protecting vital infrastructure investments, preventing costly and unnecessary new regulations and producing measures to boost private sector demand for new construction.

We doubled our efforts to open doors to the latest information about industry news, safety practices, technological innovations, and business trends. And because we know your time and travel budgets are limited, we worked to make sure our educational programs and information are as easily accessible as possible. We opened doors to new and enhanced educational and training programs so members can continue to improve the quality and depth of their workforce.

We worked to create as many opportunities as possible for you to connect with one another. We also worked to provide a host of opportunities for members to collaborate together; to exchange ideas; and to share tips on what works and what doesn't.

In other words, we spent 2012 making sure each member had the tools they need to succeed—even in the toughest of times. But last year wasn't just about making things happen now. Our work was also about opening doors to your *future* successes. So as you review this year's Annual Report, I hope that you are as proud of our accomplishments and as excited for our future as I am.

**We spent 2012 making sure each member had the tools they need to succeed—even in the toughest of times.**

# OPENING DOORS TO LEADERS

In a year where partisanship polarized the nation, we pushed forward. We didn't let party politics stop us from doing our job—fighting to represent the interests of the construction industry. We spent much of 2012 opening doors up and down the halls of Congress and federal offices, protecting vital infrastructure investments, preventing costly and unnecessary new regulations and producing measures to boost private sector demand for new construction.

## Getting a New Highway and Transit Bill Passed

Thanks to a lot of hard work, many visits to Capitol Hill and thousands of letters, meetings and emails from our members, we turned a fight to protect the federal transportation program from efforts to drastically reduce it into one of the few legislative accomplishments of 2012. In large part because of our efforts, Congress passed a new, 27-month highway and transit bill that ensured funding for key road, bridge and transit projects. Even better, the measure, known as "Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21)," included a clean construction initiative and a host of other vital reforms that will significantly streamline the current lengthy federal review process for transportation projects for which AGC has long advocated.

## Finding a Better Way to Support Disadvantaged Business Enterprises (DBE)

When the U.S. Department of Transportation proposed significant changes to its DBE rules, AGC responded immediately. The proposal would have complicated the bidding and documentation process, added unnecessary provisions for DBE certification, tightened down on compliance and, ultimately, made it more difficult for a contracting firm to do their work. AGC



submitted substantive comments—while encouraging chapters, other division groups and members to do the same—urging the Department to not adopt the bulk of proposed rule changes and instead open a dialogue with all segments of the industry to find a more realistic approach to expanding participation of DBEs. Over 150 comments were submitted to DOT by way of AGC’s Legislative Action Center (LAC).

#### **Blocking Costly and Unproven EPA “Mud Rules” Designed to Protect the Earth from Dirt**

AGC led the fight against the Environmental Protection Agency’s efforts to impose new stormwater rules that are designed to restrict the flow of uncontaminated dirt from construction projects. Known as the “mud rules,” the measures would have forced contractors to invest in costly and unproven technology designed to filter dirt out of rainwater escaping from construction projects. Worse, the rules would have made it easy for anti-development advocates to litigate and halt projects if their own tests allegedly found too much dirt in water runoff. Building on our strong working relationship with the agency, we explained the problems with the proposed mud rules while successfully encouraging hundreds of members to submit comments to the agency regarding the rules. AGC’s extensive outreach and education forced the EPA to significantly alter and improve its proposed rules, saving contractors time, money and legal hassles.



In large part because of our efforts, Congress passed a new, 27-month highway and transit bill that ensured funding for key road, bridge and transit projects.



AGC’s extensive outreach and education helped EPA craft an enhanced stormwater permit that recognizes and comports with standard industry practices.

***Page 6:** Incoming AGC President Paul Diederich speaks with House Speaker John Boehner, Dean Word, Dean Word Co., Mike Hoover, Sundt Construction, and others at the AGC Townhouse. / **Page 7:** John Day Lock, Dam and Sheave Replacement project by Advanced American Construction, Columbia River, Ore.*

## OPENING DOORS TO LEADERS

### Avoiding the Fiscal Cliff and Sequestration Cuts to Construction Programs

2012 was the year of the ever-looming fiscal cliff and with it came the very real possibility of sequestration—a process of \$109 billion in indiscriminate, across-the-board spending cuts, which would have impacted federal construction contracts, grants and direct payment programs for years to come. AGC worked diligently on plans to avert the fiscal cliff and the sequestration spending cuts and, on December 5, released a report



*I can't imagine what things would be like if groups like AGC weren't lobbying on our behalf."*

*—Douglas K. Weible, Chairman of the Board & Chief Executive Officer, Fred Weber, Inc.*

to the public and members of Congress and the administration, detailing how sequestration would put some 170,000 construction jobs, \$20.4 billion in GDP and \$6.6 billion in personal income at risk. Shortly after releasing the report, AGC conducted a nationwide survey on the fiscal cliff and shared the results in a letter to President Obama and House and Senate Congressional leaders, pushing for the prioritizing of construction investment. AGC's efforts paid off—President Obama signed the 2012 American Taxpayer Relief Act a few days into the New Year. This was most definitely a net positive gain for the industry and our hard work will allow for AGC to continue to have a seat at the table for discussions regarding the debt limit and tax reform.

### Protecting Multiemployer Pension Plans

AGC played a vital role working with the National Coordinating Committee for Multiemployer Plans Retirement Review Security Commission—which brought together a host of employer and labor groups—to develop a series of recommendations designed to improve and protect multiemployer pension plans. We made sure the recommendations provide reliable retirement income to workers, protect taxpayers and reduce financial risks to contributing employers. Now that the comprehensive plan has been prepared, AGC will work to ensure the eventual approval of the plans components.

### Exposing and Challenging Unneeded Hiring Quotas for Federal Contractors

Early in 2012, the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) proposed a set of costly new hiring mandates ostensibly designed to get firms working on federal contracts to hire more veterans and people with disabilities. AGC played a vital role in pushing back against these new hiring quotas, working to educate the media about the extreme cost of the new measures and co-sponsoring a report that found the proposed rules unnecessary as federal enforcement data shows no indication contractors are discriminating against either veterans or the disabled. In addition to reaching out to the Administration, AGC hosted a webinar for

*"AGC has been at the forefront of both educational and lobbying efforts in regard to the negative impact that proposed USDOL/OFCCP revisions will have on our construction industry. Starting at the national level AGC has led a grass roots effort that has permeated down to the local and individual company level that has not only educated AGC members, but also enabled these individual members to share this knowledge amongst their industry peers. Members then possessed both the knowledge and incentive to lobby their national and state representatives."*

*—Ron Kubitz, Recruiting & Training Manager, Brayman Construction Corporation*

members to explain the proposed rules and help them understand how to comply with existing mandates. Thanks in large part to our efforts, the proposed rules were put on hold for the rest of the year.

### Connecting Federal Contractors with Federal Owners

AGC's 2012 Federal Contractors Conference in Washington, D.C. marked the event's 50th anniversary of bringing contractors, federal agencies, and elected officials together in the same room. Nearly 400 people attended this conference to meet with 20 different federal agencies and visit with key members of Congress. Over the course of the conference, attendees discussed everything from project labor agreements and small business contracting goals to the need for infrastructure investments for multi-year authorizations of transportation, federal facilities and water programs and federal regulation reform—all to strengthen our continued fight for the issues most important to you and your industry.



Over 11,000

Number of letters sent through AGC's  
Legislative Action Center

Nearly 400

Number of people who attended AGC's  
2012 Federal Contractors Conference

*Page 8: Caddell Construction Co. crew making progress on the new U.S. Consulate General building, Tijuana, Mexico. / Page 9: Then Congressman Steve LaTourette and AGC CEO Stephen Sandherr discuss industry best practices with chapter leaders at the National & Chapter Leadership Conference, Washington, D.C.*

# OPENING DOORS TO KNOWLEDGE

In today's difficult economic climate, the difference between success and failure is often measured by how much you know. Recognizing that, we doubled our efforts to open doors to the latest information about industry news, safety practices, technological innovations, and business trends. And because we know your time and travel budgets are limited, we worked to make sure our educational programs and information are as easily accessible as possible. We opened the doors to new and enhanced educational and training programs so members can continue to improve the quality and depth of their workforce.

## Making a Difference in Davis-Bacon Wage Determinations

When it came to Davis-Bacon wage determinations and the U.S. Department of Labor's (DOL) enforcement policies, AGC hit the ground running in 2012. Early in the year, AGC released an extremely comprehensive white paper—*Impacting Davis-Bacon Wage Determinations: A Guide for Contributing to the Accuracy of Published Prevailing Wage Rates in Construction*—detailing the impact contractors can have on the accuracy of Davis-Bacon wage determinations. AGC worked to empower its members to challenge wage determinations and encouraged all members to participate in the Davis-Bacon wage survey process. AGC also put together a two-part webinar series to cover Davis-Bacon pitfalls, hot topics, and important new information for all those involved in compliance with Davis-Bacon and Related Acts (DBRA) on federal and federally assisted construction projects so that members could start 2013 with the power to enact change.



### Explaining What Health Care Reform Means for Construction Firms

When the Supreme Court upheld the centerpiece of the Affordable Care Act (ACA)—the individual mandate—and in doing so, allowed the entire reform program to move forward, AGC devoted time and effort to inform members exactly how the law would affect their business and employees. When the Administration released additional guidance for employers, we were there to evaluate the various documents and let members know how they apply specifically to construction employers. In late December, we opened registration for a three-day webinar series on the impact of health care reform on your construction business, to be hosted in early 2013. AGC plans to continue to provide the information necessary so members can make critical business decisions that will affect their companies and their staff for years to come.

### Credentialing a New Generation of BIM Professionals

2012 was the first full year of the implementation of AGC's Certificate of Management—Building Information Modeling (CM-BIM) and it proved itself as a highly esteemed and valuable program for future construction professionals.

Twenty-nine AGC chapters across the country hosted various BIM Education Program courses, with 18 chapters having become certified testing centers.



In 2012, 149 people earned the CM-BIM designation, bringing the total to 213 people since the program's inception in late 2011.



Over 1,200 people attended at least one Lean Construction Education Program course in 2012 and 11 chapters hosted courses.

### Launching a First-of-its Kind Lean Construction Curriculum

In 2012, AGC launched its Lean Construction Education Program (LCEP) and introduced—with much success—the first three units throughout the course of the year.

**Page 10:** (Left) National Geospatial-Intelligence Agency Campus East, Clark/Balfour Beatty Joint Venture, Ft. Belvoir, Va. / (Right) Local high school students at career fair in Phoenix, Ariz., organized by Arizona Builders Alliance, among other groups. / **Page 11:** (Left) Pentagon renovations by Hensel Phelps Construction, Arlington, Va. / (Right) Work on Route I-44, Saint Robert, Mo., by Emery Sapp & Sons, Inc.

### Expanding Access to Management and Safety Training Programs

AGC worked to guarantee that its safety and management programs continue to be the most comprehensive, uniquely focused programs in the industry.

Thirty-five people attended the 2012 Advanced Management Program in Dallas, Texas this year—a 40 percent increase from 2011 attendance—with future courses already having sold out.

Late in 2011, AGC of America received a \$130,000 Susan Harwood grant and, in 2012, launched a very comprehensive training program—free for all participants—which provided comprehensive information about fall protection for both commercial and residential construction to over 500 construction workers at eight different sites across the country.

AGC of America was awarded a second Susan Harwood Training Grant in the amount of \$120,000 in September, all of which will be used to continue to provide free fall protection safety training in 2013.



## OPENING DOORS TO KNOWLEDGE



*The ConsensusDocs coalition, established in 2007, is experiencing record sales and now has over 4,700 unique subscribers, an increase of more than 95 percent from five years ago.*

### Putting ConsensusDocs on the Cloud

In early 2012, ConsensusDocs launched an entirely new web-based platform to continue representing the diverse interests of the design and construction industry. With this new platform, users are able to work on their standard construction contracts using Microsoft Word® on a PC or Mac. The new technology allows users to share and collaborate; effectively organize contacts, projects, and negotiations; create templates and favorites for future projects; and access new and updated standard contracts and technology improvements in real time.

The ConsensusDocs coalition saw a record increase in members this year, with ConsensusDocs contracts now being endorsed by 38 leading design and construction industry organizations.

ConsensusDocs is now offering over 100 contract documents, having released 10 new or updated documents in 2012 alone.

ConsensusDocs hosted 24 webinars—three times the number hosted in 2011—with a record high attendance total of 665 participants.

### Revamping *Constructor* Magazine—In Print and Online

AGC of America began a new partnership with Naylor, LLC to produce and publish *Constructor* magazine to enhance your membership experience. And we couldn't be more pleased. With the premier May/June issue, the stories have continued to bring new, relevant information directly to our readership. *Constructor* is available not only in print, but in digital format, easily accessible on your computer, tablet or smart phone. The magazine achieved a viable presence on Twitter and Facebook and most recently, introduced the AGC of America Constructor Marketplace to serve as the most reliable purchasing directory the construction industry has to offer. It is with outlets exactly like the new and improved *Constructor* that we open the doors for you to not only access information, but to contribute your own stories of success.

### Sharing Secrets to Successful Business Development

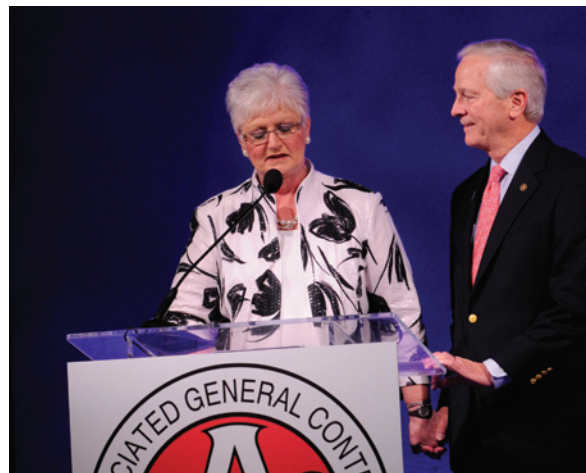
In a challenging economic climate, we recognize that it is increasingly difficult to keep your company afloat, let alone in the black. And this is why—in

partnership with FMI Corporation—we released the 2012 AGC-FMI Business Development Report. Based on a survey of general and specialty contractors, company executives, presidents, owners and other business development professionals in the industry, this comprehensive 28-page report provides valuable insight on business development trends and practices throughout the construction industry—the results quantify the cost of chasing work, hit rates, delivery methods successfully used to win work and strategic issues facing contractors. It opens the door to the knowledge you need to advance your company's bottom line and position yourself for what's to come.

### Educating Construction Voters

In October 2012, AGC launched ConstructionVotes.com—a website devoted entirely to the November elections. The site provided information to members on everything from registering to vote, learning about local and state candidates, polling locations, and the candidates' positions on various issues as they relate specifically to the construction industry. While 2012 was an especially big year in terms of elections, ConstructionVotes.com will remain active as a valuable national election-related member resource for years to come.

In the brief time between launch and Election Day, the site logged nearly 7,000 individual visits.



**Page 12:** Former AGC President Kris Young inducts Joseph Jarboe as the 2012 AGC President at AGC's 93rd Annual Convention in Honolulu, Hawaii. / **Page 13:** Employee oversees work on North Shore Connector, North Shore Constructors, Obayashi-Trumbull Joint Venture, Pittsburgh, Pa.

*"The AGC BIM curriculum is expansive and it covers so much information—more than I've even put to use. Being exposed to that level of information has been very beneficial. Definitely get involved with AGC—the educational and networking opportunities they offer are the best I've been exposed to."*

*—Lauren Smith, CM-BIM, BIM Manager, S.M. Wilson & Co.*

### Universalizing the BIMForum

The BIMForum has continued to support and accelerate the adoption of Building Information Modeling (BIM) in the construction industry. This year the BIMForum focused on synchronizing all sectors of the industry to jointly develop a catalog of successful practices for virtual design and construction.

In 2012, the BIMForum increased sponsorships by over 30 percent compared to 2011.

The Fall BIMForum—held in Tacoma, Wash.—set a record for number of sponsorships, a trend that will likely continue in 2013.



### Expanding On-Line Education Programs

In 2012, we found that one of the easiest, most efficient ways to transfer critical information to you and your employees is to offer as many webinars as possible on a countless variety of issues and hot topics.

### Sponsoring Academic Research into Construction

An initiative of AGC's Education and Research Foundation, the Faculty Internship Fund entered its pilot phase in 2011—developed to create a partnership between an educational institution, a contractor, and a faculty member poised to teach future industry leaders. In 2012, the Foundation sponsored two more pilot internships—one at the University of Oklahoma and the other at Purdue University—both of which were extremely successful in opening the doors between educators and future construction professionals. Due to the rapid advancement of the pilot program in 2012, the program was officially set to launch in the first quarter of 2013.

*"The leaders in construction are coming from our universities. The AGC Foundation is providing the necessary educational help for professors and students alike."*

*—Bob Bowen, chair of the Klinger Research Committee of the AGC Education and Research Foundation and chairman of the board of Bowen Engineering Corp.*

On average, attendance at 2012 BIMForum meetings was up 5 percent from 2011 and up 20 percent from 2010.

In 2012, AGC hosted 32 webinars with total attendance reaching 3,212 participants—an 18 percent increase from 2011.



# OPENING DOORS TO OPPORTUNITY

Even as we worked to successfully influence what happened in Washington, we also took steps to ensure that our members' voices were heard across the country, whether through the media, through their political efforts, or through their charitable deeds and philanthropic contributions. In other words, we opened doors to opportunities for contractors to shape their own destiny.

## Connecting Members with the Media

AGC of America, with the help of chapters across the nation, hosted 12 media events, 3 media calls and more than 200 interviews this past year. AGC also generated more than \$1 million worth of earned TV and radio news coverage. In addition, AGC's Chief Economist Ken Simonson attended over 50 meetings where he presented on construction materials prices, construction employment, and other construction-specific economic data.

## Supporting Pro-Construction Candidates

In total, over the course of the 2011–2012 election cycle, AGC PAC contributed \$1,015,530 to 220 different federal candidates. As of Election Day, out of those 220 candidates, 187 were successfully elected to Congress—an 85 percent success rate.

In the 2011–2012 election cycle, AGC PAC raised \$986,068, with over \$250,000 raised at AGC's 93rd Annual Convention in Honolulu, Hawaii—the second greatest amount in Convention history.



*“Aside from pursuing my Bachelor’s degree (in Construction Management), I am also working on three minors in Spanish, architecture and business administration. I plan to graduate in the spring of 2013 and hope to begin work in commercial construction and eventually reach my goal of project management. Thanks to you, I am now one step closer to achieving my dreams.”*

*—This excerpt from Washington State University’s Nicole Johnson is taken from a thank you note to the AGC Education and Research Foundation Board of Directors. She is one of the 111 students awarded scholarships in 2012.*

### **Making Your Voice Heard in Washington**

AGC’s Legislative Action Center (LAC) set the association’s 2012 legislative priorities and served as the regulatory clearing house to ensure that members have a voice in drafting AGC’s policy agenda. AGC’s LAC committed itself to prioritizing member feedback and solving the most imminent legislative problems facing the industry.

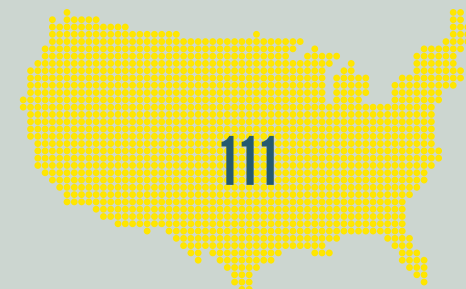
Over 11,000 letters were generated by AGC members to Congress and Administration officials in 2012 via the Legislative Action Center, all of which played a part in AGC’s legislative and regulatory successes in 2012.

### **Saving You Money**

Over the past year, AGC worked to open doors to cost-savings so you can get the most from your money and your membership with AGC.

In 2012, AGC negotiated five new member discount programs—iSqFt, Chrysler, ClickSafety, Lands’ End Business Outfitters and Avis/Budget car rentals—to give you an edge over your competition and better your bottom-line. In addition, members were able to benefit from a host of already-in-place discount programs with companies like General Motors, Computer Guidance Corporation, Enterprise Fleet Management and FedEx, among others.

*Page 14: Rich Anderson, Vector Construction, speaks to reporters about the need for federal investment in infrastructure during an AGC-organized media event in Syracuse, N.Y. / Page 15: (Left) AGC and Building America’s Future media event featuring former Gov. Ed Rendell (Pa.), Building America’s Future co-chair, AGC’s Chief Economist Ken Simonson and Aaron Myers of American Infrastructure, Richmond, Va. / (Right) Chalmette Loop Levee work by Cajun Constructors, St. Bernard, La.*



### **Investing in the Future of Our Industry**

Through gracious endowments made by AGC members and supporters, as well as AGC chapters, the AGC Foundation was able to award 111 scholarships (and the opportunity to reach their future goals) to deserving students across 35 different states. 2012 also marked the first year a graduate scholarship was awarded, a hopeful glimpse of what is to come in 2013 and beyond.

## OPENING DOORS TO OPPORTUNITY

### Helping Those in Need

AGC Charities, Inc.—the charitable organization established in 2008 to carry out the philanthropic activities of AGC of America—doubled its efforts to give back to our communities in 2012. One of AGC Charities' most exciting national programs is Operation Opening Doors, where companies and individuals donate their time, money and expertise to remodel homes or facilities for those suffering from disabilities incurred through service to our country or unforeseen events.

AGC in the Community—an initiative of AGC Charities—showcases the community service projects of AGC of America chapters with awards given to chapter projects that epitomize charitable giving, both with hands-on volunteer work and donations to facilities in need.

*Page 17: (Left column and top, middle column) Volunteers from dozens of local firms renovate the facility of Honolulu-based charity HUGS. / (Bottom, middle column) Project leaders from Clark Construction review initial renovation plans. / (Top, right column) In the early stages, volunteers from AGC, local firms and the community came together to clean out several cluttered spaces in the American Legion Post. / (Bottom, right column) Contractors construct a new wall to separate the newly renovated bathrooms from the rest of the Legion space.*

2012 marked the first year where AGC Charities was able to successfully undertake *two* Operation Opening Doors (OOD) projects—one in March in conjunction with AGC's 94th Annual Convention in Honolulu, Hawaii and another at an American Legion Post in Washington, D.C.





In 2012, six companies and seven chapters were awarded with AGC in the Community Awards.



## OPENING DOORS TO EACH OTHER

In a member survey AGC conducted in 2012, more than 83 percent of respondents indicated 'networking' to be one of AGC's most valuable services. We couldn't agree more. In the construction industry, who you know is as important as what you know. This past year, we worked to create as many opportunities as possible for you to connect with one another. And building connections goes beyond networking—it extends to finding ways to collaborate; to the exchange of ideas; and to the sharing of information. When we opened the doors for you to connect with each other, we opened the doors to your industry.

### Leading the Way with Social Media

Our presence on Facebook, Twitter, YouTube and other outlets is expanding at a rapid pace. We have worked to use social media as a way to amplify our legislative and regulatory messages. We have used social media to communicate to you—our members—about important issues, upcoming events and opportunities. But most importantly, we have set up our social media outlets so that you can connect with one another, when the physical distance might be too great. AGC can now reach a host of audiences, chapters, members and even potential members at the click of a button. And the greatest thing is that this door swings both ways.

- 58.9 percent of AGC chapters report using social media, up from only 42.5 percent in 2011.
- AGC has over 2,800 fans on Facebook.
- AGC has over 10,700 followers on Twitter, three times as many as the next closest construction content provider.
- AGC's YouTube page has over 15,000 views and continues to produce content on a weekly basis.

### Networking and the Introduction of the Conference App

Over the past year, AGC offered a wide range of opportunities—including our 93rd Annual Convention, dozens of meetings across the country, and the first ever, very successful AGC Contractors Environmental Conference—for you to expand your network of contacts and connect face-to-face with industry peers, policy makers and other construction professionals. 2012 was also the first year that AGC developed conference apps for tablets and smart phones to enhance attendee experience with detailed schedules, real-time updates and announcements, sponsor information, and a means of connecting with other conference attendees.



Conference apps for tablets and smart phones were introduced at 11 AGC meetings, including our Annual Convention.

At Convention alone, 500 people downloaded the app and at the conclusion of the week, there had been over 25,500 page views.

In total, 2,573 people downloaded an AGC app at one meeting or another in 2012.

### Supporting and Connecting Chapters

This year, AGC placed a special emphasis on reinvigorating our relationship with our chapters. We asked for your feedback and your experiences so that we can best serve you moving forward. We worked to create an online experience that is more intuitive and interactive. And we worked to open the doors between chapters so that there can be more transparency and collaboration among chapter staff and national. We have opened the doors to a better, stronger partnership.

AGC hosted 21 chapter-only webinars to get chapter staff the information that they need to do their jobs.

In October, AGC's chapter leaders visited D.C. for



*Nearly 5,500 people attended at least one AGC of America's 31 conferences or programs this past year, which, on average, is a 10 percent increase over 2011.*

our annual National & Chapter Leadership Conference. This conference brought chapter leaders together to discuss best practices and meet with over 100 members of Congress and their staff to address AGC's top legislative issues.

AGC conducted numerous chapter social media and website audits, as well as a chapter demographic survey, all so that we at AGC national can provide our chapters and chapter staff with the tools for success.

AGC hosted several chapter staff orientations to educate new staff members, introduce them to national staff and give them the very best idea about AGC and what we stand for.

**Page 18:** Chapter Executives Cynthia Mills, Carolinas AGC, Leonard Toenjes, AGC of St. Louis, and Michael Clowser, Contractors Association of West Virginia at the National & Chapter Leadership Conference, Washington, D.C. / **Page 19:** (Left) Convention attendees enjoy a networking opportunity at the annual Willis Party, Honolulu, Hawaii. / (Right) BIPAC's Bethany Dame at AGC's National Chapter & Leadership Conference.

# OPENING DOORS TO SUCCESS

AGC of America has worked to serve the construction industry, our chapters and our members for 93 years. And we consider the greatest part of that effort to be giving you the tools you need to succeed—even in the toughest of times. 2012 wasn't just about making things happen. This past year was about opening doors to *future* successes just as much as it was about winning present-day battles.

## In 2013, we will...

- Continue to expose and challenge unnecessary and costly regulatory measures.
- Push for measures that will boost demand for construction across the country.
- Work to influence the debate on entitlement spending and federal deficit levels.
- Prepare the industry for Health Care Reform.
- Fight to reintegrate skills-based education within our educational institutions.
- Continue to lead the industry when it comes to Lean, BIM and Green Construction.
- Identify new business and technology trends to make companies more efficient.
- Find more ways to save members money.
- Develop new and innovative ways to connect members, chapters and the broader construction industry.
- Encourage a greater focus on workforce development.
- Continue to make the industry as safe as possible.
- Expand online educational opportunities for members.
- Continue to educate the media and elected and appointed officials on the state of the construction industry and the challenges contractors face.

*Finalized Empty Sky New Jersey 9/11 Memorial constructed by Hall Construction Co., Jersey City, N.J.*

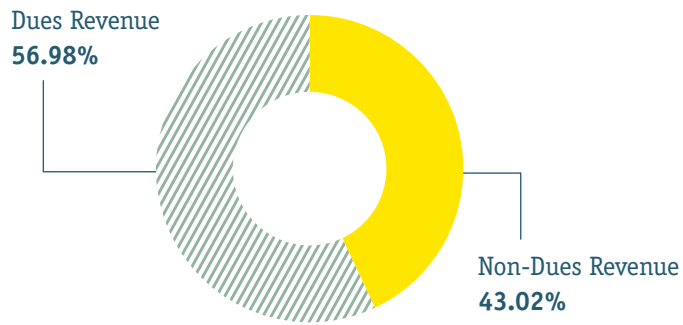


# FINANCIALS

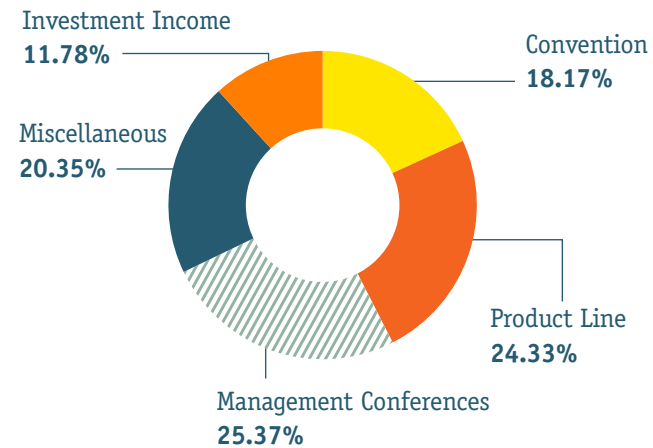
*"No other association could come close to providing this kind of credible meaningful information."*

—John D. Nunan, President, Unger Construction Co.

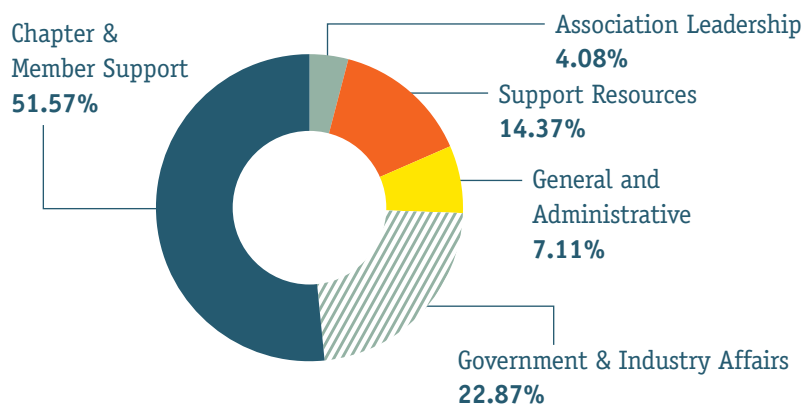
## 2012 REVENUE



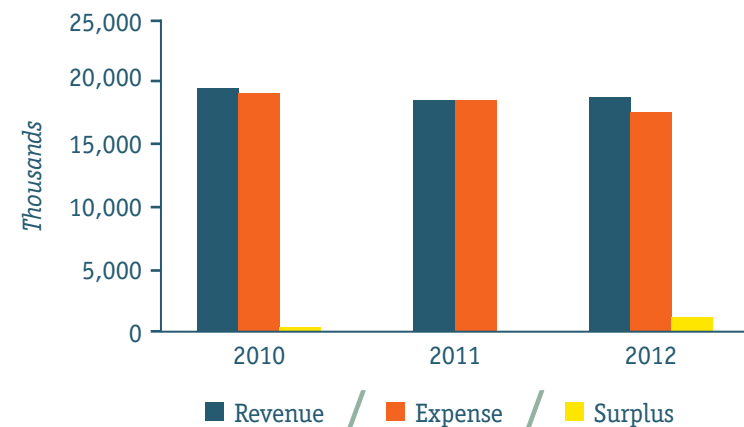
## 2012 NON DUES REVENUE



## HOW DOES AGC SPEND THE REVENUE IT RECEIVES?



## NET INCOME





Founded in 1918 at the request of President Woodrow Wilson, AGC represents nearly 30,000 member firms associated with the construction industry.

AGC is focused on growing construction markets, reducing regulatory burdens, shaping emerging industry issues and trends, and honing contractors' business practices from the office to the job trailer. AGC has helped contractors improve their bottom line for 94 years. Through a network of 95 chapters that serve each member firm, AGC has a presence in every state and local community, ultimately binding the seamless relationship between contractors and their association. Together with its chapters, AGC of America partners in delivering quality services and enhancing the value of membership.

*John Day Lock, Dam and Sheave Replacement project by Advanced American Construction, Columbia River, Ore.*



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FSC Box TK