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 downturn for nonresidential construction, according to FMI’s “Construction Outlook” for the third 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

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. 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.

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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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, Dave, 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 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 it 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, ‘Dave 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” Delager, 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 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!”)

Continued on page 5
Building Leaders in Troubled Times

Continued from page 1

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 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.

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<th>COMPANY</th>
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<td>586-771-4800</td>
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<td>Allegheny Design Management, Inc.</td>
<td>John Kuruc</td>
<td>724-845-7336</td>
<td>PA</td>
<td><a href="mailto:jkuruc@alleghenydesignmgmt.com">jkuruc@alleghenydesignmgmt.com</a></td>
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<td>All-Rite Construction Co., Inc.</td>
<td>Warren Zysman</td>
<td>973-340-3100</td>
<td>NJ</td>
<td><a href="mailto:warren@all-riteconstruction.com">warren@all-riteconstruction.com</a></td>
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<td>The Benmore Construction Group, Inc.</td>
<td>Jeffrey Pittel</td>
<td>201-489-4466</td>
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<td>B.R. Fries &amp; Associates</td>
<td>Barry Fries</td>
<td>212-563-3300</td>
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<td>Bogart Construction, Inc.</td>
<td>Brad Bogart</td>
<td>949-453-1400</td>
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<td>D. Jay Chance</td>
<td>409-787-2615</td>
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<td>Commercial Contractors, Inc.</td>
<td>Kenneth Sharkey</td>
<td>616-842-4540</td>
<td>MI</td>
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<td>Commonwealth Building, Inc.</td>
<td>Frank Trainor</td>
<td>617-770-0050</td>
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<td>Construction One, Inc.</td>
<td>Steve Moberger</td>
<td>614-235-0057</td>
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<td>Corra/Kokosing Construction Company</td>
<td>James P Negron</td>
<td>614-212-5594</td>
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<td>Dan Boehme</td>
<td>412-464-4600</td>
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<td>616-530-0060</td>
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<td>Desco Professional Builders, Inc.</td>
<td>John Ridzon</td>
<td>860-870-7070</td>
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<td>DLP Construction</td>
<td>Dennis Pigg, Jr.</td>
<td>770-887-3573</td>
<td>GA</td>
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<td>Donnelly Construction</td>
<td>Frank Leone</td>
<td>973-672-1800</td>
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<td>E.C. Provini, Co., Inc.</td>
<td>Edmund Provini</td>
<td>732-739-8884</td>
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<td>Eckinger Construction Company</td>
<td>Thomas Eckinger</td>
<td>330-453-2566</td>
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<td>EDC</td>
<td>Christopher Johnson</td>
<td>804-897-0900</td>
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<td><a href="mailto:cjohnson@edcweb.com">cjohnson@edcweb.com</a></td>
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<td>Elder-Jones, Inc.</td>
<td>Brian Perkkio</td>
<td>952-854-2854</td>
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<td>Flynn Construction, Inc.</td>
<td>Thomas O’Connor</td>
<td>412-243-2483</td>
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<td>Fred Olivieri Construction Company</td>
<td>Dean Olivieri</td>
<td>330-494-1007</td>
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<td>GC Builders, Inc.</td>
<td>George Gledson</td>
<td>909-944-6446</td>
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<td>Sean Pfent</td>
<td>586-725-4400</td>
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<td>Hanlin Rainaldi Construction Corp.</td>
<td>Michael Hanlin</td>
<td>614-436-4204</td>
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<td>Hays Construction Company, Inc.</td>
<td>Roy Hays</td>
<td>303-794-5469</td>
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<td>Healy Construction Services, Inc.</td>
<td>James Healy</td>
<td>708-396-0440</td>
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<td>Herman/Stewart Construction</td>
<td>Michael Dennis</td>
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<td>I.C.E. Builders</td>
<td>Robert Moore</td>
<td>714-491-1317</td>
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<td>Bruce Bronge</td>
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<td>Michael Kolakowski</td>
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<td>Jane Feigenbaum</td>
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</table>
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.”

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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.

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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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Registration & information: www.retailcontractors.org