

## CODE OF ETHICS

The construction profession relies upon a system of technical competence, management excellence, and fair dealing to serve the public with safety, efficiency, and economy. Each member of the association is committed to following the Standards of Professional Conduct:

1. A member shall maintain full regard to the public interest in fulfilling his or her professional responsibilities.
2. A member shall not engage in any deceptive practice, or in any practice that creates an unfair advantage for the member or another.
3. A member shall not maliciously or recklessly injure, or attempt to injure, the professional reputation of others.
4. A member shall insure that when providing a service that includes advice, such advice shall be fair and unbiased.
5. A member shall not divulge to any person, firm, or company, information of a confidential nature acquired during the course of professional activities.
6. A member shall carry out his or her responsibilities in accordance with current professional practice.
7. A member shall keep informed of new concepts and developments in the construction process appropriate to the type and level of his or her responsibilities.

*Adopted by permission from the American Institute of Constructors. April 1999 Revision*

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# LEED Lessons Learned

## **Advice from the Field to Meet the LEED Certification Expectations of Your Client While Ensuring a Successful Project Delivery**

By Homer A. Perez, LEED AP, Associate, McCall Design Group

At the 2010 RCA Annual Meeting in Orlando, I had the fortunate opportunity of participating on a panel that discussed LEED (Leadership in Energy and Environmental Design), its importance, and its true cost impact on retail projects. LEED is the US Green Building Council's (USGBC) green building certification system that third-party-certifies that a construction project has achieved a certain level of green building excellence.

There was a great amount of discussion on the realities of the LEED process and the vulnerabilities of a project as it goes through the certification process. After the panel discussion, many conference attendees approached me with questions on a broad range of LEED topics with regards to retail construction projects. This article is a continuation of that dialogue and McCall Design Group hopes the dialogue of retail green building continues with the RCA and the retail industry.

McCall Design Group has been a participant in the LEED for Retail Pilot Program since its inception in 2005. Elephant Pharm (Walnut Creek, CA), our first interior retail pilot project, received LEED for Retail Commercial Interiors Gold Certification in 2009. Our latest milestone – a partnership with Sephora USA – Sephora Stonestown Galleria (San Francisco, CA), was awarded LEED for Commercial Interiors Platinum Certification this past June. Following are some lessons learned that we believe clients and contractors should know to ensure environmental stewardship, LEED liability enforcement, and a successful project delivery.

**1) Get to know LEED:** Even though LEED is not the “know all-end all” of green building, it is the most publicly acknowledged certification system that offers a great deal of public exposure and marketing potential. Your clients are more than likely already aware of LEED. Increase

your own awareness of LEED by going to [www.usgbc.org](http://www.usgbc.org) and clicking on the LEED pull down menu. You can also call your local USGBC chapter for insights and information about local user groups, seminars, and brochures.

### **2) Have staff who are LEED Accredited Professionals (LEED APs):**

Having a LEED AP on staff is essential to managing the documentation of a LEED project and can keep you informed of

current rulings of the USGBC, updates to rating systems, and any other updates that will affect your project such as review fees you have to pay during the course of the project.

A LEED AP is someone who has successfully passed the required examinations based on a broad green building curriculum established by the USGBC, but facilitated through the Green Building Certification Institute (GBCI). To get started or learn more, go to [www.gbci.org](http://www.gbci.org) or call your local USGBC chapter.



Homer A. Perez

**3) Get started early:** The client or responsible party should get the general contractor on board as early as possible to become familiar with the project and the proposed LEED credits the design team is considering. The contractor can also begin a preliminary itemized bid breakdown, which is crucial for a lot of the Materials and Resources Category credits (i.e. Recycled Content, Regional Materials, Resource Reuse, Low-Emitting Materials).

**4) NEVER make the decision to start LEED Certification with a project that is already under construction:** Starting a LEED project that is already under

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## RCA's Mission:

**RCA's Mission is to promote professionalism and integrity in retail construction through industry leadership in education, information exchange, and jobsite safety.**



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# Past Presidents: Where are They Now? John Elder

By Jennifer Danquist, Director of Business Development,  
Marco Contractors, Inc

*When it comes to the RCA, we would not be here without our Past Presidents, who have guided this association, built it up, and watched it continue to grow. For this we are all grateful. In an effort to recognize these "founding fathers," remember our beginnings, and review our history, we have created a feature in our newsletter: Past Presidents: Where Are They Now? Each edition features a RCA past president and gives some insight into their time at the helm as well as talks about what they're doing now.*

"Gentlemen start your engines!" The words every race car driver from NASCAR to the IZOD Indy Car Series loves to hear! You might be wondering what this has to do with the RCA or even the commercial construction industry. Well, if you are RCA Past President John Elder, not only do you have a love of race car driving (it runs in the blood), you would have been a professional race car driver if you were not already the President of Elder-Jones, Inc.

Elder-Jones, Inc. was founded in 1971 by James N. Elder and his long-time friend and employee Raymond W. Jones. The two gentlemen started out in the oil business, owning a string of gas stations – building and remodeling them across Minnesota. In 1971, they sold that company and formed what we all know today as Elder-Jones, Inc. John joined the company as a Project Manager in May 1973. He worked back to back, literally, with Ray out of his basement, with one phone that they passed back and forth. With their oil business background, John and Ray took the smart route and developed relationships and worked with oil companies to build new stations, remodel existing ones, and convert locations from full service to self service.

In 1975, John acquired his father's 50 percent interest in Elder-Jones. By this time Elder-Jones was on the map and working exclusively in the commercial construction industry for retail clients in shopping malls, restaurants, and gas stations.

Knowing how he got started, you can understand why John served on the RCA Board for seven years and at one point was at the helm as RCA President. "The RCA gives me a sense of common purpose among my peers, my competitors; we are able to figure out ways to work together and to raise the level of professionalism in our industry," John said.

John's first retail construction job was a ground-up Ben Franklin store in Mound, MN. "When Elder-Jones, Inc. was formed in 1971 there were not many national retailers; in fact, just a few were expanding regionally, so there were hardly any regional or national retail contractors," John explained. "As retailers began to expand geographically, retail contracting began to emerge as an industry, slowly in the late 70's and rapidly by the early 90's."

"When I asked John how the RCA has benefited him personally and professionally, he talked about communicating with other contractors, the safety program he was able

to improve upon at Elder-Jones, Inc. and something very special that the RCA Board created for him. Elder commented, "I've gained so much knowledge and insight from the other RCA members who have been willing to share their industry experience and knowledge with me. I've utilized the RCA Safety Program to upgrade my company's safety policies; I've sent Elder-Jones employees to the RCA annual meetings and trainings; and have made numerous lasting friendships."



John takes a brief break while riding in the Christian Elder Memorial 900.

"One thing that has deeply touched and honored me and my family, is when the RCA Board created the RCA Christian Elder Memorial Scholarship in memory of my son, Christian Elder," John said. Christian, who passed away in 2007 at the age of 38, was a project manager with Elder-Jones, Inc., and a charter member of the RCA. Christian managed to enjoy two rather notable careers in his lifetime. One was in the retail construction industry, where he first became a journeyman carpenter, then a field superintendent, followed by his job in project management. His dedication to his work won him respect and long lasting relationships with several of the nation's top retailers. Outside of his time in the construction industry, Christian had another career as a professional race car driver. Christian had numerous top three NASCAR finishes, the premier being wins at both Daytona International Speedway and Lowe's Motor Speedway. He also set a track record and won the pole position at Bristol Motor Speedway. Christian was driving in the NASCAR Busch Series when his two careers were cut short by a serious car crash at Chicagoland Speedway.

The RCA developed the Christian Elder Memo-

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817-302-2050  
mikem@westwoodcontractors.com

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864-233-0061  
cweekes@weekesconstruction.com

## LEED Lessons Learned

*Continued from page 1*

construction will cause huge change orders, increase manhours dramatically for all parties, and put the project team in a bad position for securing a score large enough to get Certified (i.e., LEED Liability is high). If your client approaches you with this scenario, tell them to choose a job in early design phase whose site will be using a mostly prototypical layout.

### 5) Contractor should be cooperative and communicate with the entire team:

When approaching a LEED project, the attitude of "I'll build it my way" is not an option. All construction items in the project have weight for LEED credit points. Team communication is important. If you have a proposed substitution, forward it to the LEED AP for review to ensure it meets LEED Compliance.

### 6) Open communication at construction start is key:

A kick-off meeting on site with all members, including subcontractors, prior to construction is a must because it establishes the importance of the LEED Certification, the project LEED documentation, and the products that are specified in the drawings. A kick-off meeting can be a short one-hour discussion with the LEED scorecard passed out to all attendees, facilitated by the LEED Project Team Administrator and Commissioning Agent.

### 7) Keeping with design intent of the drawings during construction is important, including the mechanical, electrical, and plumbing design:

The contractor should have the attitude that if a substitution is proposed, the substitution has to be LEED-compliant and has to be approved by the owner or LEED design team member prior to implementation.

### 8) Keep in mind that the Contractor is the main provider of documentation during the Construction LEED Credit phase:

Any combination of these items can be asked of the contractor: LEED submittals of the construction materials, letters from the subcontractors stating they used the materials in the submittals, itemized bid breakdowns, construction waste management documentation, Commissioning coordination, company construction indoor air quality measures, and construction "flush out" procedures. Before getting involved in a LEED project, understand

how each of these types of submittals impacts manpower and construction timeline prior to committing to attempting the LEED credit. Be aware that some LEED credits take more manpower and initiative than others, but they may only be worth the same amount of points.

**9) Be conscious of demolition and construction barricades:** Reuse and reclaim as much building material as possible. As a side note, the USGBC does not allow temporary construction to be used for LEED points.

### 10) Plan ahead for Construction Waste Management and Occupant Recycling:

Many jurisdictions and malls are now mandating construction waste recycling and occupant recycling during construction. Be sure to research these items and include them in your budgets when bidding a project. The higher the construction waste management offset percentage you want to achieve (i.e., 25%, 50%, 95%), the more it will cost. Commingled recycling is less expensive, but not as easy to document as separated recycling in most circumstances.

### 11) The job site superintendent's role on a LEED Project is crucial to the project's success:

The superintendent must be educated in LEED topics and their responsibilities before the jobs starts. He or she has to be aware of all field conditions and how they pertain to LEED. The superintendent is also responsible for coordinating proper testing dates for Commissioning with the Commissioning Agent. Commissioning of the project is a mandatory measure for a LEED project.

### 12) Ensure that the General Conditions and Written Specifications are well understood:

The General Conditions and written specifications hold a lot of LEED language and LEED submittal procedures of which your staff and subcontractors need to be aware.

*Homer A. Perez is an Associate at McCall Design Group. He's been with the firm 9 years and has approximately 17 years experience in retail design and construction. He has been the LEED Project Team Administrator on 12 LEED Projects. He has also trained clients and staff to become LEED APs. 80% of McCall Design Group staff are LEED APs. You can find more about McCall Design Group at [www.mccalldesign.com](http://www.mccalldesign.com).*





# RCA Membership Means Quality



RCA members must meet and maintain a series of qualifications and are approved by the Board of Directors for membership. They have been in the retail construction business as general contractors for at least five years; agree to comply with the Association's Code of Ethics and Bylaws; are properly insured and bonded; are licensed in the states in which they do business; and have submitted letters of recommendation.

COMPANY	CONTACT	PHONE	STATE	EMAIL	MEMBER SINCE
Acme Enterprises, Inc.	Robert Russell	586-771-4800	MI	rrussell@acme-enterprises.com	2009
Allegheny Design Management, Inc.	John Kuruc	724-845-7336	PA	jkuruc@alleghenydesignmgmt.com	1994
All-Rite Construction Co., Inc.	Warren Zysman	973-340-3100	NJ	warren@all-riteconstruction.com	1993
The Benmore Construction Group, Inc.	Jeffrey Pittel	201-489-4466	NJ	jlppenmore@verizon.net	2004
B.R. Fries & Associates	Barry Fries	212- 563-3300	NY	barryf@brfries.com	2002
Bogart Construction, Inc.	Brad Bogart	949-453-1400	CA	brad@bogartconstruction.com	2008
Chance Construction Co.	D. Jay Chance	409-787-2615	TX	tellinaw@chanceconstruction.com	2000
Commercial Contractors, Inc.	Kenneth Sharkey	616-842-4540	MI	ken.t.sharkey@teamcci.net	1990
Commonwealth Building, Inc.	Frank Trainor	617-770-0050	MA	frankt@combuild.com	1992
Construction One, Inc.	Steve Moberger	614-235-0057	OH	smoberger@constructionone.com	1996
Corna/Kokosing Construction Company	James P. Negron	614-212-5594	OH	jpncorna@corna.biz	2005
db Construction Group, Inc.	Dan Boehme	412-464-4600	PA	dan@dbconstructiongroup.com	2006
De Jager Construction, Inc.	Dan De Jager	616-530-0060	MI	dandj@dejagerconstruction.com	1990
Desco Professional Builders, Inc.	John Ridzon	860-870-7070	CT	jridzon@descopro.com	1995
DLP Construction	Dennis Pigg, Jr.	770-887-3573	GA	dpigg@dlpconstruction.com	2008
E.C. Provini, Co., Inc.	Edmund Provini	732-739-8884	NJ	eprovinci@eprovinci.com	1992
Eckinger Construction Company	Thomas Eckinger	330-453-2566	OH	tome@eckinger.com	1994
EDC	Christopher Johnson	804-897-0900	VA	cjohnson@edcweb.com	1998
Elder-Jones, Inc.	Brian Perkkio	952-854-2854	MN	brian@elderjones.com	1990
Fred Olivieri Construction Company	Dean Olivieri	330-494-1007	OH	dean@fredolivieri.com	1992
Greg Construction Company	Sean Pfent	586-725-4400	MI	spfent@gregconstruction.com	1996
Hanlin Rainaldi Construction Corp.	Michael Hanlin	614-436-4204	OH	mike.hanlin@hanlinrainaldi.com	1997
Hays Construction Company, Inc.	Roy Hays	303-794-5469	CO	r.hays@haysco.biz	2002
Healy Construction Services, Inc.	James Healy	708-396-0440	IL	jhealy@healyconstructionservices.com	1996
Herman/Stewart Construction	Michael Dennis	301-731-5555	MD	mdennis@herman-stewart.com	1995
I.C.E. Builders	Robert Moore	714-491-1317	CA	ramoore@gray-iceb.com	2005
International Contractors, Inc.	Bruce Bronge	630-834-8043	IL	bbronge@iciinc.com	1995
J. G. Construction	June Grothe	909-993-9393	CA	junejg@jgconstruction.com	1998
KBE Building Corporation	Michael Kolakowski	860-284-7110	CT	mkolakowski@kbebuilding.com	1998
Lakeview Construction, Inc.	Kent Moon	262-857-3336	WI	kent@lvconstruction.com	1998
Management Resources Systems, Inc.	Michael Swaim, Sr.	336-861-1960	NC	mswaim@mrs1977.com	1992
Marco Contractors, Inc.	Martin Smith	724-741-0300	PA	marty@marcocontractors.com	1994
Metropolitan Contracting Co., Ltd.	Jane Feigenbaum	210-829-5542	TX	jfeigenbaum@metcontracting.com	1995
Montgomery Development Carolina Corp.	John Fugo	919-969-7301	NC	jfugo@montgomerydevelopment.com	1999
Oakwood Contractors, Inc.	Paul Morck	815-759-0010	IL	paul@oakwoodcontractors.com	2007
Pinnacle Construction, Inc.	Greg Esterling	712-527-9745	IA	grege@pinconstr.com	2007
PWI Construction, Inc.	Jeff Price	480-461-0777	AZ	lipka@pwiconstruction.com	2003
RCC Associates, Inc.	Beverly Raphael	954-429-3700	FL	braphael@rccassociates.com	1990
Rectenwald Brothers Construction, Inc.	Art Rectenwald	724-772-8282	PA	art@rectenwald.com	1996
Retail Construction Services, Inc.	Stephen Bachman	651-704-9000	MN	sbachman@retailconstruction.com	1998



COMPANY	CONTACT	PHONE	STATE	EMAIL	MEMBER SINCE
Roche Construction, Inc.	Thomas Roche	970-356-3611	CO	troche@rocheconstructors.com	2008
Royal Seal Construction, Inc.	Gene Colley	817-491-6400	TX	gene@royalseal.com	1994
Russco, Inc.	Matthew Pichette	508-674-5280	MA	mattp@russcoinc.com	1995
Sachse Construction and Development Corp.	Jeff Katkowsky	248-647-4200	MI	jkatkowsky@sachseconstruction.com	2009
Schimenti Construction Company, Inc.	Matthew Schimenti	914-244-9100	NY	mschimenti@schimenti.com	1994
Scorpio Construction, Inc.	Stephen Romeo	609-296-0308	NJ	sromeo@scorpio1.net	1995
Shames Construction Co., Ltd.	Barry Shames	925-606-3000	CA	bshames@shames.com	1994
Shrader & Martinez Construction, Inc.	Ronald Martinez	928-282-7554	AZ	info@shradermartinez.com	1990
TDS Construction, Inc.	David Scherer	941-795-6100	FL	inbox@tdsconstruction.com	1994
Timberwolff Construction	Mike Wolff	909-949-0380	CA	mike@timberwolff.com	2008
Tom Rectenwald Construction, Inc.	Aaron Rectenwald	724-452-8801	PA	arectenwald@trcgc.net	2010
Tri-North Builders, Inc.	Don Thayer	608-271-8717	WI	dfthayer@tri-north.com	1993
Tuscan Builders Corporation	Mike Adams	713-952-8800	TX	mikea@tuscanbuilders.com	1998
Venture One Construction	George Kovach	513-527-4055	OH	gjk@v1cinc.com	2006
Warwick Construction, Inc.	Tony Annan	832-448-7000	TX	tony@warwickconstruction.com	2008
Weekes Construction, Inc.	Chandler Weekes	864-233-0061	SC	cweekes@weekesconstruction.com	1990
Westwood Contractors, Inc.	Mike McBride	817-302-2050	TX	mikem@westwoodcontractors.com	1990
Win and Associates, Inc.	Win Johnson	336-337-3808	NC	win@waawj.com	1991
Winkel Construction, Inc.	W.L. Winkel	352-860-0500	FL	wlw@winkel-construction.com	1990
Woods Construction, Inc.	John Bodary	586-939-9991	MI	jbodary@woodsconstruction.com	1996

For the most up-to-date information and to search by states members operate in and their participation in RCA programs, visit [www.retailcontractors.org](http://www.retailcontractors.org). The icons below are used in the online directory to provide additional information about our members.



Sent attendee(s) to most recent Annual Meeting



Past or present RCA Board member



Uses RCA's Safety Materials



Has a Certified Development, Design & Construction Professional on staff



Has sponsored a company presentation of RCA's Education Program



Has met the requirements of RCA's Quality Assurance Program



Has made a contribution to the RCA Scholarship Program

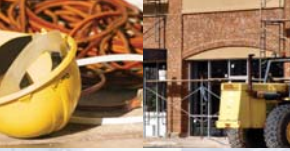


Has a LEED AP accredited professional on staff

Please notify the RCA Office (800-847-5085 or [info@retailcontractors.org](mailto:info@retailcontractors.org)) of any changes to your contact information.

## RCA Safety Materials Updated

RCA recently undertook a comprehensive review of its Safety Program materials. Members can log in to [retailcontractors.org](http://retailcontractors.org) to download updated templates for their safety manuals.



# RCA Internship Scholarship

Every year, the RCA awards scholarships to America's top construction management students at universities throughout the United States. It's a signature program that helps develop the business leaders of tomorrow. The RCA Internship Scholarship Award expands on this program, recognizing an outstanding undergraduate intern at a RCA member company.

**The deadline for the 2011 RCA Internship Scholarship is December 1, 2010. An application, award criteria and other information is available at [retailcontractors.org](http://retailcontractors.org).**

# Existing/Emerging Leader Development (E<sup>2</sup>LDP)

RCA has partnered with Ernst Enterprises, LLC to provide business owners, leaders, and next generation owners a cost-effective, practical program that teaches tangible skills that can be immediately applied back on the job.

Building upon the management skills you have today in order to meet tomorrow's challenges is a necessary investment; it requires time, energy, commitment and a desire to move your career and company forward.

The E<sup>2</sup>LDP is a year-long program that will meet one full day every other month, except for the first session, which will meet for two consecutive days. The meeting schedule will be based upon the participants' needs and can be held on Saturday to minimize the impact on your business. There will be a 90-minute conference call every other month to keep participants on track and accountable for applying newly learned skills on the job.

The regular price for the E<sup>2</sup>LDP is \$4,995. RCA members will pay only \$4,500 for this year-long program, a savings of \$495. When registering, reference code RC22314 to receive the RCA discount.

**To view the program details and to register, visit [www.eellc.us/leader\\_development.html](http://www.eellc.us/leader_development.html).**

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# Past Presidents: Where are They Now? John Elder

Continued from page 2

The RCA developed the Christian Elder Memorial Scholarship in his honor, as well as for his father, John. The RCA has always been committed to improving the industry in many ways; one way is helping develop the construction leaders of tomorrow, which Christian was certainly on the path to becoming. In 1997, the RCA developed a program that awards annual scholarships to top construction management students at 19 universities across the United States. The program has awarded over 300 scholarships and is fully funded by RCA member companies who have donated more than \$500,000 since its inception.

"When I think back to how I got to where I am today, I think of Ray Jones, the co-founder and partner in Elder-Jones, Inc.," Elder said. "Ray was my mentor, he taught me the construction business, how to run a small company, how to deal with challenges; and he set a great example regarding customer relationships and on honoring commitments."

In his free time, John can be found reading a good book: it's his guilty pleasure. Or he can be found enjoying time with his family – wife Sherry; son Justin, and daughter Beth. You might also find him flying remote control model airplanes, hunting geese and pheasants in the fall, racing sports cars, or riding his bicycle (he does an annual 900 mile – yes 900 miles! – spring ride). What you may not know about John is that he can also be found working on his soft drink company... yes he owns his own

soda company (what doesn't this guy do?).

To John, we say thank you – for your service not only to the commercial construction industry for over 30 years but also to the RCA as both a President and Board member. John, along with all RCA Past Presidents, has helped to continue to build our association and bring knowledge to our members and partner retailers. In closing, John, this one is for you: in the words of Darrell Waltrip, "Boggity, Boogity, Boogity! Let's Go Racing Boys!!"



In 2008, John and his wife Sherry presented Joel Demers, a construction management student at Minnesota State University-Mankato, with the inaugural RCA Christian Elder Memorial Scholarship.

Next Issue: Ronald Martinez of Shrader & Martinez Construction, Inc.

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For information on joining Commercial Construction & Renovation People, contact Membership Director Kayla Thompson at [kt@ddcomgroup.com](mailto:kt@ddcomgroup.com).

If you would like to sponsor a CCRP event, please contact David Corson at [davidc@ccr-mag.com](mailto:davidc@ccr-mag.com)

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