

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.

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Building Leaders in Troubled Times

By Kelley Chisholm, FMI Corporation

The construction industry is facing a downturn that it has not felt in more than 25 years. What appeared to be a low-risk and high-reward market turned into an economic crisis felt around the world. Today contractors are faced with tight credit and unfavorable loan markets, after having enjoyed an extended period of economic prosperity. Many industry executives find themselves unprepared for a deep recession, and some will go out of business because they ran out of cash or just want to avoid losing any more money than they have already. Many companies have already cut costs by eliminating overhead and reducing staff. But are they looking ahead to the eventual recovery and taking the steps to ensure that they will have the right people in the right positions to lead their companies in the future?

The economy may show some signs of improving, but it is just the beginning of the downfall for nonresidential construction, according to FMI's "Construction Outlook" for the 3rd quarter of 2009. Commercial construction will follow a turnaround in the housing market by 12 to 18 months and is not expected to pick up until 2012. Trends include:

Continued decreases in residential building activity

- Stores linked to this market, including home improvement and furniture, will experience decreased consumer spending

Replacement of traditional, enclosed malls with open-air centers

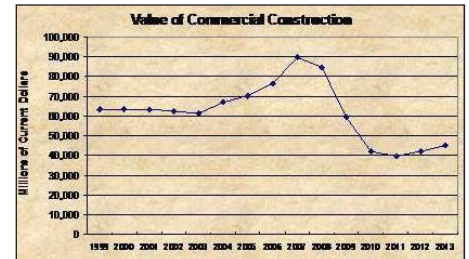
- Lower occupancy costs
- Loss of store chains

Renovation of vacant big box stores

- Repositioned for health care and educational purposes

Major expansion plans for discount and food retailers

- Meet the demand of price-conscious shoppers



Source: FMI's Construction Outlook 3rd Quarter 2009 Report

Increased online retail sales

- National retail square footage could decrease by as much as 15 percent in 2010

What do these trends mean for contractors? How do contractors begin to prepare for the eventual economic recovery? Do companies shift their focus and change the way they currently do business? What should businesses be doing to make the most of their remaining staff? Whatever companies decide to do in order to be successful in the future, strategy and leadership are vital.

Construction firms must stay strategic in this changing economy by aligning structure, organization and talent with their business strategies. One way to achieve this is to optimize leadership performance. Strong leadership, from the field to the executive suite, is more important than ever. Current leaders must consider how their companies will continue to grow and what resources they need to achieve their top strategic initiatives. And the first place to start is with their people. High-potential leaders need to be identified and developed.

Even in good economies, companies face a variety of issues surrounding talent development and management succession. Although many construction firms today are challenged to avoid cutting staff, they should not lose sight of the fact that the talent wars will still exist once the economy shifts. The average age of workers in the built industry continues to climb. The number of 65-year old workers will surpass those who are 18 years

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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.



OFFICERS

President
Matthew Schimenti

Vice-President
Art Rectenwald

Secretary/Treasurer
Dan De Jager

Immediate Past President
Gene Colley

BOARD OF DIRECTORS

Gene Colley 2011
Royal Seal Construction, Inc.

Dan De Jager 2012
De Jager Construction, Inc.

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GC Builders, Inc.

Michael Kolakowski 2013
KBE Building Corporation

Mike McBride 2013
Westwood Contractors

D Brian Perkkio 2011
Elder-Jones, Inc.

Matthew Pichette 2010
Russco, Inc.

Arthur Rectenwald 2012
Rectenwald Brothers Construction, Inc.

Matthew Schimenti 2012
Schimenti Construction Company, Inc.

Kenneth Sharkey 2010
Commercial Contractors, Inc.

Don Thayer 2011
Tri-North Builders, Inc.

Chandler Weekes 2013
Weekes Construction, Inc.

PAST PRESIDENTS

David Weekes	1990-92
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? W.L. "Bill" Winkel

By Jennifer Danquist

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.

As we know, the RCA was started by David Weekes, but Weekes did not go at it alone: he had Bill Winkel, President of Winkel Construction, Inc., working with him. Winkel was RCA's first Vice President and then President from 1993 to 1994. Winkel explains the genesis:

"In 1988, David, Hayward Thompson, and I had discovered that we were all independently thinking about and discussing forming an association of retail contractors. After running into each other at various conferences, in 1989, in Atlanta, we discussed the possibilities more seriously. In 1990, in New Orleans, at the



Bill Winkel

CRAMM conference, we talked with Larry Tureff, Director of Construction & Facilities for Borders, about the idea." Winkel says that the goal of forming a retail contractors association was indeed important. "Retail contractors were thought of as one tier below a used car salesman," he jokes. "We wanted to create an association of like-minded contractors who demonstrated skills, values, integrity, and financial stability. The goal was to get national and regional contractors involved and then to get the retailers interested in maintaining on-going and long-lasting relationships and to rely upon members of our association to do a good job, time after time."

Winkel recalls that in the early 1990's, Roger Henry of the Melville Corporation was one of the first retailer construction executives to begin giving credit and acceptance to the RCA. Melville Corporation was a large, multi-brand retail holding company that included retailers that are still with us today (CVS, Marshalls, and FootAction, a part of Foot Locker Group). "Roger realized that RCA members had knowledge that if properly mined could be very important and beneficial to construction department executives in various retail companies."

After Weekes, Thompson, and Winkel attended a session by Tureff's on qualifying contractors, they decided that something needed to be started and right away. "David said 'all we need is somebody to step up to the plate,'" Winkel shares. "I told him, 'David you are the batter. If you will be President, I will be your Vice President and we'll have a meeting to form this association.'"

Joe McLeod, of Porter & McLeod, reserved a

conference room in Las Vegas, and the first meeting was held. Twenty-six people attended, from 20 different companies. Bylaws were developed and Mike Ratner, Richard "Dick" DeJager, Paul Herbert, Joe McLeod, Guy Thornberg, Weekes and Winkel became the first elected Board members and officers in June 1990. They had their first official RCA board meeting in August.

"Bill is a very structured individual. I think some people have the impression that he's a 'good ole country boy,' where in reality he is a very shrewd businessman," comments Tureff. "He knew what was required to meet the RCA's goals and was able to format the organization to achieve them. He is extremely bright and has a very broad and articulate vocabulary. That worked well with David Weekes. David's charisma was very much needed in the formation of the organization, but Bill is the one that tied the whole thing together to make it work."

I took the opportunity to speak with Rick Winkel, Bill's son. I've had the chance to meet and talk with Rick at various industry conferences throughout the last couple of years and I wanted to get his thoughts on his father and the RCA. Rick started working at Winkel Construction full time in 1991. Throughout high school he did everything from mowing grass, cleaning job sites, moving dirt around, picking up cigarette butts (best way to prevent your kid from smoking)...you name it, he did it. Rick is currently the General Manager of Winkel Construction and along with his father they are working on a succession process of turning



RCA Board members at a August 1991 meeting, held in Atlanta. L-R: Joe R. McLeod, Secretary/Treasurer, Porter McLeod, Inc.; Michael H. Ratner, Richter & Ratner Construction Corporation; David L. Weekes, President, Weekes Construction, Inc.; Richard De Jager, De Jager Construction, Inc.; W.L. Winkel, Vice President, Winkel Construction, Inc.; and John S. Elder, from Elder-Jones, Inc.

over the business to Rick. Rick's goal is to never see his father out of the business ("Whatever he wants to do he can do it!")

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ADVISORY BOARD

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Sam Pena, AIA
JACOBS

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COMMITTEE CHAIRS

ANNUAL MEETING
Matthew Pichette
508-674-5280
mattp@russcoinc.com

EDUCATION & CAREER DEVELOPMENT
George Gledson
909-944-6446
georgeg@gcbuildersinc.com

Don Thayer
608-271-8717
dthayer@tri-north.com

MARKETING & COMMUNICATIONS
Art Rectenwald
724-772-8282
art@rectenwald.com

Kent Moon
262-857-3336
kent@lvconstruction.com

Brian Perkkio
952-854-2854
brian@elderjones.com

MEMBERSHIP
Dan De Jager
616-530-0060
dandj@dejagerconstruction.com

QUALITY ASSURANCE PROGRAM
Ken Sharkey
616-842-4540
ken.t.sharkey@comcont.com

SAFETY
Frank Trainor
617-770-0050
frankt@combuild.com

SCHOLARSHIP
Mike McBride
817-302-2050
mikem@westwoodcontractors.com

SPONSORSHIP
Chandler Weekes
864-233-0061
cweekes@weekesconstruction.com

Building Leaders in Troubled Times

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old in the next five years. Even if the economy does not return to previous levels of the last few years, it will recover and the demand for labor will increase. The generational numbers gap will not change, and the need and competition for talent will still exist. Finding future leaders will continue to be increasingly difficult, yet a fundamental element for the long-term sustainability of a successful organization. The demographics of our industry are changing. Three generations make up the majority of today's workforce:

- **Baby Boomers**, born 1946 to 1964, represent 45 percent of the workforce.
- **Gen Xers**, born 1965 to 1980, make up 40 percent of today's workers and have 35 million fewer members than the Baby Boomers.
- **Millennials**, born 1981 to 2000, are also referred to as Generation Y. This group of emerging workers represents 10 percent of the workforce, and many are still in school.

Baby Boomers are expected to leave the workforce in record numbers over the next decade. As companies plan for leadership succession, they must ensure that certain skills are passed on to the next generations. These skills include the ability to think strategically, set direction, align people and resources, and motivate and inspire others. Leaders must be able to plan, problem solve and communicate effectively, both verbally and in writing. Financial acumen and negotiation skills will become more important than ever.

Organizations that learn more about the general characteristics of Baby Boomers, Generation Xers and Millennials will begin to understand the differences that exist between each, and then can develop strategies to prepare the younger generation for leadership roles.

Baby Boomers grew up when the American dream was real and felt that anything was possible. Many challenged the status quo and fought tirelessly for civil rights and opportunities that exist today. Boomers tend to be loyal to their employers and are willing to work 60-plus hours a week in order to demonstrate their loyalty as a means to get ahead. Job titles and career achievements are very important to them. As a whole, they are quite skillful when it comes to navigating political minefields in the workplace.

Gen Xers are compelled to learn as much as they can in order to improve their skill sets and abilities for potential employers. Unlike the workaholic Boomers, Gen Xers do not regard

work as the most important thing in their lives, and work-life balance is important. They are quite comfortable technologically, having ushered in the era of video games and personal computers during their formative years.

Millennials do not know life before the personal computer and have grown up with information being just a click away. Exposed to a variety of extracurricular activities, sports and group work since childhood, they are team players and favor collaboration. Millennials will want to try a number of different things and keep their career options open. Ultimately, they want to work on things that really matter, not only to themselves and families, but also to society as a whole.

Millennials will eventually become our new leaders and decision makers, and they approach things differently than the previous generations. The Information Age has taught them that they never have to wait for anything. They are considered impatient because they are looking for opportunities to gain 20 years of experience in just a few years, and do not view age, seniority and rank as measures of accomplishment or expertise. They desire colleagues who will develop relationships that build closeness, trust and respect for their abilities and ideas, regardless of their age.

In order to effectively manage Millennials and prepare them for future leadership roles, Boomers and Xers need to understand that these younger employees require strong and focused leadership. Collaboration as well as genuine trust in their abilities, is key. Millennials need immediate feedback and plenty of it, as well as growth and development opportunities. One way to achieve this is by assigning mentors from different generations. This satisfies Millennials' demands for continual feedback and allows Baby Boomers to highlight exactly what frustrates them.

Despite the current economic downturn, there is a silver lining. The recession has changed the retirement plans for many of the Boomers, as many are choosing to remain in their jobs through this economic downturn. That allows extra time for the Boomers to transfer their knowledge and skills to the younger generation. Construction companies cannot ignore the need for developing their future leaders, even in times of trouble.

Kelley Chisholm has been with FMI Corporation since 2003, first as a talent development consultant and most recently as editor of FMI Quarterly and other company publications. FMI Corporation is a management consulting and investment banking firm to the construction industry. Kelley holds a master's degree in training and development.



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	jlpenmore@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	jpnc@cornabiz.com	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	jrizon@descopro.com	1995
DLP Construction	Dennis Pigg, Jr.	770-887-3573	GA	dpigg@dlpconstruction.com	2008
Donnelly Construction	Frank Leone	973-672-1800	NJ	fleone@donnellyind.com	2005
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
Flynn Construction, Inc.	Thomas O'Connor	412-243-2483	PA	tomoconnor@flynn-construction.com	2000
Fred Olivieri Construction Company	Dean Olivieri	330-494-1007	OH	dean@fredolivieri.com	1992
GC Builders, Inc.	George Gledson	909-944-6446	CA	georgeg@gcbuildersinc.com	2000
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	june@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
Prodigy Construction Management, Ltd.	Joseph Holbrook	614-337-0908	OH	jholbrook@prodigyconstruction.com	2005
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
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



COMPANY	CONTACT	PHONE	STATE	EMAIL	MEMBER SINCE
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	rmartinez@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
Tri-North Builders, Inc.	Don Thayer	608-271-8717	WI	dftthayer@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	tannan@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.

Past Presidents: Where are They Now? W.L. Winkel

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Rick says, "I've enjoyed the RCA, as it has been helpful for me. I am able to easily reach out to other companies for advice and insights. Hayward Thompson was a confidant. In dealing with business and how to handle certain things, Hayward was able to see both sides of the fence." Rick has truly enjoyed working for and with his father. "We have a closer relationship than most fathers and sons get in a lifetime; we get to spend almost every single day together and we've been doing it for the past 20 years."

"As a father, I am pleased that Rick wishes to continue the family business, and I've enjoyed seeing him develop as a leader. He's gained confidence and professionalism over the years and I look forward to the day that he is enjoying running and owning Winkel Construction, as well as keeping the RCA traditions alive," states Bill.

When I asked Bill to name his mentor or hero, he spoke of RCA's first President, David Weekes. "Someone I have a lot of respect for is David. He is very charismatic, fun to be around, and has character and integrity. David always has a smile on his face and he's never met a joke he could not remember. He'll wink at you while he is talking with you or he'll wink at you from across the room." Bill mentioned that he also admired Hayward Thompson, a past Vice

President with David Weekes at Weekes Construction, "Hayward always had time for Rick, and he would share stories with him, talk with him, and provided a great mentorship, which I appreciated."

So, what is Winkel up to these days? He enjoys his guilty pleasure of driving his new company truck, his Mini Cooper S. (Yes you read that correctly, his company truck is a Mini Cooper that he purchased in August 2009.) When he is not tooling around in his "truck," you can find him doing paddle sports, such as canoeing or kayaking. This past October, he spent an entire week on a paddle trip of 125 miles on the Suwannee River with 200 other people. Winkel and his wife Ginny also hiked the Grand Canyon's South Kaibab Trail, to Phantom Ranch, hiking up the Bright Angel trail (where a few years back they also happened to run into a rough looking guy with a huge backpack and a lovely woman by his side...it was none other than Weekes and his wife Pam—the RCA is everywhere!)

We salute Winkel for what he has given the RCA and the industry and what he continues to contribute year after year. We enjoy having Rick as part of the group and carrying on the traditions, values, and enthusiasm that his father built Winkel Construction and the RCA upon.

Next Issue: Robert Benda, President of Westwood Contractors

RCA Sustaining Sponsors

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Register Now!

RCA's 20th Annual Round-Up: Learning From the Past, Talking about the Present
March 5-7, 2010

Gaylord Palms, Kissimmee, FL

The weekend will include:

Welcome Reception

Keynote Speaker: Mark P. Vitner, Senior Economist, Wells Fargo

Featured Speaker: Scott Winstead, Principal, FMI

Featured Presentation by Koester American

Panel discussions and presentation on LEED and Social Media

Closing Dinner Reception, with special recognition of RCA Founders
Owner's Breakfast

First RCA Member Company attendee: no charge

Additional RCA Member Company attendees: \$150 each

Non-member attendees: \$200 each • Retailers: No charge

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Schimenti Construction Company • Weekes Construction, Inc.

Silver Underwriter

Commercial Contractors, Inc.

Registration & information: www.retailcontractors.org