

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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Field Managers:

Focus on Customer-Centric Construction

By Gregg M. Schoppman, Principal, FMI Corporation

Many construction managers and engineers will spend years immersed in the technical subject matter related to their career. Learning critical business skills is often relegated to an elective course or even to later in their career. While knowledge of how concrete cures or how storm water drains off a site is critical, skills in business knowledge are often lacking in the ranks of field managers today. One area that field managers often make it a point to avoid is marketing and business development. A greater understanding of marketing can help field managers in any construction sector, but for those working in retail, it means understanding the essence of what retail construction is all about, understanding customers.

Project Vision

Contractors often resemble thoroughbred horses storming down the track with blinders on, focusing on the finish line. Linear thinking dominates the contractor mind. First site work, then foundations, then walls, then roof, then finishes, then landscaping, and then the project is finished. In some cases, contractors view the project more as a vehicle to pay the rent rather than a component of their master company strategy. The parable about three masons demonstrates creating project vision. All three were constructing the stem wall of a church. Asked what they were building, the first mason replied, "A wall." The second chimed in, "A building." Finally, the third mason responded, "We are constructing a church where families will congregate and worship for many years into the future." All three are equally correct. However, the third understands what purpose the project is serving in the larger picture. What is a project vision? What will this project accomplish for the customer's firm corporately? For the contractor?

Creating a vision is essential to galvanizing a team. Everyone should understand why the firm has chosen to build this project and what it means in the larger strategy of the organization.

Marketing 101

One of the greatest misconceptions in the construction industry is that project managers and superintendents do not market or sell. People often view operations as the vehicle to win the game while business development, or the traditional act of selling, merely creates the opportunity to play the game. Managers fail to see their role as a means to further the relationship with their customers and generate more sales. More importantly, managers do not view the work they do as selling, regardless of whether it is selling a change order, a schedule, or an idea. Marketing and selling concepts are too often viewed as parlor tricks of snake oil salesmen.

Customer-centric Construction

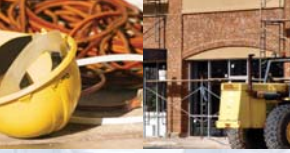
Project success can only be achieved when customers are satisfied. Yet many managers see customers as the largest impediment to the success of the contractor, particularly on the hard-bid jobs. This perception almost immediately risks precipitating an adversarial project climate. Add to that troubled project and start the natural evolution of changing customer wants as the project progresses. Complicate the playing field further by the multiple complexities of schedules and resources found on typical projects. Further, erode the working relationships by weak communication, leading to calcification of perceptions and misperceptions. Is it any wonder that by the time projects reach completion, both the customer and contractor are frazzled and weary with the experience? What is needed is a more customer-centric approach.

The first step to a customer-centric construction project is creating a foundation on which to build a relationship. Try to work from the customer's point of view. What is important to the customer? Many managers sell a cost-conscious budget, when in fact the schedule is far more important to the customer. This disconnect creates a rift that carries through the entire project.

Continued on page 3

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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Chandler Weekes 2013
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PAST PRESIDENTS

David Weekes	1990-1992
W. L. Winkel	1993
Robert D. Benda	1994
John S. Elder	1995
Ronald M. Martinez	1996
Jack E. Sims	1997
Michael H. Ratner	1998
Barry Shames	1999
Win Johnson	2000
Dean Olivieri	2001
Thomas Eckinger	2002
James Healy	2003
Robert D. Benda	2004-2006
K. Eugene Colley	2006-2008

Past Presidents: Where are They Now?

Ronald M. Martinez

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 new feature in our newsletter: Past Presidents: Where Are They Now? Each edition will feature a RCA past president and give some insight into their time at the helm as well as talk about what they're doing now.

"Ride 'em cowboys!" That is what Ronald Martinez said to his new board as they headed out to the Centennial State of Colorado to have their summer retreat at a dude ranch.

Martinez is President at Shrader and Martinez Construction, Inc., headquartered in Sedona, AZ. He oversees the daily operations, long-term planning, business oversight, and vision for the company. He's been in the business for 37 years and has a B.A. in Business/Engineering from Cal Polytechnic University, Pomona. Shrader and Martinez Construction was established in 1986. Martinez and his business partner Scott Shrader began with a commitment to world class service at a fair price.

Martinez served a total of six years on the RCA Board, from 1992-1998. In 1996, he was elected President and served a one-year term at the helm.

"One of the best things for me [about the RCA] has been the people that I have served with while on the Board. There was always wonderful and "lively" dialog and they challenged me both professionally and personally. They also provided me with thoughtful and constructive ideas and support. They promoted an unselfish and open philosophy that the help of another did not detract or diminish anyone, but instead strengthened us all as an industry," said Martinez.

"Ron was a devoted and tenacious leader," stated Barry Shames, CEO of Shames Construction Company, Ltd. and a Board member who served during Martinez's term. "He worked endless hours for the Association and was the driving force behind the introduction of the scholarship fund."

This also rings true of what Martinez lists as one of his favorite things about the RCA, "The scholarship fund - I am so proud of our organization in its outreach to our communities."

Martinez's first job in retail construction was as a project manager for Quality Construction Managers. Although his blueprint reading



The effects of working with the CRA Board and other officers while Martinez was President. And, oh yeah...30+ years in retail construction!

capability was "suspect" at best, he was involved in building 42 retail projects the first year. But don't ask him how he got the job!

"All I can say is thank God for good superintendents! Many of the ol' timers will remember my first superintendent, Bo Semf. A great guy who built the job in spite of me and later became a client while he was a Project Manager at Limited Brands, Inc.," laughed Martinez.

Martinez's mentor and hero is his father. His father's life was a testament to his values; he had the ability to take difficult issues or decisions, troubling times or challenges, and help Martinez keep them all in perspective.

As we all know, we've been watching our industry go through a lot of changes in the last couple of years. In talking to Martinez, I asked for his observations on how the industry has evolved over the years.

He noted, "No longer do we have one superintendent building five, six or seven projects at the same time during new mall construction." He also cited the obvious positive impacts of developing technology and communication on the preconstruction, construction, and close out processes, as well as the metrics and CIP that have been developed.

Martinez went on to say, "And yet with the many changes, I continue to believe that our business is built on the win-win relationships that are developed and nurtured with our clients."

"The RCA has benefited me professionally in that its mission and values send a clear and positive message to our industry. Due to Shrader and Martinez Construction's association with the RCA, we were presented with opportunities that contributed to our sustainability and growth,"



Martinez, (third from right), with his parents, wife, and children.

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Field Managers

Continued from page 1

Pre-construction meetings should set the tone early when the playing field is still undefined. On most public projects, pre-construction meetings are required but lack the "meat" to attack important issues. Items on the agenda are reduced to mandatory bullet points that are so established because the project construction specifications require it. For instance, the team discusses the requirements for a schedule but rarely handles the challenges surrounding a schedule.

A purposeful kick-off discusses true issues. Contractors that surface true project issues not only better understand the motivations of the customer, but also tend to manage or exceed the customer's expectations. Why are the customers building what they are building? The stock answer, "To make money," is simply not enough. Whether the reasons are personally motivated (i.e., threat of losing job) or corporately motivated (i.e., threat of losing market share), contractors must understand why their customers are building what they are building. How will the project be built, and what mechanisms will be used to handle issues such as invoicing and change management? Many contractors are afraid to ask these questions early, because they feel that this line of questioning is antagonistic and confrontational.

This fact-finding exercise can help your customer manage his or her money and change-related items, and expose any potential

flaws early in the process. For instance, contractors understand project financing and the nuances of a customer requesting additional funding as the project is under way. There are many documented examples of a customer approving changes, but not making the subsequent request from his or her lending institution. Discovering there is no methodology for handling these types of change orders only at the time the change occurs is poor management practice. A contractor that helps the customer early in the process is truly demonstrating customer-centric construction.

Managers must create focused "construction solutions" for their customers. Not only is the project schedule important, but also a customer may have a particular piece of owner-furnished equipment that will become the focal point of the project. Taking a hands-on approach to understanding how that equipment functions and integrates into the grand scheme of the project makes a contractor seem more like a problem solver than simply a builder. Ultimately, the contractor wants his customer to succeed in business, and call his firm in again on the next project.

Adapted from "Field Managers: Technicians or Businesspersons?" Gregg Schoppman, FMI Quarterly, Issue 1, 2010. Gregg Schoppman is a principal with FMI Corporation. He may be reached at 813.636.1259 or via e-mail at gschoppman@fminet.com.

RCA 21st Annual Meeting

Register now for RCA's 21st Annual Meeting, "Advancing the Industry--Building Leaders," being held March 11-13, 2011, at the Gaylord Texan in Grape Vine, TX, prior to SPECS 2011.

The Annual Meeting features both networking and professional development opportunities. It kicks off Friday evening, March 11, with a welcome reception. Saturday, March 12 includes morning sessions "How DC Lawmakers are Changing the Way We Do Business" and an economic update by Wells Fargo's Mark Vitner. Lunch features roundtable discussions facilitated by RCA Advisory Board members. The afternoon will include sessions such as "Recession Proof Your Backlog--Winning Work Today" and "Turning Project Managers into Project Leaders." The day concludes with a dinner reception. On Sunday, March 12, an invitation-only Owner's Breakfast program will be hosted by RCA Past Presidents.

To view the current agenda and for registration information, visit retailcontractors.org.

RETAILERS: you are invited to attend the meeting at no charge. Contact the RCA office at 1-800-847-5085 or info@retailcontractors.org to reserve your space.



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	jlbenmore@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.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
ELAN General Contracting Inc.	Adrian Johnson	619-284-4174	CA	ajohnson@elanc.com	2010
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. 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

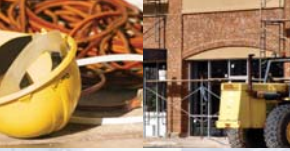


Has a LEED AP accredited professional on staff

Please notify the RCA Office (800-847-5085 or info@retailcontractors.org) 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 to download updated templates for their safety manuals. Yellow safety binders are available for purchase at retailcontractors.org.



Welcome New RCA Member!

The following new member was approved by the RCA Board of Directors at its December meeting.

ELAN General Contracting Inc.
San Diego, CA
Adrian Johnson,
Founder and President

Applications for membership to be considered by the Board at its March meeting must be submitted to the RCA office by February 28.

Advisory Board Updates

RCA bids a fond farewell and sends best wishes to Advisory Board member **Ron Braun**, who recently stepped down due to his retirement. Braun was with JCPenney for 39 years and served on the RCA Advisory Board since 2006. We wish him a relaxing retirement!

Earlier this year, RCA welcomed a new Advisory Board member, **Ken Kosinski**, of Nike, Inc. Kosinski has been with Nike for six years and is currently the Nike Factory Store Program Manager. He has 30-plus years of experience in the retail construction industry, managing national roll-out programs for industry leading national retailers and food service providers. Kosinski's career path includes a blended set of experiences as both a general contractor and owner's representative and he has managed over 2,000 projects to date.



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Thank you RCA for helping to make SPECS/2010 a great success!

Looking forward to seeing you at the 47th annual SPECS conference.

March 13-16, 2011
Gaylord Texan, Grapevine, Texas

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Past Presidents: Where are They Now?

Ronald M. Martinez

Continued from page 2

Martinez said. "Personally, I was fortunate to join the RCA in 1990 and have maintained some personal relationships over these 20-plus years with other members that continue to enrich the lives of my wife and myself."

Now, let's get back to this dude ranch adventure. In talking with Dean Olivieri, President of Fred Olivieri Construction and also a Board member during Martinez's term, Olivieri said, "Ron was President for my first Board meeting, when he decided to take us to a dude ranch in Colorado. I think John Elder is still laughing with the visual of me on a horse for the first time in my life! It was quite a trip!"

One of Martinez's favorite RCA memories was also from the dude ranch...seeing Win Johnson (the cowboy that he is...or is not!) returning from his first day-long horseback ride, barely able to walk! But Shames gives us another perspective of this adventure: "The entire group had to put on a skit at the end of the weekend, in front of all the guests staying at the ranch. Now, that was different and quite entertaining."

As we learned, Martinez is an incredible gentleman, who clearly knew that having a little "fun" and bringing his board together would make for not only some great laughs but some amazing bonding and memories!

In his free time, when he's not on a dude ranch, Martinez can be found snow skiing, on his houseboat at Lake Powell, at a family gathering with

his wife of 36 years, Linda, and their three children, Tyler, Evan, and Felicia, road bike riding, or traveling. Martinez claims he is too old to be guilty...he is just trying to enjoy each moment.

For the question we pose to all of our past Presidents, what is something that not many people may know about you, Martinez told us that in 1990, after six and a half years of study, he was ordained as a Permanent Deacon in the Catholic Church. He serves as chaplain and volunteer for the hospital, prison, and senior homes.

Thank you Ron, for your service to the RCA Board, its members, and the commercial construction industry. You, along with all of our Past Presidents, have helped us get to where we are today, to build an association that brings education and community to an industry that appreciates it. To quote famous Western actor, John Wayne, "Courage is being scared to death, but saddling up anyway!" (Right Dean and Win...?).

Next Issue: Jack E. Sims of Jack E. Sims & Associates



Ron & Linda Martinez

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For information on joining Commercial Construction & Renovation People, contact Membership Director Kayla Thompson at kaylat@ccr-mag.com.

If you would like to sponsor a CCRP event, please

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