



2013 ANNUAL REPORT

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





The Associated General Contractors of America remains to this day the nation's leading construction trade association. Founded in 1918, AGC of America represents over 25,000 firms, including leading general contractors, specialty-contracting firms, and service and supply providers. Our members are associated with AGC through a nationwide network of chapters, all serving local member firms. At both the national and local level, our aim is delivering quality services and enhancing the value of your membership. But AGC of America is much more than active chapters and dynamic firms. At the base of it all—the foundation of this association—is you. The individuals who dedicate their time, energy and knowledge to these firms and chapters are the reason AGC of America remains relevant and continues to effect positive change in the construction industry.

You are the project managers, safety and health directors, crane operators, engineers, and human resources personnel. You are the people on-site pouring concrete and asphalt, digging road-side trenches, and erecting scaffolding for thirty-story buildings. You're also the ones in the C-suite making the tough decisions. If you're reading this right now, you have some type of affiliation with the construction industry and AGC of America. And without you, this association would cease to exist.

In years past, we have told our story from our perspective. We have touted our accomplishments and progress, illustrating everything we have to offer our members—from educational programs and safety training to networking events and the means to connect you with state and local officials. And while we have plenty to be proud of this year, it isn't really our story to tell. It's yours.

So, as you're taking a look back through AGC's victories and successes in 2013, allow AGC members just like you to tell the story.

PRESIDENT'S MESSAGE



PAUL W. DIEDERICH

Our focus as a national association in 2013 was Building Knowledge—about the many benefits of our association, the many contributions contractors make to the economy, and the many ways our firms support their local communities. So as we look back on what I believe was a very successful year in our annual report, we wanted to highlight the work our members have been doing to educate themselves, their employees, the public and even their association.

As you will read in the following pages, we have decided to tell the story of the Associated General Contractors of America through the experiences and accomplishments of a wide range of our members. We focus on members from firms large and small and from across the country that are involved in a broad spectrum of association activities. And while their stories are all different, what they have in common is that each of these member's experiences with AGC are about building knowledge.

The members we showcase in this report have amazing stories to tell about how AGC helped them build knowledge about everything from workplace safety, Building Information Modeling, and project management to new ways to succeed in an ever-changing market. At the same time, these members are busy building knowledge about our industry. They are teaching their peers, they are talking to elected and appointed officials, they are interacting with architects, engineers and owners. And they are building stronger local communities.

So I invite you to build your own knowledge about how your fellow members are taking advantage of all that AGC of America has to offer. Share in their stories of how they are improving our industry and helping our communities. And take pride in what all of us have helped to build—a wonderful community of our peers that we call the Associated General Contractors of America.

I hope that you enjoy reviewing our 2013 annual report. Thank you for a great year.

CEO'S MESSAGE



STEPHEN E. SANDHERR

This year's annual report is a very special one. In years past, we have told the story of our many accomplishments and victories from right here in Washington. But this year we wanted to hear from you. Our job at AGC of America is working for you—our members—and fighting to represent the interests of the construction industry on Capitol Hill and across the country. It is only fitting, then, that we hear from you on how we're doing. Because if our members aren't benefiting from AGC, we aren't doing our job as your association.

As an organization focused on advocating for our members here in D.C., it is extremely important that we know how the decisions being made are impacting you at the local level. You are proof that 2013 does not have to be defined by sluggish growth or Congressional stalemates. Instead, your stories show us that we were able to give you a voice on Capitol Hill when little was being heard. We were able to continue to offer one-of-a-kind training and education programs that make your job easier. We were here to provide you with the information and resources you needed to fight battles at your local level.

The 2013 Annual Report is a vibrant narrative driven by construction professionals just like you. Members from across the country took time out of their busy days to tell us what it really means to be a part of their local chapter and AGC at the national level. Not only were we reassured that we're still providing you with top-notch industry tools and resources, as well as premier networking events and other outlets designed to foster career-building relationships, but we discovered that our members are as proud of what we're doing here in Washington as we are.

As demand, hopefully, rebounds in 2014, AGC will continue to be there to help members take advantage of every opportunity and cope with any challenge likely to come with industry recovery. We were there in 2013 to hear you and give you the tools to keep your business moving forward. So as you review this year's report, I hope you can identify with these stories and look forward into 2014 with optimism and confidence.



DID YOU KNOW?

AGC's Chief Economist was invited to speak at **120** events across the country in 2013.

"AGC focuses the lens on what is most important to a contractor like us."

—SUE KLAWANS



CONSTRUCTION HIRING & BUSINESS OUTLOOK



AGC of America worked with co-sponsor Computer Guidance to conduct a comprehensive survey of over 1,300 member firms to gather data for the annual Construction Hiring & Business Outlook. AGC's Chief Economist Ken Simonson then formed a comprehensive analysis of that data, which was prepared and released during this media conference call covered by nearly three dozen national, regional, business and trade media reporters.



INTERVIEW: SUE KLAWANS

Gilbane Building Co., Providence, R.I.

Vice President, Director of Operational Excellence & Planning

Sue Klawans took 2013 as an opportunity to really up her involvement with AGC at the national level. A new addition to the Building Division Leadership, now serving as vice chair of the Industry Liaison Committee and active member of the Public/Private Industry Advisory Council, Klawans was a first-time attendee at the AGC Building Contractors Conference. Also a past BIMForum attendee, Klawans has taken advantage of a wide-range of what AGC can offer. She can't say enough about the benefits of membership. "Never before has so much change been happening in the industry—it is in a state of rapid transformation—and without AGC, we wouldn't be able to maintain our competitive edge. There is just so much noise out there. AGC focuses the lens on what is most important to a contractor like us."

For Klawans, it is quite simple. AGC provides the platforms to network and collaborate with industry peers from across the country. "We became involved with AGC at the national level to learn from the best of the best." When Klawans looks down the road

at where her company and its employees need to be in five years, she knows where to turn. "I trust the information and programs coming out of AGC. They're put together by subject matter experts and construction professionals. With this valued network of professionals, we're building the future."

Every contractor is working towards the same goal—to deliver success for their clients. It is no different at Gilbane and it's a major reason for their continued involvement with AGC at the local and national level. "There is always something substantive and meaningful to take away from any AGC experience," states Klawans. "Through this amazing network of professionals, we're afforded the means of affirming we're on the right track, while also finding out where we are headed."



MEMBER PROFILE

TOM KELLEHER, Smith Currie & Hancock LLP, Atlanta, Ga., Partner





One of the most notable AGC victories came late in 2013 with the inclusion of a critical small business reform in the passage of the National Defense Authorization Act (NDAA) of 2014. Once implemented in the applicable regulations, the AGC-supported reform will allow prime contractors to count lower-tier small business contractors towards their small business subcontracting goals. Truly a group effort, this success came after chapter executives, staff and members from across the country met with their members of Congress in their district or on Capitol Hill. Hundreds of members also submitted letters to win the support of key legislators via chapter and national Legislative Action Centers.

A key player in this effort was Smith Currie & Hancock LLP Partner and AGC member Tom Kelleher, who testified in front of the House Small Business Committee back in May 2013 on behalf of AGC of America. Kelleher addressed the Small Business Administration's rules relating to subcontracting plans and the limitations on credit in current regulations. "The system had the potential to be abused. What the industry needed was a more rational subcontracting program for prime contractors doing major federal work. With the passage of the NDAA and the inclusion of small business reform language, prime contractors will be encouraged to make sure small businesses have opportunities to compete for subcontracts at every tier, thereby allowing more opportunities for small business growth."

According to Kelleher, this reform effort took its initial roots over 10 years ago and AGC was the group maintaining its inertia. "This simply would have been impossible without AGC. It required an organization with great credibility to keep the issue alive and in front of lawmakers." But this was just one of many instances when Kelleher was actively involved in an AGC-supported initiative of some kind. On AGC membership, he had this to say: "AGC has an excellent standing among the legal community representing contractors. That membership investment is a no-brainer—we wouldn't be able to stay ahead of all of the issues out there without it. We couldn't fight as hard as we do for our clients without the information provided to us by the AGC. Two or three members can't achieve what the association can as a whole. AGC gets it—other associations just don't."

GETTING SOCIAL IN 2013

 AGC has over **16,000** Twitter followers, a **50%** increase from 2012.

 We're fast-approaching **4,000** likes on Facebook.

DO YOU FOLLOW US?



ANNUAL SAFETY STAND DOWN

We worked with the Houston Chapter and member firm Bellows Construction to hold a May 15th media event in Houston, Texas to highlight their involvement in the 10th Annual Texas Safety Stand Down. As part of the event, we prepared a new analysis of federal safety data that shows Texas had the 8th largest decline in construction fatalities between 2008 and 2011, refuting assertions made by other groups that Texas was one of the least safe states for construction in the country.

"AGC gets it—other associations just don't."

—TOM KELLEHER

W.S. Bellows Safety Director Tommy Lee shares safety tips during Safety Stand Down.

“We wanted to make sure that the renovations were as extraordinary as the people Angel View serves.”

—JOE PRIOR



OPERATION OPENING DOORS

AGC helped organize and participated in the formal dedication of the new AGC Charities Courtyard at Angel View. The event brought together over 100 people, including the Mayor of Desert Hot Springs, to celebrate the completion of a new wheel chair accessible courtyard courtesy of AGC Charities, lead contractor Hensel Phelps and designer Valley Crest.



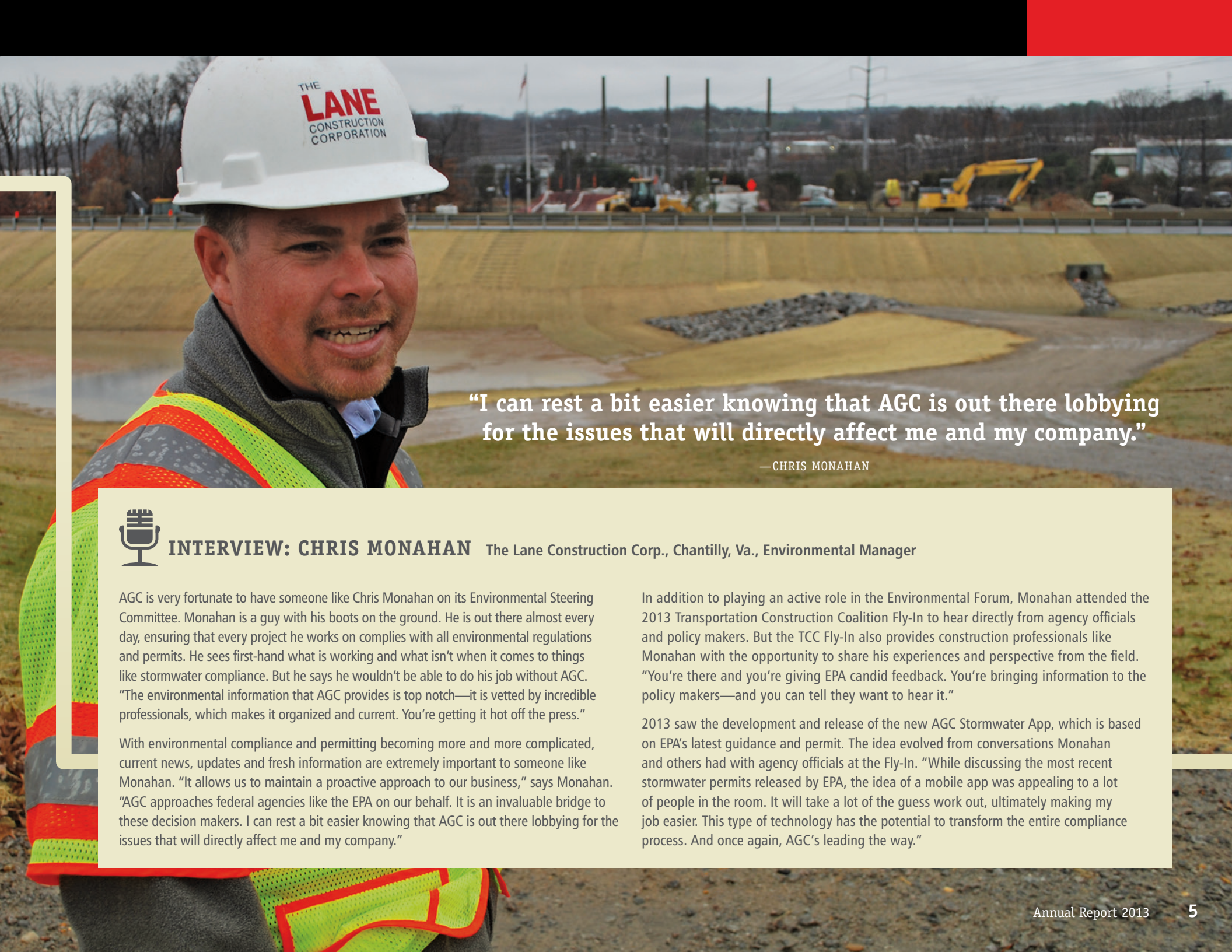
MEMBER PROFILE

JOE PRIOR, Hensel Phelps, San Diego, Calif., Project Engineer

When presented with the opportunity to take point on the 2013 AGC Charities' Operation Opening Doors (OOD) project, Hensel Phelps Project Engineer Joe Prior was ready and willing. "To be asked and able to do this type of charitable work as a Hensel Phelps representative and AGC member was a delight. It is a reminder that we are not just here to make money—we're here to use our resources and give back to the community whenever possible."

This year's OOD project was held in conjunction with AGC's 94th Annual Convention in Palm Springs, Calif. Work began almost immediately on renovations to the main facility of Angel View, a local group that supports children and adults with disabilities. Dozens of volunteers set out to transform Angel View's existing courtyard into an outdoor, wheelchair accessible therapy area, replacing doors and wainscot damaged by wheelchairs and installing wainscot in a new wing. And thanks to generous last-minute donations, the group was able to install sunshades in the drop-off area and over the courtyard to protect clients from the sweltering summer sun.

All told, the group completed over \$150,000 worth of work to the facility. "The project lasted almost four months," Prior notes. "But with a project and opportunity like this, you find the time—you make the time. It becomes a sort of instant priority. You also find out that there are a lot of AGC members out there willing to donate supplies, time and even funding. We wanted to make sure that the renovations were as extraordinary as the people Angel View serves. This was one of the most rewarding projects I have ever had the privilege of supervising."



“I can rest a bit easier knowing that AGC is out there lobbying for the issues that will directly affect me and my company.”

—CHRIS MONAHAN



INTERVIEW: CHRIS MONAHAN The Lane Construction Corp., Chantilly, Va., Environmental Manager

AGC is very fortunate to have someone like Chris Monahan on its Environmental Steering Committee. Monahan is a guy with his boots on the ground. He is out there almost every day, ensuring that every project he works on complies with all environmental regulations and permits. He sees first-hand what is working and what isn't when it comes to things like stormwater compliance. But he says he wouldn't be able to do his job without AGC. “The environmental information that AGC provides is top notch—it is vetted by incredible professionals, which makes it organized and current. You're getting it hot off the press.”

With environmental compliance and permitting becoming more and more complicated, current news, updates and fresh information are extremely important to someone like Monahan. “It allows us to maintain a proactive approach to our business,” says Monahan. “AGC approaches federal agencies like the EPA on our behalf. It is an invaluable bridge to these decision makers. I can rest a bit easier knowing that AGC is out there lobbying for the issues that will directly affect me and my company.”

In addition to playing an active role in the Environmental Forum, Monahan attended the 2013 Transportation Construction Coalition Fly-In to hear directly from agency officials and policy makers. But the TCC Fly-In also provides construction professionals like Monahan with the opportunity to share his experiences and perspective from the field. “You're there and you're giving EPA candid feedback. You're bringing information to the policy makers—and you can tell they want to hear it.”

2013 saw the development and release of the new AGC Stormwater App, which is based on EPA's latest guidance and permit. The idea evolved from conversations Monahan and others had with agency officials at the Fly-In. “While discussing the most recent stormwater permits released by EPA, the idea of a mobile app was appealing to a lot of people in the room. It will take a lot of the guess work out, ultimately making my job easier. This type of technology has the potential to transform the entire compliance process. And once again, AGC's leading the way.”

ON THE HILL

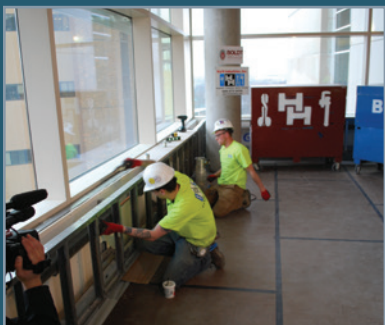
AGC has now sent over **80** letters to federal agencies opposing Project Labor Agreement (PLA) mandates and bid preferences. Of those, only one PLA mandate has been issued to date.

“With the enactment of new hiring rules for veterans and people with disabilities coming up quickly, I feel more prepared thanks to AGC. I was able to access the resources necessary to review current company policy and hiring procedures, confirming complete compliance moving forward. AGC worked to significantly reduce the burden these new rules will have on contractors small and large. But for us, AGC has given our smaller company direction in uncertain times.”

—LEONARD MISTICH, BERTUCCI CONTRACTING CORP.,
JEFFERSON, LA., SAFETY & PERSONNEL DIRECTOR



VETERANS ON THE JOB



AGC worked with the AGC of Wisconsin and member firms Boldt Construction and H&H Industries to hold a media event in Madison, Wis. to highlight how member firms were actively recruiting, training and hiring veterans to work in construction. The event was designed to reinforce the fact that member firms are already doing their part to employ veterans. We also explained to the media that the best way to employ more veterans in construction was for Washington to enact measures, like new infrastructure funding, that would boost employment.



Tom Brown, president of member firm Sierra Pacific West, Inc. and chair of AGC's Work Zone Safety Committee, talks to reporters about the results of AGC's latest work zone safety survey during a media event in Austin, Texas.



WORK ZONE SAFETY AWARENESS

AGC created, distributed and analyzed the results of our second annual Highway Work Zone Safety Survey as part of our efforts to improve safety conditions for workers on highway projects. Once we compiled the results, we worked with the AGC of Texas to organize a media event in Austin with the leadership of the Texas Department of Transportation to release the results.

AGC offered **40** unique conferences and programs with nearly **6,000** total attendees.

AGC also hosted **37** webinars with more than 5,000 participants, a **55%** increase in participation from 2012.

BUILDING KNOWLEDGE



AGC's FEDERAL CONTRACTORS CONFERENCE



AGC Federal & Heavy Construction Division and Highway & Transportation Division members launched an all-out offensive on the legislative front during the Federal Contractors Conference

in Washington, D.C. As part of a series of organized Capitol Hill visits, AGC members provided elected officials with information on a range of issues, including immigration, Water Resources Development Act reauthorization, the prevention of government-mandated Project Labor Agreements, and implementation the transportation reauthorization law, MAP-21, among others.

AGC coordinated several dozen meetings with U.S. Representatives and U.S. Senators from both sides of the aisle to build knowledge about these important issues. Considered the most persuasive tactic of communicating with Congress, AGC will continue to arrange these meetings for its members to advance the construction industry's federal legislative agenda.

SAFETY FIRST

In 2013, AGC offered **13** free Fall Protection Safety Training programs to members across the country.

2013 also marked the third consecutive year that AGC was awarded a Susan Harwood Training Grant—this time in the amount of **\$96,000**.

BE SAFE. DRIVE SMART.

Save a Life





INTERVIEW: SALLY MISKAVIGE

Opp Construction, Grand Forks, N.D.
Vice President

It's about one thing at Opp Construction—keeping the family safe. Every employee at Opp is considered a part of the family and for upper management, it is all about running a business that ensures the safety of its family. Vice President Sally Miskavige has worked for her family's business since she was in high school. But as vice president, Miskavige brought an entirely new focus to the Opp business model. "Continuous improvement in safety is our number one priority. It's the most important thing for the industry. You're not just keeping your employees safe. You're improving their morale, you're increasing efficiency at all levels, and you're helping your company's bottom line."

Opp Construction submitted its first application for the Construction Safety and Excellence Awards (CSEA) in 2010 and a small group of staff attended the AGC Annual Convention that same year to sit through their very first awards process. They returned to North Dakota with an award for first place in their division, but for Miskavige and her team, they came back with much more. "The application process in and of itself was a learning opportunity—it acted as an internal safety audit. And even when that phase was complete and we sat down to hear other applicants present at Convention, we were exposed to so many new ideas and ways of enhancing our safety program back home." While Opp could not apply again for three years, Miskavige and staff went back each year to hear from CSEA applicants, and each year the take-aways helped the company continue to improve. "We implemented a mentor program. We had new hires wearing different colored safety vests for a 90-day period. We were seeing a constant increase in productivity and a steady decline in incident rate."

"For an organization like AGC to encourage all of its members—and really the industry as a whole—to always put safety first, well it is making a huge difference. It's saving lives."

When it came time, Opp submitted its second CSEA application in 2013. Not only had Opp's safety program vastly improved over the last three years with the metrics to show for it, every awards experience and new idea implemented resulted in a presentation that would earn Opp Construction the Grand Award for Construction and Safety Excellence in 2013. "Everything we learned from 2010 and in subsequent years played a large part in our winning the Grand Award in 2013. We knew we'd made great strides since 2010, but winning that award solidified it for us. AGC's safety awards program challenges you to be the best—the effort and commitment it requires on the part of the entire company is unmatched by any other awards program I've seen."

Awards programs like this, along with AGC's continued emphasis on site and work zone safety, are making the industry safer, according to Miskavige. "For an organization like AGC to encourage all of its members—and really the industry as a whole—to always put safety first, well it is making a huge difference. It's saving lives."



AGC's 94TH ANNUAL CONVENTION

Palm Springs, Calif.

DID YOU KNOW?

The AGC PAC raised \$230,000 at Convention, with yearly earnings totaling over **\$441,000**.

In 2013, over **11,000** letters were sent to members of Congress through AGC's Legislative Action Center.



THE HEADS UP

In February, AGC staff produced a 27-page comprehensive report on the impending sequester and possible impacts on federal construction programs. A month later, the sequester went into effect and AGC's predictions were spot-on.

MAKING HEADLINES

In 2013, AGC of America was quoted in 8,613 print and online news stories. 219 local and national TV and radio stations covered various AGC media events with an estimated audience of 2,176,472.



MEMBER PROFILE

HAROLD FORCE, Force Construction Co., Inc., Columbus, Ind., President



While AGC was monitoring developments with the implementation of the Affordable Care Act and updating corresponding compliance assistance programs, staff and members were also hard at work building knowledge about the need for legislation to reform multiemployer pension plans. Over the course of the year, AGC representatives met with members

of the House Education and Workforce's Subcommittee on Health, Employment, Labor and Pensions on numerous occasions to make recommendations for reform legislation and a strong case for the construction industry in particular.

President at Force Construction Co., Inc. in Columbus, Ind. Harold Force testified in front of the committee in March on behalf of AGC. "Multiemployer pension plans are vastly different from single employer and public employee defined benefit plans," testified Force. "The issue of multiemployer pension plan insolvency is very real and it poses a dire threat to our industry. Change is necessary to save the businesses of contributing employers and to protect the retirement security of their hardworking employees."

"AGC is nationally recognized as an effective agent of positive change for this industry."

Looking back at 2013, Force is optimistic that AGC will remain a key player in moving multiemployer pension plan reform forward. "AGC is nationally recognized as an effective agent of positive change for this industry. They have been successful thus far, both as an independent entity and as part of wider-ranging stakeholder efforts. AGC has given me a voice when it comes to the issues I am most concerned with—just as it gives a voice to the industry as a whole."

INTEROPERABILITY

The newly-formed agcXML initiative brought together 6 sponsors to invest over \$150,000 in a continued effort to enable the efficient and reliable exchange of transactional data during the construction process.



CALL FOR INFRASTRUCTURE INVESTMENT

AGC worked with the Constructors Association of Western Pennsylvania to organize a pre-Labor Day media event in Pittsburgh to talk about the need for greater investments in the region's aging highways and bridges. We worked with chief economist Ken Simonson to prepare an analysis of how many jobs the region was set to lose because of construction spending cuts. Just a few weeks later, the state passed a landmark transportation funding measure.



Richard Barcaskey, executive director of the Constructors Association of Western Pennsylvania, addresses the need for infrastructure funding at a Pittsburgh media event.

BUILDING KNOWLEDGE

117 individuals earned the CM-BIM certificate in 2013, bringing the total to **330** since the program's inception in late 2011. There were **19** official AGC chapter testing centers and **26** chapters offered at least one of **140** BIM Education Program courses throughout the year.



"AMP and PMC are both excellent programs. It's obvious that they are worth every penny. From a project management standpoint, the experience helps my company improve efficiency and overall preparedness. Both courses teach you how to take down the road blocks that can hurt a project's momentum. You learn to be ready for anything. I am confident that Reyes will continue to send employees to AGC programs like these wherever there is need."

—JONATHAN MAGEE, REYES CONSTRUCTION, INC.,
POMONA, CALIF., PROJECT MANAGER & ESTIMATOR

SAVING MEMBERS MONEY

In 2013, AGC members saved more than **\$2,225,000** through the AGC FedEx discount program.

Across AGC's GM, Chrysler, Ford and Enterprise Fleet Management programs, AGC members purchased or leased **7,916** vehicles and saved more than **\$3,958,000**.



CHAPTER PROFILE

JOHN BUTTS, AGC of Connecticut, Wethersfield, Conn., Executive Director

When AGC of Connecticut Executive Director John Butts saw that his members were facing a dramatic fine increase—proposed by state regulatory authorities to up the penalties associated with the state's Call Before You Dig program—he went directly to the staff at AGC national. "Authorities were trying to tell our legislative leaders that they needed to increase penalties on contractors four-fold because federal law required them to do so. But we were skeptical of their motives. AGC of America staff reviewed the case and quickly discovered that authorities didn't have their facts right—AGC gave us the information we needed to fight back. Our chapter was then able to provide credible, solid information to the chair of the energy committee here in Connecticut and state legislature eventually had the proposition killed."

"AGC gave us the information we needed to fight back."

This wasn't the first time Butts found himself relying on information from his national association. "I've had the privilege of working with two AGC chapters during my career. I've seen the industry from a lot of different angles, during some difficult times—and the resources national staff work so hard to provide have never failed me or the member firms I work with. The relationship does the industry a world of good."



STUDENT PROFILE

KYLE GILLEN, AGC UMass Student Chapter President

AGC of America doesn't just have a network of professional chapters across the country—we also have a network of almost 200 student chapters at universities producing new construction professionals every year. In 2013, AGC worked to educate the media and the broader public about potential future skilled worker shortages—we also encouraged public officials to push for measures in support of secondary career and training programs. But it takes more than that to ensure that the pipeline of skilled construction workers doesn't run dry. It takes students like Kyle Gillen, University of Massachusetts student chapter president, to demonstrate just how challenging and lucrative a career in construction can be. "Careers in construction can be as fulfilling as any other—it's going to be a fantastic industry to be in when I graduate."

"AGC is in the business of encouraging young people to become involved in construction and I think that's great."

When Gillen started at the University of Massachusetts, he immediately started looking for ways to gain knowledge outside the standard classroom setting. "I found out we had an AGC student chapter and immediately signed up. Before I knew it, I was serving as chapter president and finding new ways to engage my fellow classmates."

As a member of an AGC student chapter, Gillen had access to the local state chapter and its members. He was able to secure several speakers who came in to talk with the chapter. He was also able to schedule a site visit on his own campus through a local construction firm. "It's awesome to see a project develop in front of you—seeing something evolve. It's a major reason I am pursuing a career in construction in the first place. When you're connected to a network of industry professionals and you get out in the field, you learn first-hand what it's going to be like. You can't compare that to a lecture."

Advocating for more vocational programs is just as important to a student like Gillen as it is any AGC member company. "I believe in it. I believe in those types of lower-ed and vocational programs—in fact, I wish I had been exposed to the idea of a career in construction at an earlier age. AGC is in the business of encouraging young people to become involved in construction and I think that's great." Gillen is currently working towards being awarded an AGC Foundation scholarship. For him, it isn't just a financial boost. It's the first step in developing a rapport with AGC at the national level.

EVOLVING EDUCATION

665 people attended at least one Lean Construction Education Program course in 2013, including a pilot program for *Lean Unit 4: The Last Planner System*, released in early December.

Doug McMurry, executive vice president of the San Antonio chapter, speaks to reporters during the release of AGC's Worker Shortage Survey.



ENCOURAGING YOUNGER GENERATIONS

AGC of America worked with the San Antonio chapter to organize a media event to release the results of our national workforce shortage survey. We worked with the chapter to arrange for the media event to take place at a local Construction Career Academy the chapter helped establish. We also distributed a national news release to reporters from across the country. The event built knowledge about the potential severity of the looming skilled worker shortage, encouraging public officials to put in place measures like increased support for secondary career and training programs and immigration reform.

SETTING NEW STANDARDS

August was a big month for the BIMForum. Not only did the first BIMForum SmartBrief—a new weekly e-newsletter—reach thousands of people, but the group set a new industry-wide standard for BIM models with the release of its Level of Development Specifications.

“The owners we work with recognize the legitimacy of these AGC safety award and training programs and they put us—the contractor—on the same page as the owner. They show initiative and a company-wide emphasis on the safety of its employees.”

—JENNIFER GARCIA, REYES CONSTRUCTION, INC.,
POMONA, CALIF., SAFETY DIRECTOR

ALL ABOUT BIM

In 2013, the BIMForum hosted two successful meetings with **840** total attendees. The October BIMForum in Denver, Colo. set a new record for attendance with **525** participants—**315** of whom downloaded the BIMForum meeting app.

BIMFORUM



INTERVIEW: BENJAMIN CROSBY

W.G. Yates Construction, Jackson, Miss.

Director of BIM and Virtual Design and Construction



The one piece of advice Benjamin Crosby would give almost any construction professional when it comes to Building Information Modeling (BIM)? “Jump in. And do it yesterday.” Crosby, director of BIM and Virtual Design and Construction at Yates Construction in Jackson, Miss., earned his CM-BIM in late 2012 and shortly thereafter, became a certified instructor. He hit the ground running in 2013—over the course of the year, he taught a total of 26 units in 10 different cities, while also attending two of the most successful BIMForums to date.

“AGC’s BIM Education Program is a road map to formalizing your company’s BIM program—and it doesn’t matter where in the process you think you stand. The sheer mass of everything that’s out there—and coming out of programs like AGC’s BIM EP and the BIMForum—still surprises me.” For Crosby, it is a learning experience that doesn’t end. “AGC is constantly improving these courses and that is really what BIM is all about—continued efficiency. With so much out there, if there is one way of gaining consensus, it’s through AGC and the BIMForum. No one else is poised to do that.”

Aside from putting on its most successful and well-attended meeting yet in Denver, Colo. last fall, the BIMForum set a new industry-wide standard for BIM in 2013 with the release of its

“If there is one way of gaining consensus, it’s through AGC and the BIMForum. No one else is poised to do that.”

Level of Development Specifications (LOD). This specification levels expectations between different team members about the information contained in the models throughout the design and construction process. And Crosby is already using it, both within his role at Yates and in his BIM EP classes. “The LOD document instantly became a staple of the classes I teach. It’s a tool that makes sense to all parties.” Which is something that is extremely important to Crosby. “The more people on a project that understand how to use BIM, the more successful a project is likely to be. It’s why I became an instructor in the first place—to ensure that as many people are learning the skills already shaping the future of our industry.”

Before the LOD, however, Crosby was already taking advantage of a tool that provides a type of consensus on any BIM project—the ConsensusDocs BIM Addendum. “We signed up for ConsensusDocs early in 2013 and we’ve been using the BIM Addendum ever since. We require it. It provides a virtual contractual framework, if you will. You’re setting a fair and neutral precedent for the entire project team before setting foot on the work site.”

For Crosby, programs like the BIMForum and AGC’s BIM EP, along with documents like the LOD and unbiased standard contract documents from ConsensusDocs, go a long way to frame AGC as the leader in all that is BIM. “AGC will remain in the forefront of technologies like BIM as long as they continue to offer these programs and educational resources.”



THE BIG BUILD

AGC of America once again sponsored the Big Build at the National Building Museum in Washington, D.C. The annual event is designed for children ages 5–13 and includes fun construction-related activities, including dry wall finishing, woodworking and nail driving, as well as the opportunity to meet and talk with plumbers, architects and landscape designers. Nearly 7,000 people attended, many of whom stopped by the AGC booth to pick up their safety hard hats. The whole event provided kids and parents with educational opportunities related to the building arts and a positive message about careers in construction.



MEMBER PROFILE

CONNIE DETERMAN, Kiewit Construction Co., Omaha, Neb., Vice President

AGC of America could not do all that it does without the help of the members involved with division committees, forums and working groups. These members volunteer their time and energy to advance national initiatives—they serve as representatives for their colleagues and industry peers. For Connie Determan, 2013 Chair of the Year, involvement offers her a unique place to share experiences and learn from others. “I am able to tap into a network of industry professionals across the country—something otherwise unobtainable. It helps my company and it helps me professionally.”

Determan, vice president at Kiewit Construction Co. in Omaha, Neb. and current chair of the AGC Environmental Forum, credits her decision to take an active role at the national level to the many committees and forums AGC facilitates. “Being in Nebraska, it is a chance for me to hear what’s going on in Washington—the rules and regs our company needs to know about to educate management and run our business more effectively. But it also gives Kiewit a voice, the means to share the types of experiences AGC staffers need to know about to go out and fight for the next legislative or regulatory victory.”

Thanks to forum efforts, 2013 marked a number of environmental victories and the advancement of several compliance assistance initiatives. “We’ve been able to continue to improve the content and reach of the AGC Environmental Contractors Conference. We’ve ensured that AGC members are submitting comments to the Environmental Protection Agency (EPA) and have stood strong in order to push back against costly and unnecessary regulatory burdens.”

“The reason these EPA folks come to the table is because of AGC's reputation across the industry.”

But Determan attributes much of these successes to AGC’s ever-evolving relationship with EPA. “The reason these EPA folks come to the table is because of AGC’s reputation across the industry—not to mention the relationships national staff have worked so hard to maintain and develop with agency representatives. It fosters an open and honest dialogue that is productive and beneficial for all parties. They’re listening to us—and it is opening doors for construction firms across the country.”



The Big Build at the National Building Museum in Washington, D.C.



FACULTY PROFILE

JUSTIN REGINATO, California State University, Sacramento, Calif., Associate Professor, Construction Management

After a summer spent working as a faculty intern at Swinerton Builders in Sacramento, Calif., Associate Professor of Construction Management at Sacramento State University Justin Reginato only had one question—why aren't more people taking advantage of this program? Well, it might be that the AGC Foundation's Faculty Internship Program is in its early stages, but Reginato predicts the program will take off in the coming years. "It doesn't take long for a college professor like myself to lose touch with the industry. This program revitalizes these relationships. It was a complete value-add—for me, for my students, and for the company hosting me."

As one of two AGC faculty interns in 2013, Reginato spent a better part of the summer collaborating with company BIM directors, but also heard from HR and safety managers, as well as project managers and estimators. "Every day was a new conversation—a new lesson. I couldn't have gotten that type of exposure from any textbook, and neither could my students. And now I have solidified innumerable relationships that both my students and I can benefit from. Those don't end when the internship does," affirms Reginato. "This AGC-facilitated opportunity allowed me to bring back real-life case studies—the problems and the solutions—which get my students thinking multi-dimensionally. And now my students are entering the industry with a familiarity and respect for AGC. They understand what AGC membership can mean for a career in construction."

DID YOU KNOW?

The AGC Foundation awarded **\$400,000** in scholarships to **133** recipients in **39** different states in 2013.

"They understand what AGC membership can mean for a career in construction."

—JUSTIN REGINATO





MEMBER PROFILE

MIKE HOOVER, Sundt Construction, Inc., Tempe, Ariz., Executive Vice President & COO

AGC didn't let a deeply divided Congress stop the pursuit of top legislative priorities in 2013. Executive Vice President and COO of Sundt Construction, Inc. in Tempe, Ariz. Mike Hoover saw movement when it came to several AGC initiatives—specifically highway and transportation legislation. “AGC didn't stop working just because Congress did. In fact, we worked even harder to increase member involvement and input at the national level.”

“AGC is the voice of the construction industry.”

Hoover, chair of AGC's Highway and Transportation Division, explains that it was more important than ever to educate other AGC members, as well as members of Congress, about vital

industry issues. “AGC is the voice of the construction industry. They're staying ahead of the issues, helping to shape the pieces of legislation that eventually drop down to the local level.”

Along with a continued push for authorization of infrastructure investment programs and increased funding for highway, transit and rail projects across the country, AGC worked to support efforts by Congressman Earl Blumenauer to establish a long-term funding solution for the federal highway trust fund. “The bill for a gas tax—Blumenauer's UPDATE Act that dropped in December—is certainly a step in the right direction. It is going to be a tough climb from here, but without AGC's efforts—last year and moving forward—the industry would be a lot worse off. The education and awareness initiatives AGC promotes are the driving force behind measures like this. Companies—and federal agencies—are better off with AGC in their camp.”

“AGC is in front of the issues facing federal contractors across the country. And this year, ensuring our company is in compliance with affirmative action measures was as important as ever. Attending AGC's HR and Training Professionals Conference gives you the tools to bring back and apply in your day-job. You ask yourself how you measure up and you discover ways to become a better company, a better employee.”

—MARIAN ENRIQUEZ, SUNDT CONSTRUCTION, INC.,
TEMPE, ARIZ., COMPLIANCE & SMALL
BUSINESS LIAISON OFFICER

CONSTRUCTOR MARKETPLACE

In January, AGC's Constructor magazine team launched its Online Buyer's Guide as a purchasing directory for the construction industry. The marketplace houses the contact information for more than **10,000** businesses and lists services and suppliers by **130** different categories.

Ron Shoopman, president of the Southern Arizona Leadership Council, explains how poor road conditions force motorists to spend more on car repairs.



GETTING THE RIGHT FACTS TO THE RIGHT PEOPLE

We worked with TRIP and the Arizona Chapter of AGC and the Southern Arizona Leadership Council to organize a media event in Tucson to push for road funding. During the event, we helped release a new report from TRIP that found Tucson has some of the worst urban roads in the country. The report concluded that Tucson drivers spend more to maintain their cars than drivers in most other urban areas. Held in a local auto repair shop, the event built knowledge about how poor road conditions affect commuter's cars and their wallets.

ON THE HILL

AGC staff met with over 70 Senate and House offices in 2013 to share a number of revenue options that could fill the \$15 billion shortfall facing the Highway Trust Fund in 2015.

2013 TRANSPORTATION CONSTRUCTION COALITION FLY-IN JUNE 4-5 2013

"Transportation - Our Economy Runs On It"



FIGHTING FOR REAUTHORIZATION

Nearly 400 contractors, suppliers and other construction industry partners participated in the 2013 AGC co-led Transportation Construction Coalition (TCC) Fly-In to deliver the message to Congress that the federal transportation program needs to be reauthorized on time and the Highway Trust Fund needs to be fixed. Fly-In participants thanked Congress for passing MAP-21 and including significant reforms in program administration, but also pointed out that the job is not done until the Highway Trust Fund solvency is resolved.

Key Congressional leaders addressed attendees and gave their prognosis for the outlook of a reauthorization moving forward, including Senate Environment and Public Works Committee Chair Barbara Boxer (D-Calif.), former EPW Ranking Member Jim Inhofe (R-Okla.), House Transportation and Infrastructure (T&I) Committee Chairman Bill Shuster (R-Pa.) and Ranking Member Nick Rahall (D-W.V.), and former Transportation Secretary Ray LaHood. As part of the Fly-In, AGC arranged dozens of face-to-face meetings with Senators and Representatives so that AGC members could make the case for much-needed highway and transit funding for new projects.

TRANSPORTATION
CONSTRUCTION
COALITION
FLY-IN

Chairman Bill Shuster (R-Pa.) addresses
2013 TCC Fly-In attendees.



OWNER PROFILE

RYAN LAMB, Iowa Department of Administrative Services, Des Moines, Iowa Legal Counsel

When the Iowa Department of Administrative Services (DAS) performed a holistic review of the state construction program to determine how to reduce the number of claims and disputes that resulted from construction projects, contracts were part of the review.

"We were using American Institute of Architects (AIA) contracts with modifications," explains T. Ryan Lamb, legal counsel for the DAS. The number and type of modifications added throughout the years created complicated contracts, which led to misunderstandings, he explains. "We considered

going back to the AIA contract as originally drafted, but after talking with groups of construction industry representatives, we decided to choose. ConsensusDocs to eliminate any bias toward owners and design professionals."

Although changing the standardized contracts was only part of the construction program's transformation, Lamb attributes a significant portion of the dispute reduction to ConsensusDocs. "There has not been a formal dispute or claim in the \$300 million in construction projects we've contracted in the past two years."



ConsensusDocs®
BUILDING A BETTER WAY

In October, ConsensusDocs celebrated a 6-year milestone with a **150%** increase in users.

A YEAR FOR CONSENSUSDOCS

In 2013, Consensus Docs released **9** new standard contract documents. The ConsensusDocs Coalition gained two new members—bringing the total to **40** endorsing organizations. In addition, they hosted **18** instructional and **8** training webinars.

"Attorneys need only read these documents to give an owner the go-ahead. And subcontractors who receive a ConsensusDocs contract for the first time feel safer and more protected when they see how many organizations worked together to produce them. They are fair to everybody."

—JAMES LATHAM, WAR CONSTRUCTION, INC., TUSCALOOSA, ALA., CEO



DID YOU KNOW?

In December, AGC launched its very own industry recruiting template for chapters to brand and customize. You can find it here at www.BuildGeneric.com.

“After attending AGC’s Federal Contractors Conference for the first time, I seized the opportunity to get involved with the Task Force on NAVFAC Source Selection Policy Reform, which provided contractors with the platform to identify and address common agency contracting problems facing my company and federal contractors across the country. Rather than provide anecdotal information in our report, we were successful in putting together a report to the agency that articulated AGC’s concerns, highlighted NAVFAC project-specific examples illustrating these contracting problems, and recommend viable solutions.

“It’s pretty clear that NAVFAC is listening to AGC and the positions we take as an association.”

—JAYME NEWBIGGING, MANSON CONSTRUCTION CO., SEATTLE, WASH., PROJECT MANAGER



In 2013, AGC Charities, Inc. donated over \$40,000 to various charitable organizations, including Faith Missions International for Haiti Reconstruction, the Tragedy Assistance Program for Navy Yard Survivors, and its own Annual Operation Opening Doors project.



MEMBER PROFILE

JAMEY SANDERS, Choctaw Transportation Co., Inc., Dyersburg, Tenn. Vice President

Jamey Sanders has been involved with AGC ever since he was an active member of the University of Tennessee's student chapter. Now, with 16 years at Choctaw Transportation Co. Inc. in Dyersburg, Tenn. under his belt, Sanders—company vice president—chairs the AGC U.S. Army Corps of Engineers committee. While the issues have changed over the years, for Sanders, AGC's role is as relevant and essential as ever. "Right now, what the industry needs is a long-term, sustainable funding mechanism for water resources infrastructure. And in 2013, AGC played a large part in the advancement of Water Resources Development Act (WRDA) legislation that will best serve that very need."

"The AGC of America team is second to none in fighting for our industry. AGC continues to win victories on behalf of its members."

As of the end of the year, House and Senate WRDA bills were being reviewed and discrepancies were being resolved by committee conferees. Active throughout the legislative process, AGC has worked to educate conferees and detail which provisions and policies should be included in a final WRDA bill. "The AGC of America team is second to none in fighting for our industry. AGC continues to win victories on behalf of its members. I have no doubt that we will be successful here."

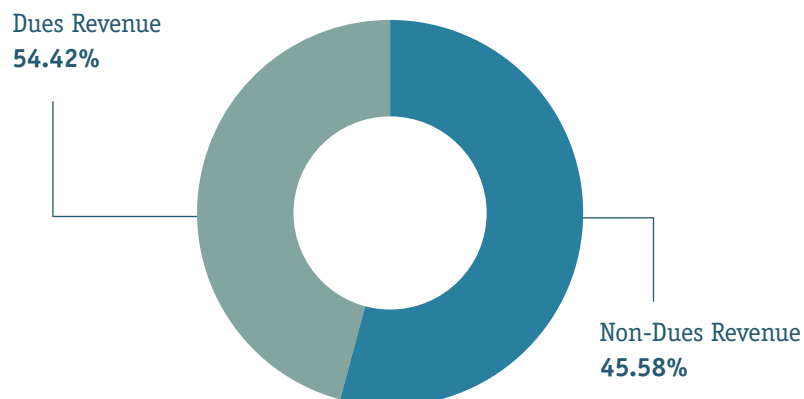


PUSH FOR LONG-TERM FUNDING MEASURES

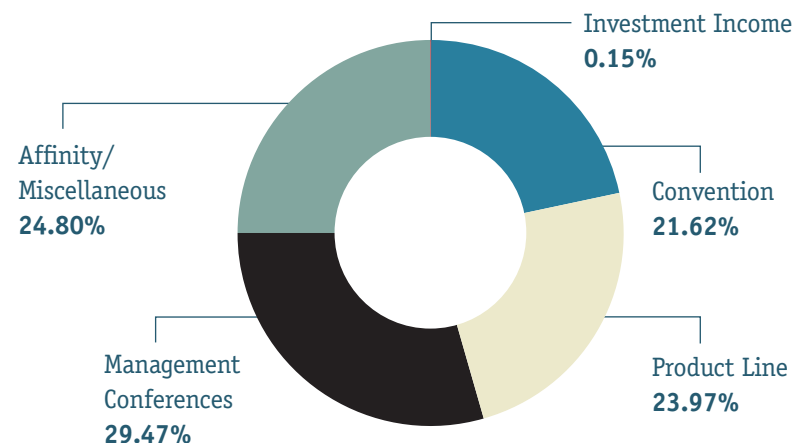
AGC worked to support efforts by Congressman Earl Blumenauer to establish a long-term funding solution for the federal highway trust fund. AGC's Senior Executive Director for Government Affairs Jeff Shoaf participated in a media event with the Congressman to voice our support for his proposal, which would raise the gas tax and begin a 10-year phase of a vehicle miles traveled tax. AGC was also sure to set the framework necessary to help push back against the inevitable criticism of the measure.

AGC Senior Executive Director for Government Affairs Jeff Shoaf talks to the media as Congressman Earl Blumenauer listens.

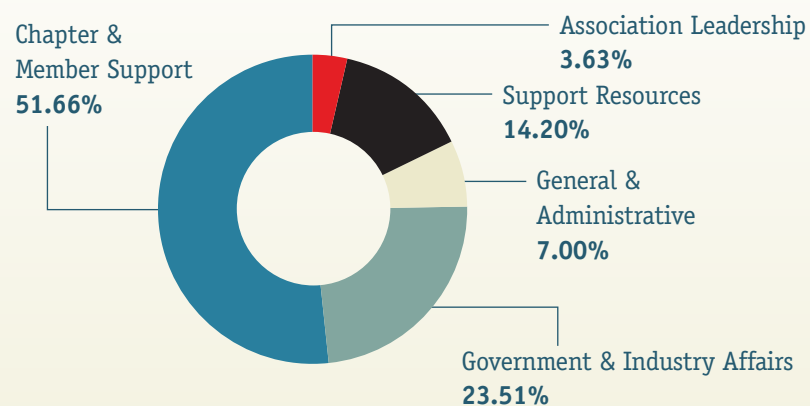
2013 REVENUE



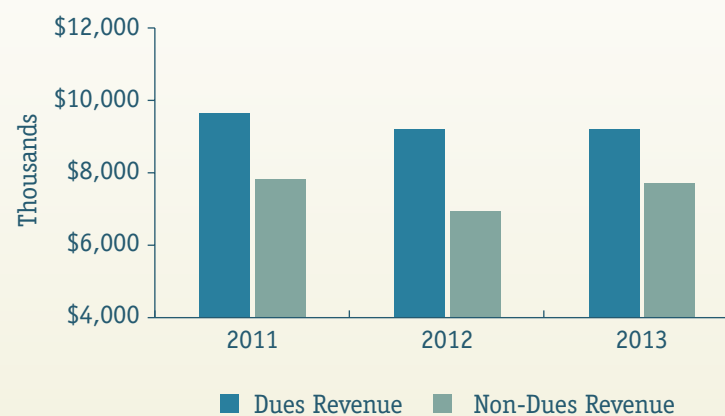
2013 NON DUES REVENUE



HOW DOES AGC SPEND THE REVENUE IT RECEIVES?



DUES AND NON-DUES REVENUE HISTORY





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Quality People. Quality Projects.



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