

## 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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# Will Your Business Last Longer Than Any One Person?

## 4 Steps to Developing Your Succession Plan

By Mark Ernst, Ernst Enterprises, LLC

When I work with clients one of the things I ask is, do you have a formal succession plan? Most reply no, saying one of several things: I plan on doing one someday; I'm too busy now with the business; I have something worked out informally in my head.

I probe a bit deeper and ask what happens if you, a family member, or a key employee were suddenly not available for work due to illness, accident injury, or — even worse — a sudden passing away. I have had responses that range from, “Mark you don't understand. Joe (the key employee) has been here a long time. He isn't going anywhere” to “That would create a big hole.” Then they change the subject, not wanting to talk about such an unpleasant topic.

There is an unfortunate reality that we all must face if we are to prepare our business to last longer than any one person. The reality is that all of us, including our employees, will one day leave our business. A life change; a marriage or death in the family; the need to care for an aging parent or ill spouse; our own serious illness; or accident or death may cause the departure. And in many cases there is no advance warning.

What would happen if tomorrow you or a key employee were suddenly not available, and there was no one to call to get information, and everything thing on the “to-do list” is stopped? Who would pick up the reins and get things done? Where would you or your managers go to see what has to be done? What are the urgent things that must be done right away? Who must be notified? Who has critical contact information, passwords, keys, and controls? At this point, the impact of a sudden and unplanned departure or unavailability begins to hit home.

What Exactly Is Succession Planning?  
“A Succession Planning Program is a deliberate and systematic effort by an organization to ensure leadership continuity

in key positions and encourage individual career development.”<sup>1</sup>

The succession plan is a forward-looking formal program. The goal of the program is assessing present employee talent today against what will be needed in the future, and we include what development is necessary so that the employee has the skills, competencies, and experiences necessary to be ready for the future job when the job is needed. Succession planning is a way to preserve the organizational knowledge because you are not bringing in new employees to fill jobs.

All this may seem difficult or time consuming and you may not be sure where to begin to develop the plan. The balance of this article will focus on the steps you can take to develop your succession plan.



Mark Ernst

1. Think about your business 3-5 years into the future and consider how your business will change. For example, what products or services will be added and deleted; what markets and customers will be added and which will be dropped; who will be your competition, and what will be your market differentiation; and will your business be larger and more complex or change in some other way?

2. Look at the various management jobs you now have and consider the changes in the business above. How will those jobs be impacted? Create a job description for each role for the future position. Pay particular attention to the skills, competencies and experiences the manager will need to have to perform the job.

3. Assess the employees who you feel would be capable of growing into these

*Continued on page 7*

## 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

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**Don Thayer** 2011  
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**Chandler Weekes** 2013  
Weekes Construction, Inc.

## PAST PRESIDENTS

David Weekes	1990-1992
W. L. Winkler	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? Robert (Bob) Benda

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.*

He is a farm boy from Minnesota, the oldest of 10 children, and has been at the helm of Westwood Contractors, Inc. as President and CEO since 1987, when he bought a majority interest in the company. Robert (Bob) Benda is the only RCA Past President to have held the reins of the association during two separate terms, first from 1994 to 1995 and again from 2004 to 2006.

"I was first elected to the board in 1992 to fill the unexpired term of Joe McLeod of Porter & McLeod," recalled Benda. "At that time, I was also appointed to fill the Treasurer's office on an interim basis." In the spring of 1992, Benda was elected by the board as Vice President for one year and then as President the following year for a one-year term.

Benda's first job at Westwood Contractors was doing a Pier 1 Imports in Tarpon Springs, FL, where he learned about single ply membrane flat roofs. "If I was not in the commercial construction industry, I would be a retailer...the only thing I would not miss, being a merchant, would be trying to beat last year's comps," Benda joked.

I decided since Benda has served with so many of our RCA members that I would reach out to one from each term. From Benda's first term, I talked to Jack Sims of Jack E. Sims & Associates (and formally the owner of PDMS Construction). "Bob started and ended every board meeting with a Texas Six Shooter as a gavel. It was a real gun — unloaded — but brought character and interest to the start and end of every meeting. He is a smart and talented business man, and has always been a good communicator and 'people person' as well. These talents served RCA very well as the organization developed and grew in membership," commented Sims.

Bob was a big supporter when Sims developed the RCA Education Program. Not only did he participate in developing the program, he had RCA training sessions customized to meet his own company's needs every year for many years. Sims had the opportunity to teach all of those sessions and became close with Benda and his staff. In



Jackie Sims, RCA past president Jack Sims, Benda, and Bob's wife Joani at a Westwood social event following a RCA training session led by Jack.

addition to participating with Benda in the RCA Education Program, he also worked with Benda at the SPECS show for many years at the RCA's trade show booth. One memorable year, Benda and Sims worked a RCA booth designed to look like an outhouse. They designed a different booth with a different theme every year and RCA volunteers staffed the booth and advertised the RCA. Sims had the opportunity to promote RCA with Benda and they always had a good time doing it.

"I have a special relationship with Bob. When I decided to sell PDMS Construction Inc. and focus on my efforts on PDMS Design and PDMS Lighting, Westwood Contractors was a prime candidate to purchase PDMS Construction. Bob and I worked closely for many months and negotiated an agreement;

Westwood Contractors purchased PDMS Construction and merged the two companies together. It was a 'win-win' for both of us and further developed our relationship. Bob Benda has been a major contributor to RCA. 'Hugs and kisses to a great past President!'" said Sims.

Benda has really seen the industry evolve over the years, with the application of technology to our work being what he deemed "the single most dramatic change." A close second to technology would be how much more sophisticated the client organizations have become about their management and leadership of the entire retail design, development, and operations cycles.

The RCA has benefited Benda personally and professionally. "My favorite things about the RCA are the friendships, the networking, and of course the parties!" Benda laughed. "I have made close life-long friends from my RCA experience. I have learned that you get back many times over what you give as a volunteer and my service with RCA has opened many professional doors for me." Benda talked about how the association gave Westwood Contractors credibility during its early years. Westwood has always been "power users" of the RCA training programs and that has made a significant difference in the abilities of their project managers and project superintendents. According to Benda, Westwood has received



John Elder of Elder-Jones and Benda. RCA tradition has the incoming president give a token of appreciation to the outgoing president at the passing of the gavel. Elder had a plaque made that refers to the Benda's "Texas Gavel." We hear Benda never had any problem brining the group to order!

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## ADVISORY BOARD

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## COMMITTEE CHAIRS

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**Matthew Pichette**  
508-674-5280  
matp@russcoinc.com

**EDUCATION & CAREER DEVELOPMENT**  
**Don Thayer**  
608-271-8717  
dthayer@tri-north.com

**MARKETING & COMMUNICATIONS**  
**Art Rectenwald**  
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**Kent Moon**  
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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

## RCA 2010 Annual Meeting

The RCA 20th Annual Round Up, Learning From the Past, Talking about the Present, was held prior to SPECS, March 5-7, 2010 at the Gaylord Palm Resort in Kissimmee, FL. Over 80 contractors, retailers, sponsors, and other supporters enjoyed a weekend full of professional development and networking opportunities.



The weekend kicked off with a welcome reception, held in the beautiful Castillo Fort in the Gaylord.



Gathered at the Saturday evening reception, l-r: Dan De Jager, De Jager Construction; Kent Moon, Lakewood Construction; Bob Benda, Westwood Contractors; Jack Sims, Jack E. Sims & Associations; Chuck Barnes, Barnes & Associates.



Saturday's program included five sessions, addressing topical issues (the economy), technical issues (LEED construction, moisture-related flooring problems), and business tools (social media).



At the Saturday reception, l-r: Jay Saterbak, Elder-Jones; Jason Miller, Kohl's; Mike McBride, Westwood Contractors; Brian Perkkio, Elder-Jones; Sandy Sharkey, Commercial Contractors.



At the welcome reception, l-r: Hunter Weekes, Weekes Construction; Matthew Schimenti, Schimenti Construction; Brad Bogart, Bogart Construction; Danny Stone, Bogart Construction.



The 2010-2011 RCA Board, back row, l-r: Matt Pichette, Art Rectenwald, Chandler Weekes, Ken Sharkey, Don Thayer, Gene Colley; front row, l-r: Brian Perkkio, Mike McBride, Matthew Schimenti, Brad Bogart, Dan De Jager (not pictured: Mike Kolakowski).



# 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 Benmoore 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	jpnc@corna.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
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
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	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	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](http://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](mailto:info@retailcontractors.org)) of any changes to your contact information.

## Past Presidents: Where are They Now? Robert Benda

*Continued from page 2*

many new client inquiries as a result of their association with the RCA and its promotion of RCA members.

So what was it like during Benda's second term as RCA president in the 21st Century? For that I turned to our current RCA president, Matthew Schimenti, president of Schimenti Construction. "Working with Bob was a great experience. When I was a young guy having just joined the RCA, he could have turned his back on me, but he didn't. He treated me with respect and wanted to help guide me," stated Schimenti. "Bob has some major strengths, in particular his professionalism, his leadership ability, and his mentoring relationship." Benda taught Schimenti a lot and continues to do so to this day.

"Who would not want to learn from a guy who has industry and business experience like Bob's, and was such a positive in my personal development?" commented Matt. "He helped take the RCA organization to the next level and I felt honored that he tapped me to be a part of his board. If you ask me, it was as if he wanted to plant seeds for the future." Schimenti also informed me that Benda has got an impeccable talent for providing an education on choosing an unforgettable wine. Just have a dinner with him and try a different wine with each course – you can't beat that!

Hearing so many wonderful things about Benda from the people who have served with him, I wanted to know who he felt his mentor or hero

was. "Most of my RCA director colleagues have had a big impact on me, however, if I had to select one person, it would be David Weekes, Chairman of the Board of Weekes Construction." Benda said that besides Weekes being the most charming, bright, and physically gifted person he has ever had the privilege of calling a friend, "Dave was a true visionary who foresaw the value of a self-policing industry organization that could differentiate the professional operators in our business from those who cut corners." Benda also commented on how Weekes helped to educate the retailers on the value of hiring someone who could be trusted to do things the right way. "He had the charisma and strength of will to attract people to the idea and there would be no RCA without the vision of David Weekes."

In closing, if you cannot find Benda at a RCA meeting, an industry conference, meeting with a client, or working at the office, then you might want to check Telluride, CO, where he enjoys skiing in the winter and climbing, fly fishing, cycling, and hiking in the summer. When I asked if he had any guilty pleasures, he simply said "guilty pleasure!"

We salute Bob for all he has contributed to the RCA, as a board member, as a two-term president, and by just making sure we are all having a good time. He has helped to continue to build this association and wants nothing more than to see all of us and the RCA succeed and thrive in our industry.

*Next Issue: John Elder of Elder-Jones*



# RCA 2010 Intern Scholarship Winner

Congratulations to Ryan Bentz, the recipient of RCA's 2010 Intern Scholarship. This \$1,500 award is given a rising senior or junior who is enrolled as a full-time student for the Spring 2010 semester and who completed at least a two-month internship with a current RCA member company in the prior year.

Ryan is a senior and a Construction Management major at Central Connecticut State University and interned at KBE Building Corporation. According to his nomination, Ryan was one of the first interns to go through KBE's rotation program, which is set up to give interns experience in various departments. Ryan thrived in all areas, from field operations to estimating to business development. The managers with whom he worked commented on his work ethic and drive to learn more about the construction industry. After his internship was complete, Ryan continued his relationship with KBE by visiting two project sites, interviewing a superintendent for a class project, and reaching out for reference material on another class project.

Ryan says of his experience: "I was able to intern at KBE, where I made the discovery that successful families and successful companies had something in common. While working in the different departments of KBE one thing was always present—a support network. Successful companies give you the necessary guidance and tools to be a success,

just like a family does. I was given the opportunity to meet new people who contributed to a positive learning environment. I was able to work hard, absorb the knowledge, and view new business practices. My internship has helped to solidify my classroom experience. It was a good feeling to be part of a team effort."

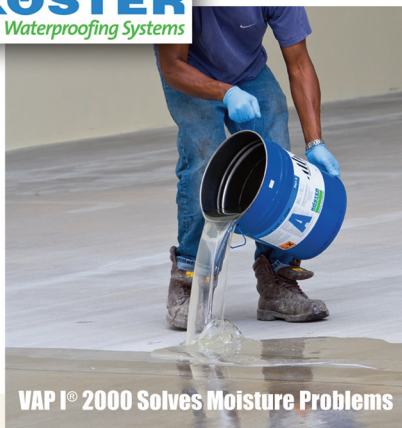
RCA's Scholarship Program supports the Intern Scholarship, in addition to providing scholarships at 18 schools with construction management programs across the country. For information on the program or to make a contribution, visit [retailcontractors.org](http://retailcontractors.org).



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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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## RCA Scholarship Recipients

Each year, RCA awards scholarships to America's top construction management students at universities throughout the United States. This signature program helps develop the business leaders of tomorrow. For this current academic year, 2009-2010, RCA has awarded scholarships to the following deserving students:

Auburn University: Brady McGee  
Bowling Green University: Robert W. Volbrecht  
California State Polytechnic University: Ryan Brown  
Clemson University: Laura K. Weber & Justin P. Burgess  
Colorado State University: TBD  
Ferris State University: Casey R. Holstege  
Kansas State University: Chris Hansen  
Minnesota State University-Mankato (Christian Elder Memorial Scholarship): Joshua Adams  
Northern Arizona University: Florin Vlad  
Pratt Institute: Jonathan Schwartz

Purdue University: Branden S. Burke  
Roger Williams University: Troy Dahlgren  
Texas A&M University: Matthew Filippo  
University of North Florida: Kyle Boivin  
University of Nebraska: Joshua Barth  
University of Oklahoma: TBD  
University of Washington: Andrea Haluptzok  
Wentworth Institute of Technology: Christopher T. Catalano



Scholarship committee member John Elder with Kansas State University recipient Chris Hansen at the May scholarship presentation ceremony.

## Will Your Business Last Longer Than Any One Person?

Continued from page 1

management roles. At this stage we typically involve the employees in the process. It may be as simple as having a career planning discussion for the purpose of identifying which employees have higher career aspirations. It is critical to find employees who have the capability and desire to grow into a bigger role. If either capability or desire is missing, the employee will not be a good succession candidate.

4. After identifying potential promotable employees, compare the employee's competencies, skills, and experience to the draft job description and identify the "gap" that is, the short fall between the employee's existing skills and the desired skills. This is the information that will be needed to create an individual development plan.

By going through these four steps you will have made a good start on building a succession

plan. The goal of developing a succession plan is that you have employees being actively groomed for future roles. Imagine the benefit to your company if employees see that they are being developed for the future. Our advice is don't wait for a great plan — implement good plans and improve them over time.

<sup>1</sup> Definition from the book, *Effective Succession Planning*, William Rothwell, AMACOM, 1994, page 6.

Mark Ernst is the founder of Ernst Enterprises, LLC. He has been a trusted advisor to CEOs and senior business leaders for over 20 years. He has an extensive background in strategic planning, mergers and acquisitions, process improvement, change management, talent acquisition, management and employee development and retention, and succession planning. [www.ernstenterprisesllc.com](http://www.ernstenterprisesllc.com)



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