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 deceptively 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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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.

Primitive Weapons Won’t Feed a Village
By Cynthia Paul, Managing Director, FMI Corporation

Thriving in any market stems from the ability to see into the future, determine where the market is heading, and get positioned to take advantage of opportunities. This allows a company to identify the right techniques to be successful. Opportunities exist, regardless of market conditions. The key is advanced warning, and a good plan of attack.

It may surprise you to know that FMI has a number of clients who are putting up their single-best years. Some are positioned in good market segments. Some have found areas to compete in the market that gives them a competitive advantage. Others are simply getting back to basics and executing strategies that have proven successful.

What makes these firms successful is they aligned their marketing strategies and business development activities with future market insights gained from experiences during previous recessions. In other words, instead of using the primitive weapons of earlier markets, they developed a new arsenal of tactics to remain competitive in the changing market.

Developing insights into the future starts with reflection. Think about on what your organization has faced in the last two to three years. We have faced more than 30 months of economic struggle. What would you have done differently in 2007 and 2008 if you knew that the economy would be where it is now?

• Right-sized quicker?
• Diversified into nontraditional market segments?
• Realigned your company faster?
• Shifted more resources into business development?
• Grown new skills and abilities in your people?

The lessons learned over the last several years will help operate more efficiently in the years to come. One of the key lessons is it is impossible to save your way to prosperity. Cutting costs and realigning the organization are good areas to focus on when heading into a recession. However, simply cutting back does not get you positioned to win big. There are four modern weapons needed to thrive: strategy, targeting, marketing, and business development.

Start With Strategy
In an ideal world, you would want to get positioned for a changing economic market six to 12 months in advance. However, we do not live in an ideal world, far from it. Regardless, being in position ahead of time makes solid business sense. It is the shortcut to getting ahead of the curve and capturing an advantage. Start with aligning marketing and business development activities with the business strategy (strategic plan).

Strategy answers the question of how a goal will be accomplished. To win new business, it may include:

• Being the low-cost provider (while generating a healthy bottom line)
• Positioning as the go-to contractor for franchise retailers
• Providing a unique design-build advantage that cannot be gained elsewhere

Regardless, the corporate strategy needs to identify which marketing approaches and tactics are necessary, as well as which customers and markets to target. The purpose of marketing is to keep in touch with customers and warm up prospective customers to buy on value. Business development engages in the conversation about a specific project. In far too many construction firms, marketing is tied to strategy, but lacks any real integration or collaboration with business development. Full-time business developers are far

Continued on page 2
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Robert D. Benda 2004-2006
K. Eugene Colley 2006-2008
Matthew Schimenti 2008-2012

more successful at targeting and winning work when marketing leads the way by positioning the value the company delivers (see Exhibit 1).

Targeting Customers And Markets
Deciding between a rifle and a shotgun is a decision that affects more than the outcome of a hunting trip. Shotguns are for use at close range and spread the impact over a broad area. Rifles are used when the target is specific and visible. Do you want to reach wide, blanketing a whole market? Or do you want to pinpoint where you are most likely to be successful and concentrate efforts there?

Targeting customer characteristics is much more effective than trying to target a whole market. Instead of aiming for the general market segment of retailers, you might consider targeting big-box retailers with expansion plans. Or you may decide to target a boutique shopping district to become the contractor of choice for new retailers. Whatever the target, the key is going back and digging through your completed projects to see what customers and projects have been the most successful. Then, use it to target new customers.

If you determine the characteristics of the best customers and projects, you will find a rifle that will best leverage your ability to touch the right customers with the right message and win more work. If you lack this knowledge, plan to spend more money and time employing a shotgun approach to find and win new projects.

Marketing Strategies and Business Development Activities
Using feet-on-the-street sales resources is effective for getting out and meeting people. However, it is slow to generate results as a primary tool for warming up a new market or customer segment. This is more effective at converting potential, qualified customers to real work opportunities.

To quickly warm up “cold” contacts, a blend of marketing and sales can create the one-two punch that lands new business. Not only is marketing more cost-effective per customer “touch,” but it can reach more potential customers, than sales alone.

Marketing is more than mass mailing; it is about creating conversations with existing and potential customers. It sells the big picture, drives name recognition, and establishes the added value your company brings BEFORE you start a conversation about a specific project. Without marketing, there is significant chance of ending up competing on price alone.

Ready, Aim, Shoot
Every market cycle presents both challenges and opportunities. It is sometimes difficult to see the positive aspect in the dark economic cloud that has been hovering over us, but opportunities do exist.

First, gather the facts you need about your customers, market, competitors, and company to get real about what is working and where opportunities exist. When companies have facts in hand, they are more likely to create the courageous strategies needed to break out of the pack and get ahead of competitors.

Second, be willing to invest the time and effort, to replace cases of shotgun shells with a few targeted rifle rounds of both the marketing and business development varieties.

Third, give customers a solid business reason to pick you. Identify where you can leverage your company’s capability and core competencies that will give customers an excuse to pay just a bit more for you than for the next competitor.

There are already a few markets warming up. Use the coming market changes to position your firm for success. Get the facts and get your brightest minds together six to 12 months in advance of a market change to help envision the future. Get your strategy marketing and business development aligned and prepare for rays of sunshine to start cutting through those dark clouds overhead.

Cynthia Paul is a managing director at FMI Corporation and the practice leader for business development. With a strong conviction that marketing and business development starts at the top of an organization, she works with company presidents, sales, marketing and business development executives to help create a strategic vision. She may be reached at 303-398-7206 or cpaul@fminet.com.

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President’s Message

By Art Rectenwald, President, Rectenwald Brothers Construction

Happy 2013.

Your board of directors had an excellent winter meeting in Phoenix following the CenterBuild conference; both meetings were upbeat and well attended. Highlights of the board meeting included approving applications for new membership for Kerrick Construction, Pinnacle Commercial Development, and Wolverine Building Group. Other topics discussed included the development of a Technology Committee and a report on the planning of our Annual Meeting, which as usual, will precede the SPECS Conference. This year’s RCA Annual Meeting will be in Dallas on Saturday, March 16.

The winter meeting also included the announcement of Board election results. Mike McBride was elected to another term. Newly elected members include Jack Grothe, Hunter Weekes, and Doug Marion. Congratulations to you all. We also welcomed two new Advisory Board members: Rajnesh Singh of H&M and Mike Glaser of Sterling Jewelers, Inc.

Membership in the RCA provides numerous quality benefits, which I readily list for retailers, prospective members and even some current members when they ask, “why RCA?” To our current members, I strongly encourage you to discover and utilize these many benefits.

Certainly one of the most valuable benefits that RCA has to offer is the Annual Meeting. It is a great opportunity to: network with other members, share best practices, build friendships, learn about the association, and gain knowledge from nationally recognized speakers on pressing issues. This year’s theme, “Ec Tech & Beyond,” will be packed with content based largely on feedback received from our members, with topics such as being profitable in the current economy and the latest technology tools and web based services. Don’t miss it!

I also encourage you to take advantage of the special SPECS Conference discount offered only to RCA members. See you in Dallas,

Art (art@rectenwald.com)

New Advisory Board Members

RCA’s Advisory Board is comprised of representatives from retail markets including specialty, big box, department stores, developers, architecture/engineer, and restaurant retailers. Advisory Board members are appointed by the President and serve three year terms. During that time, they actively assist the RCA Board of Directors in identifying key industry issues and formulating policies and programs designed to positively impact those issues. Meet RCA’s two newest Advisory Board members.

**Michael A. Glaser** is Director of Construction at Akron, OH-based Sterling Jewelers Inc., the US operations of Signet Jewelers Ltd., and part of the largest specialty retailer jeweler in the U.S. and U.K. with 1,857 stores. Sterling operates the number one jewelry store brand in the U.S. as “Kay® Jewelers” and the number one off-mail destination jeweler in the U.S. as “Jared® the Galleria of Jewelry,” as well as a number of regional store brands. With more than 30 years of experience in commercial construction, development and management, Mike joined Sterling in 1997 and previously worked in the banking sector with similar responsibilities.

**Rajnesh Singh** is Regional Construction Manager with Stockholm, Sweden-based Hennes & Mauritz, L.P. (H&M), the second largest global retailer. Currently in his sixth year with H&M, and 20th as an owner’s representative in the specialty retail industry, Singh has responsibility for all store development within the western U.S. Prior to joining H&M, Singh held positions in store design, construction and facilities at Warner Bros. Studio Stores, Disney Store, and Gap Inc. Rajnesh earned a bachelor’s degree in Design from the University of California at Davis.
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>Acme Enterprises, Inc.</td>
<td>Robert Russell</td>
<td>586-771-4800</td>
<td>MI</td>
<td><a href="mailto:russell@acme-enterprises.com">russell@acme-enterprises.com</a></td>
<td>2009</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>Bagat Construction, Inc.</td>
<td>Brad Bogart</td>
<td>949-453-1400</td>
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<td><a href="mailto:brad@bagartconstruction.com">brad@bagartconstruction.com</a></td>
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<td>Chance Construction Co.</td>
<td>D. Jay Chance</td>
<td>409-787-2615</td>
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<td><a href="mailto:tellinaw@chanceconstruction.com">tellinaw@chanceconstruction.com</a></td>
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<td>Commercial Contractors, Inc.</td>
<td>Kenneth Shanker</td>
<td>616-560-5400</td>
<td>MI</td>
<td><a href="mailto:kshanker@teamconstruction.com">kshanker@teamconstruction.com</a></td>
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<td>Commonwealth Building, Inc.</td>
<td>Frank Trainor</td>
<td>617-770-0050</td>
<td>MA</td>
<td><a href="mailto:frank@combuild.com">frank@combuild.com</a></td>
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<tr>
<td>David A Nice Builders</td>
<td>Brian Bacon</td>
<td>757-566-3032</td>
<td>VA</td>
<td><a href="mailto:bbacon@davidnicebuilders.com">bbacon@davidnicebuilders.com</a></td>
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<td>De Jager Construction, Inc.</td>
<td>Dan De Jager</td>
<td>616-530-0060</td>
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<td><a href="mailto:dandi@dejagerconstruction.com">dandi@dejagerconstruction.com</a></td>
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<td>Desca Professional Builders, Inc.</td>
<td>John Ridzon</td>
<td>860-870-7070</td>
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<td>DGC Capital Contracting Corp.</td>
<td>Gerry Ryan</td>
<td>914-664-7244</td>
<td>NY</td>
<td><a href="mailto:gryan@dgccapital.com">gryan@dgccapital.com</a></td>
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<td>DLP Construction</td>
<td>Dennis Pigg, Jr.</td>
<td>770-887-3573</td>
<td>GA</td>
<td><a href="mailto:dpigg@dlpconstruction.com">dpigg@dlpconstruction.com</a></td>
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<tr>
<td>Donnelly Construction</td>
<td>Frank Leane</td>
<td>973-672-1800</td>
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<td><a href="mailto:fleane@frankleane.com">fleane@frankleane.com</a></td>
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<td>E. C. Provini, Co., Inc.</td>
<td>Edmund Provini</td>
<td>732-739-8884</td>
<td>NJ</td>
<td><a href="mailto:eprovini@eprovini.com">eprovini@eprovini.com</a></td>
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<td>Eckinger Construction Company</td>
<td>Thomas Eckinger</td>
<td>330-453-2566</td>
<td>OH</td>
<td><a href="mailto:tom@eckinger.com">tom@eckinger.com</a></td>
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<td>EDC</td>
<td>Christopher Johnson</td>
<td>804-897-0900</td>
<td>VA</td>
<td><a href="mailto:cjohnson@edcweb.com">cjohnson@edcweb.com</a></td>
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<td>ELAN General Contracting Inc.</td>
<td>Adrian Johnson</td>
<td>619-284-4174</td>
<td>CA</td>
<td><a href="mailto:ajohnson@elancontracting.com">ajohnson@elancontracting.com</a></td>
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<td>Elder-Jones, Inc.</td>
<td>Brian Perkin</td>
<td>932-854-2854</td>
<td>MN</td>
<td><a href="mailto:bperkin@elderjones.com">bperkin@elderjones.com</a></td>
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<td>Federal Construction Company</td>
<td>Dean Oliveri</td>
<td>313-910-1007</td>
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<td>Gray-I.C.E. Builders</td>
<td>Robert Moore</td>
<td>714-491-1317</td>
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<td>Grey Construction Company</td>
<td>Sean Fenton</td>
<td>586-725-4400</td>
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<td>Hays Construction Company, Inc.</td>
<td>Roy Hays</td>
<td>303-794-5469</td>
<td>CO</td>
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<td>Healy Construction Services, Inc.</td>
<td>James Healy</td>
<td>708-396-0440</td>
<td>IL</td>
<td><a href="mailto:jhealy@healyconstructionservices.com">jhealy@healyconstructionservices.com</a></td>
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<td>Herman/Stewart Construction</td>
<td>Michael Dennis</td>
<td>301-731-5555</td>
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<td><a href="mailto:mdennis@herman-stewart.com">mdennis@herman-stewart.com</a></td>
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<td>International Contractors, Inc.</td>
<td>Bruce Brange</td>
<td>630-834-8043</td>
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<td><a href="mailto:bbrange@icinc.com">bbrange@icinc.com</a></td>
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<td>J.G. Construction</td>
<td>June Groth</td>
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<td>KBE Building Corporation</td>
<td>Michael Kolakowski</td>
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<td>Kerricoek Construction, Inc.</td>
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<td>NC</td>
<td><a href="mailto:jfugo@montgomerydevelopment.com">jfugo@montgomerydevelopment.com</a></td>
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<td>Lakeview Construction, Inc.</td>
<td>Kent Moon</td>
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<td>Marco Contractors, Inc.</td>
<td>Martin Smith</td>
<td>724-741-0000</td>
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<td>martymarcocontractors.com</td>
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<td>Metropolitan Contracting Co., Ltd.</td>
<td>Jane Feigenbaum</td>
<td>210-829-5542</td>
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<td><a href="mailto:jfeigenbaum@metcontracting.com">jfeigenbaum@metcontracting.com</a></td>
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<td>Montgomery Development Carolina Corp.</td>
<td>Dennis Rome</td>
<td>732-528-0080</td>
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<td>Greg Esterling</td>
<td>712-527-9745</td>
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<td>Pinacle Construction, Inc.</td>
<td>Jeff Price</td>
<td>480-461-0777</td>
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<td>RCC Associates, Inc.</td>
<td>Jeffrey T. Smith</td>
<td>941-907-0010</td>
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<td>R.E. Crawford Construction</td>
<td>Art Rectenwald</td>
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<td>970-356-3611</td>
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<td>817-491-6400</td>
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<td>Mitchell Pfichett</td>
<td>508-674-5280</td>
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<td>Russo, Inc.</td>
<td>Joe Scheiner</td>
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<td>Shrader &amp; Martinez Construction, Inc.</td>
<td>Ronald Martinez</td>
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<td>Denise Doody-Delong</td>
<td>847-773-7533</td>
<td>OH</td>
<td><a href="mailto:dodelong@singletonconstruction.net">dodelong@singletonconstruction.net</a></td>
<td>2012</td>
</tr>
<tr>
<td>Sullivan Construction Company</td>
<td>Mike Sullivan</td>
<td>954-484-3200</td>
<td>FL</td>
<td><a href="mailto:mike@buildwithsullivan.com">mike@buildwithsullivan.com</a></td>
<td>2012</td>
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<tr>
<td>TDS Construction, Inc.</td>
<td>David Scherer</td>
<td>941-795-6100</td>
<td>FL</td>
<td><a href="mailto:inbox@tdsconstruction.com">inbox@tdsconstruction.com</a></td>
<td>1994</td>
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<tr>
<td>Thomas-Grace Construction, Inc.</td>
<td>Dan Huvieux</td>
<td>651-352-1298</td>
<td>MN</td>
<td><a href="mailto:dan.huvieux@thomas-grace.com">dan.huvieux@thomas-grace.com</a></td>
<td>2012</td>
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<tr>
<td>Timberwolf Construction</td>
<td>Mike Wolff</td>
<td>909-949-0380</td>
<td>CA</td>
<td><a href="mailto:mewolff@timberwolf.com">mewolff@timberwolf.com</a></td>
<td>2008</td>
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<tr>
<td>Tom Rectenwald Construction, Inc.</td>
<td>John Taylor</td>
<td>415-259-0020</td>
<td>CA</td>
<td><a href="mailto:johntaylor@trainorconstruction.com">johntaylor@trainorconstruction.com</a></td>
<td>2012</td>
</tr>
<tr>
<td>Trainor Commercial Construction, Inc.</td>
<td>Don Thayer</td>
<td>608-271-8717</td>
<td>WI</td>
<td><a href="mailto:dthayer@trainorconstruction.com">dthayer@trainorconstruction.com</a></td>
<td>2013</td>
</tr>
<tr>
<td>Tri-North Builders, Inc.</td>
<td>John Bodary</td>
<td>757-566-3032</td>
<td>VA</td>
<td><a href="mailto:jbodary@woodscornsconstruction.com">jbodary@woodscornsconstruction.com</a></td>
<td>1996</td>
</tr>
<tr>
<td>W. S. Builders Company, Inc.</td>
<td>Michael Houseman</td>
<td>616-949-3360</td>
<td>MI</td>
<td><a href="mailto:mhouseman@volgroup.com">mhouseman@volgroup.com</a></td>
<td>2012</td>
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<tr>
<td>Winkel Construction, Inc.</td>
<td>Rick Winkel</td>
<td>352-836-0500</td>
<td>FL</td>
<td><a href="mailto:rick@winkel-construction.com">rick@winkel-construction.com</a></td>
<td>1993</td>
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<tr>
<td>Wolverine Building Group</td>
<td>Michael Houseman</td>
<td>586-939-9991</td>
<td>MI</td>
<td><a href="mailto:jbodary@woodscornsconstruction.com">jbodary@woodscornsconstruction.com</a></td>
<td>1996</td>
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Past Presidents: Where are They Now?

Tom Eckinger

By Jennifer Danquist Kilgore, Director of Business Development & Marketing/Project Manager Assistant, 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, 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.

The air up there in the clouds is very pure and fine, bracing and delicious. And why shouldn’t it be? — it is the same the angels breathe.

— Mark Twain, Roughing It, Chapter XXII, 1886

In the early 1920’s, Walter Eckinger, Sr. was working in the coal mines when he started doing small construction projects for neighbors and friends to help ends meet. In 1923, he started Eckinger Construction Company as a home builder. After World War II ended, Walter Eckinger, Jr. returned home and joined his father in the business. The company primarily built custom homes into the early 1960’s, when it began to do commercial work locally. In 1969, the company began traveling for a regional retailer doing tenant build outs and new stores. Today, Eckinger Construction is a national contractor providing general contracting services to retailers and food service companies through the U.S. and Canada.

Tom Eckinger’s first job in the construction industry was working as a carpenter in Laporte, IN, on a shoe store the day after high school graduation. When Eckinger is asked what he would be doing if he weren’t in construction, he said, “All I ever wanted to be growing up was a carpenter. I worked all through high school saving up and buying tools as I had the money to do so. When I graduated, I had a full set of tools! So I could never see myself outside of construction.”

Eckinger was elected President of Eckinger Construction in 1987, the third generation of Eckingers to oversee the company. It’s a true family business: Eckinger’s brother Rick is Vice President, sister Janice Holdsworth is CFO, wife Nancy is Payroll Manager, and sons Phil and Jeremy are Project Managers. The transition to the fourth generation of Eckinger’s has begun, with both Phil and Jeremy taking on active roles in running the company.

“My father, Walt Eckinger, Jr., is my mentor and hero,” Eckinger said. “Aside from the personal values he instilled in me as a parent, he was also the person that taught me carpentry skills as well as business skills. He taught me by example and was a wonderful man.”

Eckinger’s tenure with the RCA has been a lengthy one. He served on the Board of Directors for eight years, was chairman of the scholarship committee for six years, and chairman of the education committee for two years. He served as Secretary/Treasurer, Vice President, and President (from 2002 to 2003).

“The RCA is one of the greatest networking opportunities I’ve had available to

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Past Presidents: Where are They Now? Tom Eckinger

Continued from page 6

In his free time, Eckinger can be found on the water or in the air. He has been a pilot for over 35 years, and has flown 15 different models of planes—from single-engine piston planes to two-engine jets—and nearly 6,000 hours as pilot in command. The planes have been used primarily for business and humanitarian needs. He has flown over 100 flights for Angel Flight (angelflight.com), an organization of pilots who donate their planes and time to fly patients in need. Eckinger has flown flights ranging from infants being transported to hospitals for organ transplants to cancer patients needing specialized treatments.

Eckinger also loves to fish, golf, and work with wood. He has five children: Phil, Jeremy, Greg, Julie (Hollingsworth), and Jeff, and two step-children, Kurt and Todd Miller. He and Nancy enjoy their four grandchildren, Ethan, Dylan, Lilly, and Franklin.

The RCA thanks Eckinger for his hard work, enthusiasm, and dedication to the association, the industry, and his community.

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