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*Note from the editor: If you wish to comment concerning the contents or would care to submit an article, please contact me at toll free 1-800-969-0044.*

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# RCA

## RETAIL CONTRACTORS ASSOCIATION — NEWS —

VOLUME 1, NUMBER 1

MAY 1991

## MANAGING LOTS OF JOBS. . . IN LOTS OF PLACES!!

Miami, Montgomery, Minneapolis . . .

Just another day for a busy project manager in any RCA shop. But how do you go about keeping all those balls in the air. . . permits, bidding, negotiating, subs, supers, C.O.'s, punchlists. There are several keys and they begin right in your office.

Your team, from the guy in the corner to the blueprint department, can make or break a good manager. Your support staff is more important than you may think. You have to rely on them for good information and you have to delegate. Building a good team takes time and energy. They must be educated, involved, challenged and rewarded for their

efforts. Hard work must be rewarded with good fun and good pay.

Another, and perhaps the most important key is your field superintendent. We all know, in most cases, he is our company in the eyes of our client once the job is under way. And, we all know that every superintendent is different. You must know his strengths and his weaknesses, and then work hard not to put the wrong person in the wrong job. You also must know who you need to spend telephone time or job visits with. Some require very little direction, while others need the

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## PRESIDENTS MESSAGE

WELCOME! You have the 1st issue of the 1st RCA Newsletter in hand.

In March 1990 all we had was an idea. In March 1991, we have a legal organization with a fine Board of Directors and a start on nationwide membership.

We must build our membership. If you are reading this and are a qualified contractor specializing in retail construction and are not a member, I urge you to become one.

Each of us, as RCA members, must be ambassadors. Talk to your clients, to property managers, tenant

coordinators, your people. Send out brochures. Mention the RCA in your letters.

The time was definitely right for the RCA. We have received much support from our industry. Let us all work together to make the RCA not only an organization that is respected for its ideals, but also a tool that is helpful in the everyday business of retail construction.

I applaud our members and their efforts.

*Author: David Weekes,  
Weekes Construction, Inc.*

## RCA - LETS MAKE IT WORK

It now appears that the war in the gulf has come to an end. To orchestrate such a quick and decisive victory demanded a lot of cooperation on the part of many different nations. As we know, those nations who fought in the war formed an alliance in order to further the common interest of all it's members - namely, "peace and stability in the gulf region." These nations, even though so different in size, language, culture, etc. were willing and able to work and fight, side by side, in order to reach their objective. We, as members of the "Retail Contractors Association", our customers and associates in the retail industry, can learn a valuable lesson here, for we too, even though so different, can work together to achieve our common goals. In order for us to do so, however, we must be willing to help and advise each other in areas of common concern. If an alliance of nations can win a war in the gulf, then certainly our association can create an environment of genuine cooperation which will be in the best interest of all it's members. Let's all work hard to make this happen.

*Author: Richard DeJager,  
DeJager Construction Inc.*

RCA's annual meeting will be held in Las Vegas, Nevada, in conjunction with the ICSC Spring Convention. If you are attending the convention feel free to join us at 10:30 a.m., Wednesday, May 22nd, Desert Inn. We would appreciate your input.

## 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 the following STANDARDS OF PROFESSIONAL CONDUCT:

1. A member shall have full regard to the public in fulfilling his or her responsibilities to the employer or client.
2. A member shall not engage in any deceptive practice, or in any practice which creates an unfair advantage for the member or another.
3. A member shall ensure that when providing a service which includes advice, such advice shall be fair and unbiased.
4. A member shall not maliciously or recklessly injure or attempt to injure, whether directly or indirectly, the professional reputation of another.
5. A member shall not divulge to any person, firm or company any information of a confidential nature acquired during the course of professional activities.
6. A member shall carry out responsibilities in accordance with current professional practice, so far as it lies within his or her power.
7. A member shall keep informed of new thought and development in the construction process appropriate to the type and level of his or her responsibilities and shall support research and the educational processes associated with the construction profession.

*Adopted by permission from the American Institute of Constructors*

## WORKERS COMPENSATION

For years workers comp has been a vital safety-net for American workers. Today, the net is bursting at the seams.

In the state of Maine, the workers compensation system rang up losses of almost 1 billion dollars from 1981 to 1988. In Rhode Island, the system lost more than 393 million dollars from 1983 to 1988. In Oregon, rates have more than tripled since 1981. Nationwide, the workers compensation system lost more than 1.5 billion dollars in 1989. Bottom line... workers comp could take a bigger and bigger chunk of all of our companies' profits in the 1990's. Solving this problem isn't just a good idea. For many employers, it's going to be a matter of survival.

Here are five ideas that will make a difference:

1. Get serious about safety and loss prevention. Set up a program of claim review and problem identification.
2. When you have a claim, don't just file and forget it. Find out what

happened and how to prevent it in the future.

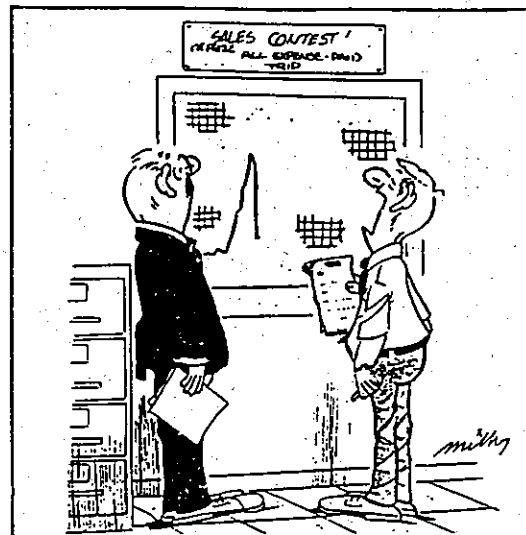
3. Counsel injured employees. Let them know that you care and what benefits they can expect to receive. This kind of counseling is one of your best protections against lawsuits.

4. Establish an Early Return-To-Work program. These programs bring injured workers back to work and reduce claims.

5. Work with your insurance company to establish workers compensation cost containment programs. They should be more than willing to provide assistance to you in developing safety programs that work.

If you're interested, but not sure how to proceed, talk to your insurance agent or company. The RCA has a written safety program for interested members. If you are interested or have other ideas, please contact me.

*Author: Jae R. McLeod, Porter McLeod Inc.*



"The contest was going really well, till they found out the all-expense-paid trip was to the home office!"

**Never Try To Teach A Pig To Sing; It Wastes Your Time And It Annoys The Pig.**

—Paul Dickenson

**When you reach for the stars, you may not quite get one, but you won't come up with a handful of mud either.**

—Leo Burnett

*Continued from 1st page*  
support of that voice on the other end of the line on a regular basis. Don't overtax your superintendent. He can't be in two places at once. Sure enough, you burn him out and it will end up burning you.

Another key is your subcontractor support. Build a network. Put these guys on your team. Build a relationship. Try to see them when you visit the jobsites. A sub that is getting repeat business from you and is getting paid on a timely basis will go that extra mile when you most need it.

Establishing a good relationship with your retailer counterpart is also an important key. Communicate often, keep surprises to a minimum. Keep your paperwork flow to your client up to date. You've got to remember in most cases the retailer contact has

a boss to satisfy just like you. You make his job easier by bringing in the job on time and with a minimum of problems.

In the end however, the success or failure of managing lots of projects and making profit rest on the shoulders of the manager. To do the job properly he must have (1) the support of top management and be allowed to make his own decisions. (2) good organizational skills. . . don't let the small things fall through the cracks. Keep good records. Document everything. Don't procrastinate. Tomorrow could be worse than today.

Anyway, how did we run this business without a fax machine? Oh well, Tuesday, lets see. . . Tuscon, Talahassee  
*Author: Hayward Thompson, Weekes Construction, Inc.*

## MISSION STATEMENT

To encourage participation in educational opportunities and industry seminars that will increase our understanding of our clients' needs and increase our ability to support those needs

To promote our members as professionals who are responsible, well-qualified, top-performers. To legitimize our industry and members. To promote the concept of value.

To provide our members with a forum for the appropriate exchange of information relative to retailers, landlords, superintendents, subcontractors, tradesmen and other factors that affect our business practices.

## FIRST BOARD OF DIRECTORS MEETING

On Tuesday December 18th, 1990, the first Board of Directors meeting took place with all seven elected Directors present. The elected Directors are: David Weekes, W.L. Winkel, Joe McLeod, Paul Herbert, Mike Ratner, Dick DeJager and Guy Thornberg. The Association paid for the cost of the meeting room and deli "working" lunch. All other expenses for travel, lodging, meals etc. were paid by the directors.

The six hour meeting produced good results in familiarizing everyone with the organizational results to date. The By-laws were adopted subject to approved ammendments. A logo was presented and approved. Definition of a Mission Statement with a deadline for it's adoption occurred.

A budget was discussed and tabled until a future Board meeting. The accounting period and dues year was established to be May 1st through April 30th.

The Board decided that three letters of recommendation will be adequate

for membership.

Associate membership was discussed for subcontractors, suppliers, and others. It was decided that we would not dilute the focus from retail tenant contractors at the present time. Various types of membership will continue to be discussed. Initially we chose to concentrate on defining how we can positively impact the industry from a contractor's perspective.

Twelve member companies were approved subject to all membership requirements having been met.

An analysis of our survey results was presented and discussed. The survey was mailed to nearly sixty contractors who were on our mailing list at the time. Seventeen companies responded to the survey. Future articles in the newsletter will discuss issues raised by the survey. The responses were quantified and presented by priority.

A proposed brochure for promoting RCA to retailers, the

developer/property management community and other interested parties was presented in draft form. Progress was made toward defining a finished product. The brochure was scheduled for completion within sixty days. The brochure will also be used for promoting the Association to prospective members.

The remainder of the meeting was devoted to discussions of promoting RCA to future members and clients. The Association will participate in supporting and sponsoring educational opportunities in our industry. Through participation in these opportunities we will learn more about how to better service our client's needs. Consequently we will expand our collective abilities to support their needs. The Association is committed to enhancing the industry's recognition of the professionalism that exists among Retail Tenant Contractors. We also expect to promote the concept of value through the relative worth of hiring professionals at a fair price.

*Author: Bill Winkel, Winkel Construction, Inc.*