

CONSTRUCTOR

The Management Magazine of the Construction Industry

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PUBLISHER
Robert Beatty, Executive Vice President
Associated General Contractors of America

ASSOCIATE PUBLISHER
Donald A. Scott
Asst. Executive Director AGC

DIRECTOR OF INFORMATION
William Jayne

EDITOR
Diane B. Snow

ASSOCIATE EDITOR
Jerome N. Jefferson

PUBLICATIONS MANAGER
Patricia Whittles

MARKETING MANAGER
Becky Lower

CONTRIBUTING EDITORS
AGC Newsletter William Henry
Building Campbell Reed
Construction Education Ernie Jones
Employment & Training Chris Monck
International Constr. Frank Schneller
Heavy Industrial David Johnston
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Richard O'Brecht
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FEATURES

Business Management: Recapitalization and Estate Freezing in the Family Business Recapitalization and estate freezing are two popular concepts in family corporation financial planning today. Robert M. Meyers, president, Management Planning Inc., Princeton, N.J., presents a detailed discussion of these concepts. **9**

AGC Rates Congress For the eighth year, CONSTRUCTOR publishes AGC's rating of Congress which includes the voting record of every senator and representative on issues of vital importance to the construction industry. This pull-out pamphlet can be saved for future reference. **15**

Reagan Administration...and the Morning After President-elect Ronald Reagan believes business, not government, holds the solution to many of the nation's economic problems. CONSTRUCTOR analyzes some of Reagan's proposed strategies for addressing these concerns. **27**

1981 AGC Construction Forecast In an AGC survey, members see a small increase in construction volume and an 11.8 percent inflation rate, resulting in a real dollar decrease of 5.1 percent in the 1981 construction market. **28**

Occupational Forecast 1981 AGC's occupational division chairmen assess the outlook for construction in 1981. Forecasts for building, heavy-industrial, highway, international construction and municipal-utilities are included. **30**

A Conversation With Senator Robert T. Stafford Senator Stafford, Vermont's senior senator, is the new chairman of the Senate Environment and Public Works Committee. AGC President Ival Cianchette and M-U Division chairman James Pizzagalli of Vermont recently met with Senator Stafford and discussed several key construction issues. **36**

NEWS

Newsletter: Hallmarks of 1981 convention. AGC commends TVA for bid lettings. GAO backs contractors' argument that MBE compliance is matter of responsibility, not responsiveness. Deadline approaching for Chapter of the Year, Cashman Trophy entries. International construction news. **23**

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COVER
Is there a possibility that construction is "on the long road to recovery?" This forecast issue looks at the 1981 construction outlook in key markets, as well as the impact inflation and government regulations are having on the industry. **ARTWORK by Liz Haywood.**

JANUARY 1981
Vol. LXIII
No. 1

VBP

PLAINTIFF'S
EXHIBIT
B&R-156

CONSTRUCTOR

The Management Magazine of the Construction Industry

FEATURES

Business Management: Do You Need Professional Liability Insurance?

Exposure to professional liability loss occurs as many contractors provide project owners with an increasing amount of services. This article defines some of the professional liability exposures which face today's contractors and provides alternative ways of dealing with potential exposure to loss. 11

Paperwork Management: How A Consultant Can Help You

It seems that everytime a contractor turns around, the government and other forces are requiring more documentation. As a result, many contractors are developing sophisticated paperwork management procedures to help them survive the age of the "paperwork explosion." In this article, an expert gives advice on this topic. 20

How to Select an Accounting Consultant

Have you had trouble selecting an accounting firm? Are determining criteria as difficult for you as the selection itself? In a business with as many variables as contracting, knowing how to select accounting services appropriate to your needs is a top priority. Detailed guidelines for selecting qualified accounting consultants are presented in this feature. 23

Consultants to Help Contractors Deal With and Avoid Claims Problems

Claims problems have become almost inevitable in today's world of multi-million dollar construction projects. The resulting legal actions have increased so dramatically that many contractors are hiring consultants to help them deal with and avoid claims problems. This feature presents a detailed discussion of developments in this area. 26

AGC Informs Reagan Team of Legislative Issues

The full text of a letter sent to the Reagan transition team from AGC's Executive Director of Congressional Relations, Richard C. Creighton, this letter is an example of the continuing involvement AGC has and will have with the Reagan Administration. 36

NEWS

Newsletter Alabama Branch wins major regional MBE case. AGC Convention, register now. Contractors meet with New Hampshire freshman Senator Rudman. Results are tallied for new directors, national officers. OFCCP publishes new affirmative action rules. CLRC wrap-up projections on wage settlements. Zobel becomes new NAVFAC commander. OSHA's cancer policy-deletions caused by the benzene decision. International construction news. 15

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The ledger sheet suggests the great emphasis on management practices and techniques in today's complex and sophisticated construction industry. Specialized consultants are playing an increasing role in this changing industry.

COVER

FEBRUARY 1981
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No. 2

V BPA

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PUBLISHER
AGC Executive Vice President
General Contractors of America

ASSOCIATE PUBLISHER
Donald A. Scott
Executive Director, AGC

EDITOR OF INFORMATION
William Jayne

EDITOR
Diane B. Snow

ASSOCIATE EDITOR
Glorie N. Jefferson

EDITORIAL MANAGER
Patricia Whittles

MARKETING MANAGER
Becky Lower

CONTRIBUTING EDITORS

Newsletter	William Henry
Building	Campbell Reed
Education	Ernie Jones
Government & Training	Chris Monek
Construction	Frank Schneller
Industrial	David Johnston
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Relations	Dennis Bradshaw
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CONSTRUCTOR

The Management Magazine of the Construction Industry

FEATURES

Business Management: Cash Budgeting — A Must for Contractors The cash budget is one of the most useful financial and planning tools known. Here's a convincing discussion of why the construction industry should adapt it. **13**

Welcome to Washington, D.C. Here's an explorer's guide to the city, for free time before, during, or after AGC's 62nd Annual Convention/CONSTRUCTOR Exposition. **22**



Construction — Changing the Nation's Capital Washington D.C.'s Metro mass transit system, I-66, the East Wing of the National Gallery of Art and the National Air and Space Museum are just a few of the recent construction projects that are changing the face of the national city. **32**

The 1981 AGC CONSTRUCTOR Exposition An exciting preview of the products, exhibitors and schedule of the 19th Annual Exposition. Booth layout and exhibitor listings are included for easy reference. **39**

Return to Reason — The Message of the '80s In March 1980, Ival R. Cianchette set the theme "Return the Reason" for his year as AGC's president. AGC, through President Cianchette's leadership, has achieved notable success in setting a tone of a return to reason for the '80s. This feature reprints all of President Cianchette's CONSTRUCTOR editorials. **48**

NEWS

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The visual theme of the cover echoes AGC's tone for the coming year, and highlights the feature, "A Return to Reason — The Message of the '80s." PHOTOS: Cover background and inset of Reagan/Bush and page 22 UNIPHOTO.

COVER

MARCH 1981
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PUBLISHER

Robert Beatty, Executive Vice President
Associated General Contractors of America

ASSOCIATE PUBLISHER

Donald A. Scott
Asst. Executive Director, AGC

DIRECTOR OF INFORMATION

William Jayne

EDITOR

Diane B. Snow

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Jerome N. Jefferson

PUBLICATIONS MANAGER

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CONTRIBUTING EDITORS

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Municipal Utilities
Safety

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FEATURES

Business Management: Can a Joint Venture be a Happy Marriage? Construction joint ventures — partnership arrangements between two or more construction companies on a project — should be undertaken with great care. This feature is based on a recent AGC convention seminar presented by F. Crowder Falls, a managing partner in the firm of Peat, Marwick, Mitchell and Co., Charlotte, N.C. **13**



The Climate of Economic Optimism

President Ronald W. Reagan has proposed over 300 cuts in the federal budget over the next five years. Many of these budget changes will affect contractors. Construction business leaders, however, are optimistic that the stimulation of new business due to Mr. Reagan's economic recovery plan will outweigh the losses. **24**

AGC President Tom Dailey Builds Industry Unity AGC's president Thomas E. Dailey, chairman of the board, R.E. Dailey and Company, Detroit, Mich., in an interview with CONSTRUCTOR, explains his views on industry unity and AGC's role in the industry. **30**

NEWS

Newsletter: 62nd convention was a memorable one. Donovan — Let free enterprise system work. Seminars provide new look, "new dimensions" at convention this year. Congressional panel addresses public works issues. Highlights of occupational division meetings. Highlights of Barnhart's message to highway contractors. TVA's in-house construction policy. **17**

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The scope of work that AGC president Thomas E. Dailey's firm, R.E. Dailey and Company, Detroit, Mich., performs, is pictorially highlighted on the cover.

COVER

APRIL 1981
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No. 4



CONSTRUCTOR

The Management Magazine of the Construction Industry

FEATURES

Business Management: Asset-Based Financing Contractors interested in financial methods should investigate asset-based financing — a cash conserving strategy that has been used for years by construction contractors with high equipment intensity. This feature presents a detailed discussion of this financing concept. **9**

A Contractor and a Sub View Each Other CONSTRUCTOR interviewed general contractor Marvin M. Black and subcontractor Robert W. Colgan to compare their views on a variety of topics. **20**



Guarantees and Warranties: The Contractor's Viewpoint The complex web of guarantees and warranties on a construction project can be compounded by different expectations from the owner, architect, general contractor, subcontractor and supplier. **24**

A Developing Market — Reconstruction/Renovation Reconstruction/renovation work is one segment of the construction industry which could prove to be a valuable market for interested contractors. This feature explains why. **28**

NEWS

Newsletter GSA report brings Blal abuses into focus AGC provides suggestions for administration's regulatory reform Reward isn't worth the effort — case history of bidding a federal job Chapter publication covers employers rights under OSHA Reagan administration calls for "Reform of EPA Grants Program" ADAP bills in House and Senate Judge vacates OSHA citation for "inflicting injury" Ival Cianchette elected CICA officer International construction news 15

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Rehabilitation: A good market for contractors
Seldom used remedy found for victims of construction site violence
Consequential damages
Contract Claims: assessing the amount
SBA program to develop competitive minority businesses — a costly failure

New York City's skyline showing renovated Chrysler Building. See "Reconstruction/Renovation," pg. 28 for details of the project.
Photo by Balhazar Korab, UNIPHOTO

COVER

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V BPA

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Associated General Contractors of America

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Asst. Executive Director, AGC

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FEATURES

Business Management: Strategic Planning in the Profitable Construction Company The construction company that takes time to study itself and develop a strategic plan will be better able to face changes in the external environment. **11**

Building the Future Through Construction Education Expanded managerial training of personnel is one of construction's most pressing needs. This article explains what AGC is doing to meet that need. **22**

AGC Student Chapters Students gain valuable construction knowledge and experience through participation in AGC Student Chapters. Here's how they work and a complete listing of student chapters across the country. **26**

Improving Construction Education The objectives and activities of the AGC Construction Education Committee are described in this feature by committee chairman Richard Kerschen. **31**

Continuing Construction Education with STP The Supervisory Training Program (STP), in Portland, Oregon has had an amazing success rate. Find out how their program works. **36**

THE COMPLETE AGC DIRECTORY 1981-1982

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Newsletter AGC takes BIA problems to top agency officials; Congress AGC provides comments on new procurement plan Watching and waiting for MBE revisions AGC urges change in Longshore Act Theft and vandalism down in 1980, AGC survey indicates 1981-82 schedule of AGC management conferences International construction news **15**

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The variety of skills needed in today's construction company is symbolized by the hands at work on a poster created by Liz Haywood for AGC's Construction Education Services.

COVER

JULY 1981
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No. 7

VBP

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CONSTRUCTOR

The Management Magazine of the Construction Industry

FEATURES

The 25th Anniversary of the Interstate The U.S. Interstate System celebrates its 25th anniversary this year, however, it is already showing signs of old age. AGC's Highway Division Director John Gentile, and Assistant Director John Berard, present a detailed discussion of the problem.

14

Interview with FHWA Administrator Barnhart The current economic scenario has caused highway contractors to have many questions for the federal government. To find answers to these questions, CONSTRUCTOR interviewed the Administrator of the Federal Highway Administration, Ray Barnhart.

22

Indexed Motor Fuel Taxes Grow in Popularity The four-cents per gallon federal motor fuel tax generated sufficient revenues in the 1970s; however, changes in driver habits and a drop in fuel consumption over the past decade have cut into these revenues generated for the federal Highway Trust Fund. This feature presents detailed information on an alternative method of generating funds.

30

Recycling Cement and Recycling Asphalt Along with the growing trend toward restoring or reconstructing our nation's highways, there is also an increasing interest in recycling concrete and asphalt from existing roadways. Side-by-side features examine cost-effective methods for these respective processes.

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NEWS

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This scenic view of Interstate 85 near Burlington, N.C. is a visual prelude to CONSTRUCTOR's story on the system's 25th anniversary and an interview with FHWA's Barnhart.

Photo © Billy E. Barnes/UNIPHOTO

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PUBLISHER
Hubert Beatty, Executive Vice President
Associated General Contractors of America

ASSOCIATE PUBLISHER
Donald A. Scott
Ass't Executive Director, AGC

DIRECTOR OF INFORMATION
William Jayne

EDITOR
Diane B. Snow

ASSOCIATE EDITOR
Jerome N. Jefferson

PUBLICATIONS MANAGER
Patricia Whittles

MARKETING MANAGER
Becky Lower

CONTRIBUTING EDITORS

AGC Newsletter	William Henry
Building	Campbell Reed
Construction Education	Ernie Jones
Employment & Training	Chris Monck
International Constr.	James Thompson
Heavy Industrial	David Johnston
Highway	John Gentile
Labor Relations	Dennis Bradshaw
	Richard O'Brecht
Legal	Marvin Schechter
Legislation	James Cromwell
	Roberta Kimball
	Sue Loomis
	Ingrid Voorhees
Municipal Utilities	Joseph Ashoon
Safety	Arthur Schmuhl
Tax & Fiscal Services	Martin Morris

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CONSTRUCTOR

The Management Magazine of the Construction Industry

FEATURES

Water Resources: Scarcity Among Plenty Even though an average four billion gallons of precipitation falls on the U.S. each day, many regions of the country are experiencing difficult water resource development problems. This article thoroughly examines the problem. **14**

Synfuels: Has the Commitment Died? Last year, the construction industry was optimistic about the advent of a major new market — synfuels. However, in the past year, neither the nation nor the industry has felt the impact of any major synfuels project. **21**

Analysis of the Economic Recovery Tax Act of 1981 President Reagan recently signed the Economic Recovery Tax Act of 1981 into law — the single largest tax reduction in U.S. history. This feature examines provisions of the act which will have a significant impact on the construction industry. **28**

Deep Draft Ports: America's Ticket to Coal Exports While striving to become less "oil dependent," the U.S. finds itself in the surprising and ironic position of trying to fill orders for coal from other nations. This feature presents a detailed discussion of the topic. **30**

AGC's Committee Structure: Heart of a Healthy Association AGC's policies are developed by more than 60 national committees comprised of more than 1,400 general contractor members. To more fully explain the work of these committees, CONSTRUCTOR presents a complete listing of their functions. **33**

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Newsletter ... Regulatory review task force begins round two EPA's Gorsuch Grants program will stay Arizona Chapter AGC helps stop in-house DOT project AGC open shop conference draws 200 Bill Jayne becomes deputy director of Vietnam Veterans Leadership Program TRIP updates "Highway Funding Methods" BuRec releases annual report First PW project \$15,200 lighthouse with \$2,500 overrun Order auction tickets now Indian Ocean/Persian Gulf Work expands for American contractors. **9**

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The Glen Canyon Dam.

Photo: © Bob Kolbrener/UNIPHOTO
SEPTEMBER 1981
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PUBLICATIONS ASSISTANT
Sharon Nazari
MARKETING MANAGER
Becky Lower

CONTRIBUTING EDITORS
AGC Newsletter Building Construction Education Employment & Training International Constr Heavy Industrial Highway Labor Relations Legal Legislation Municipal Utilities Safety Tax & Fiscal Services
William Henry Campbell Reed Ernie Jones
Chris Monck Jim Thompson David Johnston John Gentile Dennis Bradshaw Richard O'Brecht Marvin Schechter James Cromwell Roberta Kimball Sue Loomis Ingrid Voorhees Joseph Ashooh Arthur Schmuhl Martin Moma

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FEATURES

Construction Equipment of the Future Construction equipment manufacturers across the country are currently studying how contractors operate and service their equipment to determine desired improvements in future technology. This feature presents a detailed discussion of the subject. **14**

Equipment Acquisition With the current high interest rates, tight money and unpredictable construction markets, contractors are finding equipment acquisition to be a challenging and complex task according to CONSTRUCTOR interviews with contractors from different regions of the country. **20**

New Products A showcase of new construction equipment designed to increase on-the-job productivity and efficiency. **24**

A Massive Equipment Maintenance Program at the Tennessee-Tombigbee Waterway Project Everyday, six days a week crews and equipment are at work on this huge project. Here's how the equipment is kept rolling. **32**

Oil Analysis Program Doubles Equipment Life, Decreases Maintenance Costs A good oil analysis program can help prevent costly equipment downtime and repairs because it gives master mechanics insight into the internal operations of construction equipment. This cost effective, preventive maintenance tool is examined. **36**

NEWS

Newsletter AGC takes positive approach on difficult issues AGC will not support CM association Administrative changes of Davis-Bacon 1982 Officers nominated Other Highlights of Midyear Board Meeting AGC files brief in hiring hall case AGC, a leader in inter regional construction AGC acquiesces federal officials with competitive construction industry. **9**

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This dozer rarely gets a breather on a project in the oil boom town of Brenham, Texas. Photo: ©Tom Collins, McNee Photo Communications/UNIPHOTO

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OCTOBER 1981
Vol. LXIII
No. 10



CONSTRUCTOR

AGC's Management Magazine for the Construction Industry □ November 1981

Features

Construction and the Era of Positive Regulatory Reform

The construction industry — the nation's largest employer — has been inundated with excessive governmental regulations for many years. To help ease the situation, the Reagan Administration is making positive regulatory reform efforts. This feature thoroughly examines the subject

20

Houston Construction Boom

Houston, Texas — the site of AGC's 63rd Annual Convention/CONSTRUCTOR Exposition, is currently experiencing a tremendous surge in construction activity in spite of soaring interest rates and a national recession. This feature examines the phenomenon

28

The 1982 AGC CONSTRUCTOR Exposition

Contractors can see a wide array of products and services for the construction industry at the annual CONSTRUCTOR Exposition in Houston, Texas. Exhibit hours, exhibitor listings and products are included for easy reference.

37

The New Tax Law and Cost Recovery for Construction Contractors

Construction contractors are going to be affected by provisions in the Economic Recovery Tax Act of 1981 relating to capital cost recovery and leasing. This feature examines the provisions.

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University Construction Programs at a Turning Point

Individual construction firms can protect their source of future management talent by supporting university construction programs

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We Stand at a Crossroads

AGC President Thomas E. Dailey's recent address to the Building Trades Department, AFL-CIO, is printed in its entirety on these pages.

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Newsline..... Redirect OFCCP, AGC asks agency and Congress President Dailey to Building Trades: Times demand cooperation New Jersey group starts public awareness drive on value of contract construction Charles Gargano named for UMTA position Supreme Court takes local 542 case; AGC filed amicus brief IECIC conference provides forum for ideas on strengthening U.S. exports AGC testifies for Senate resolution on contract method.

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Three government officials active in positive regulatory reform — EPA Administrator Anne M. Gorsuch, Interior Secretary James G. Watt and Labor Secretary Raymond J. Donovan — are portrayed in a painting by Washington, D.C. artist Sharon Rogers.

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How to Develop An Effective Marketing Plan For Your Construction Company

Step by step instructions for developing an effective marketing plan for construction companies. Sample marketing, action and profit plans are included.

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The Company Brochure: A Key Marketing Tool

The company brochure: A key marketing tool

An essential element in every general contractor's marketing plan should be a brochure describing the company. It's the first impression a customer gets of the firm and a major element of any marketing program.

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TRIP – The Highway Marketers

The marketing strategy of The Road Information Program (TRIP), a highway research agency, strives to produce results that the average motorist can understand. CONSTRUCTOR interviews the future chairman of TRIP's board of directors.

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A Challenge to Free Enterprise

The AGC Ethics Committee recently decided that the association should encourage interest among its members on the subject of ethics as a basis of personal and economic freedom. Committee chairman William Kuhne recommended this article by William E. Simon, for CONSTRUCTOR publication.

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AGC Publications Library

A comprehensive presentation of the tremendous resources contained in AGC's numerous publications. This collection is the product of AGC members working together to improve the industry.

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AGC Staff Responsibilities

The AGC National Staff consists of more than 100 people actively involved in all aspects of the construction industry. Their work complements the activities and services provided by 113 AGC chapters nationwide.

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Key publications representing categories in the AGC Publications Library. Background photo © Steven Rosendahl/UNIPHOTO. Inset photos by F. Harlan Hambricht.

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