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PROFESSIONAL BUILDER

MAY/JUNE 2020

2020 HOUSING GIANTS

SPECIAL REPORT

IN THIS ISSUE

- The Magnificent Middle 24
- The Largest Builders, Ranked 28
- Crisis Survival Strategies 42

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7

EDITORIAL: Into the breach—again

9

NAHB BRIEFING: Working to reopen the country

11

ULTIMATE Z.E.N. HOME: Going beyond the standard for optimal indoor air quality

13

SALES + MARKETING: How accurate is your sales attribution method?

17

PURCHASING: Rethinking the global supply chain

20

QUALITY MATTERS: Building rooms over garages for energy efficiency and comfort

24

◀ **SPECIAL REPORT:**
2020 Housing Giants

42

BUSINESS: Strategies for post-pandemic recovery

48

BUSINESS MANAGEMENT:
How to use this time to make operational improvements

52

HOUSE REVIEW: Inspiring luxury homes

60

NEW PRODUCTS: Kitchen and bath

66

Q+A: Trumark co-founders Gregg Nelson and Mike Maples on their growth strategy



ILLUSTRATION: MICHAEL GLENWOOD

24

Pro Builder's annual Housing Giants Special Report includes a ranking of the nation's largest builders by revenue and a look back at their 2019 performance

ON THE COVER:

The 2020 Housing Giants Special Report **page 24**

ILLUSTRATION: MICHAEL GLENWOOD



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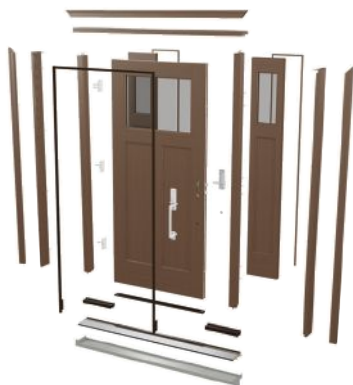
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For advertising contacts, see page 62

Into the Breach—Again

PRO BUILDER HAS BEEN PUBLISHING its list of Housing Giants for more than 50 years and, in doing so, has chronicled housing's ups and downs. For an industry generally looked upon as staid and conservative, the last half century has been a wild ride, especially the last two decades. After scaling previously unthinkable peaks in 2005 and then falling to its depths in 2012, home building fought its way back to what looked to be a sustainable and profitable undertaking.

During those long, hard years, builders did everything they could to stay solvent. They cut staff, streamlined building processes, reconfigured land deals, embraced software and data systems, expanded product offerings to appeal to new and different types of buyers, and looked to other areas for fresh opportunities. Although beating the recession took a great deal of hard work and a very long time in business-years, it seemed that the industry finally was poised on the brink of achieving what used to be the norm.

At long last, housing data started showing the fruits of the industry's labors. In December 2019, annual housing starts reached a remarkable 1.626 million units, the largest number of starts in 13 years. In January, starts increased 21.4% year over year. Total permits, single- and multifamily, rose by 9.2% to 1.551 million—the highest since March 2007. At the beginning of March 2020, when February's numbers came out, housing continued to look strong, the good news continuing with the eighth consecutive month of increasing home sales, to 6.7% year over year nationally.

But by that time the coronavirus had taken hold, and on March 13 the U.S. declared a national emergency. While home building was deemed an essential business in most states, the effects of stay-at-home orders, the number of businesses closing, and the ensuing job losses kept many Americans from shopping for a new home. Once again, home building stats fell off a cliff.

I mention this not to mourn what could have been or to bemoan the bad luck that's befallen us, but rather to call out the fact that the industry forged a comeback from the recession and it can do so again. Sadly, there's no time for resting on laurels or for regrets: Take those lessons learned and focus on this next challenge. And if you're in need of inspiration, check out the articles from senior editor Mike Beirne (page 42) and contributing editor Scott Sedam (page 48).

With this issue, *Pro Builder's* print edition temporarily transitions to a bi-monthly schedule. We're still producing as much content as ever, but more of it will be posted to our website. Bookmark our site, probuilder.com, subscribe to the Daily Feed e-newsletter, and check back frequently to take advantage of our daily articles to stay apprised of news you need to know.

STAY CONNECTED TO PROBUILDER

• **You can find** additional content on probuilder.com, including 10 more survival tips from Scott Sedam and extra K+B products

• **Check out the** latergrams of cool design moves on our Instagram feed, including a fun "hide and seek" question!



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NAHB and Trump Working to Reopen the Country

As the nation prepares to reopen from state and local stay-at-home orders in response to the coronavirus pandemic, the National Association of Home Builders is working with the Trump administration to make the transition as safe, productive, and orderly as possible.

NAHB CEO Jerry Howard is one of some 200 American industrial leaders chosen to be part of President Trump's Great American Economic Revival Industry Groups, which are charged with working together to chart the path forward. In support of that goal, NAHB delivered a broad

range of policy proposals designed to help the housing industry lead the nation out of the current economic slowdown and continue as an engine of job growth and economic strength for years to come. These proposals will:

- Ensure single-family and multifamily borrowers have flexibility on their forbearance repayment.
- Provide direct rental assistance and other solutions to multifamily owners to address lost rental payments.
- Advance the maximum \$10,000 amount to all applicants that applied for the Small

Business Administration's (SBA) Economic Injury Disaster Loan program.

- Broaden access to the SBA's Paycheck Protection Program to include more single-family and multifamily builders and developers.

- Ensure single-family and multifamily builders/developers, remodelers, and property owners are eligible for the Federal Reserve's Main Street Lending Program.

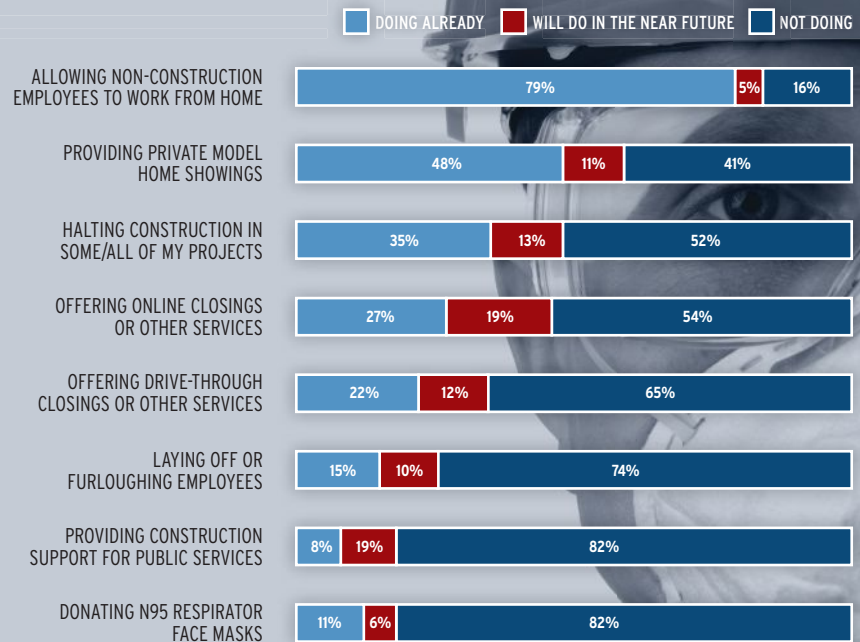
Details about these and other NAHB policy proposals for supporting the industry and housing production over the longer term can be found at nabh.org/coronavirus.

A recent NAHB survey indicates the majority of builders are implementing or planning to implement several measures that allow them to continue selling homes during the coronavirus pandemic restrictions. The most common tactic is enabling private showings of model homes (48%), but online (27%) and drive-through (22%) closings are also being offered.

In addition—and consistent with the recent decline in housing starts caused by pandemic restrictions—35% of builders say they halted construction for some or all of their projects, with another 13% considering it. So far, however, less than 25% were laying off or furloughing employees, and most (79%) had already allowed non-construction employees to work from home.

What happens with home builders in the future depends on the duration of virus-induced slowdowns or shutdowns and the effectiveness of policies to mitigate their effects (such as loans to provide needed funding to small residential construction businesses) and the number of states that classify residential construction as an essential business.

BUILDER RESPONSES TO THE CORONAVIRUS PANDEMIC



SOURCE: APRIL 2020 NAHB/WELLS FARGO HOUSING MARKET INDEX SURVEY

ABOUT NAHB: The National Association of Home Builders is a Washington, D.C.-based trade association representing more than 140,000 members involved in home building, remodeling, multifamily construction, property management, subcontracting, design, housing finance, building product manufacturing, and other aspects of residential and light commercial construction. For more, visit nabh.org.



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THE Z.E.N. OF IAQ

The Ultimate Zero Energy Now Home stretches the boundaries of a fully integrated indoor air quality system to address health concerns

By Charlie Wardell

Indoor air quality was a hot sales button even before “stay at home” became a national battle cry. “We’ve never needed to convince our buyers that health is important,” says Bill Rectanus, VP of operations for Thrive Home Builders, in Denver, which is partnering with *Pro Builder* and the Energy & Environmental Building Alliance (EEBA) to build The Ultimate Z.E.N. (Zero Energy Now) Home. “We just need to show them how we support it,” he says.

Beyond the Standard

Indoor air quality, or IAQ, has long been a cornerstone of Thrive’s brand, and the builder has followed the standards of the Environmental Protection Agency’s Indoor airPLUS program, contributing to the 16,584 homes certified since 2016.

You could call the Ultimate Z.E.N. home “Indoor airPLUS Plus,” after Thrive augmented the EPA’s baseline. “We wanted to use this project to show builders ways to integrate IAQ products to maintain a healthy environment,” Rectanus says.

Key System Elements

Exhaust-only ventilation: Fresh air will be provided by what Rectanus calls “a pseudo balanced system.” An exhaust fan in the laundry room will run continuously at low speed to remove stale air, while a fresh-air supply fan in the basement’s mechanical room will provide makeup air into the HVAC return. That fan includes

a MERV 8 air filter and sensors that regulate the fan within preset temperature and humidity parameters.

Advanced filtration: Air introduced to the return plenum will be further purified by an air cleaner, then delivered to the home’s supply ducts by an air handling unit programmed to run continuously at low speed. The electrostatic MERV 13 filter is designed to remove 99% of airborne allergens.

Humidification: Proper indoor humidity is crucial for good health. “Humans are healthiest at a relative humidity of between 35% and 45%,” says Brandon Glancy of Aprilaire, a manufacturer of IAQ-related products. For Denver’s dry climate, the home will include Aprilaire’s whole-house humidifier to maintain indoor relative humidity at healthy levels using the forced-air distribution system.

Active radon mitigation: Beneath the home’s basement slab is a sealed vapor barrier over a horizontal perforated pipe buried in 4 inches of clean gravel. That pipe will connect to a vertical pipe that extends through the roof, and a continuously running in-line exhaust fan in the attic will actively mitigate any radon gas.

Monitoring and control: Panasonic’s new Cosmos air quality system uses sensors in the bedrooms, kitchen, and living room to communicate wirelessly with a router to ramp up the home’s exhaust fans or to turn on the range hood when VOCs, carbon dioxide, or particulates exceed preset levels.



Key elements of the Ultimate Z.E.N. home’s integrated indoor air quality system include (from top): the Aprilaire 5000 air cleaner, and Panasonic’s Cosmos air quality monitor and WhisperGreen Select local exhaust fans.

Lasting Value

Of course, the COVID-19 pandemic has made people even more anxious about health issues, perhaps permanently so. “The message that home is the safest, healthiest place to be will linger long after the pandemic has passed,” Rectanus says, giving healthy homes with managed indoor air quality an edge in every market. **PB**

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Your Attribution Method Is Lying to You

No matter what methods you choose to directly attribute sales from marketing, chances are they're not telling you the complete story

By Kevin Oakley

More than 100 years ago, marketing pioneer John Wanamaker famously said, “Half the money I spend on advertising is wasted; the trouble is I don’t know which half.” Now, thanks to digital advertising, the majority of marketers have a different ethos: “Whatever I can’t directly attribute sales results to is

wasteful.” In other words, if an ad, sign, post, blog, or any other marketing tactic can’t be traced as the reason someone purchased your home, then it wasn’t worth what you paid for it.

But in my opinion, the pendulum has swung too far in the opposite direction—from complete ignorance of marketing’s

direct effectiveness on sales to supreme overconfidence in digital attribution. Both extremes are dangerous.

The Promise of Attribution

Attribution is defined as the action of something being caused by something else; simply, a clear cause and effect. In the most direct example for new-home sales and marketing, an ad campaign is attributed with causing 30 leads, 10 appointments, and two home sales.

In traditional advertising, attribution was done mostly through a pure cause-and-effect correlation; your sales results occurred within 30 days of running radio ads, so those ads must have influenced your results. The lack of data in that assumption is what made Wanamaker’s sentiment universally famous among executives frustrated with the amount of money being spent on ads without much direct accountability.

It is the ability to track and measure in a way previously unthinkable that helped digital marketing grow at such a precipitous pace. Finally, there was a fact-based way to confirm an ad was viewed, and if the consumer took action on it or not. As a result, banner ads were sold by the billions in the late 1990s and early 2000s, and the clicks piled up.

The problem was that neither ad impressions nor clicks really had a direct connection to sales. Marketers could buy millions of ad impressions for just a few hundred dollars and end up with no attributable sales. This caused the first dot-com ad bubble to burst and deep distrust of online advertising to settle in for a few years.

New Approaches

Then, in late 2007, Google ads based on keywords really started to take off and it seemed like digital ads were delivering on their original promise of attribution. Now you could connect consumers’ intent to the ad because the consumer had to put something into the search box to let Google know what they were looking for.

Around the same time, last-click attribution became a key focus for marketers. That



PHOTO: MATTEO F. / STOCK.ADOBE.COM

term is defined as the marketing channel that drove the “last click” the consumer made before entering your website and converting to a lead or purchase.

The theory of last-click attribution is analogous to the way many builders think about real estate agents, that is, if an agent is the “procuring cause” for a buyer visiting their model home, builders are happy to pay a referral fee. However, if the customer walks into the model home on their own and doesn’t let anyone know an agent is involved until a month later, the attributable value of the agent is suspect.

For last-click attribution, then, it stood to reason that if someone typed in “new homes Columbus” and completed a registration form on your website, the credit for that lead should be fully attributed to Google.

When you view an attribution report and see that Google is driving the majority of

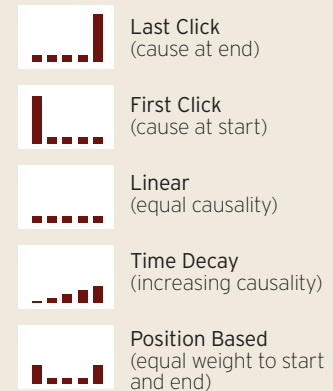
your online conversions, what’s a marketer to do with that data and insight? Invest more into the platform, of course! That “cause and effect” thinking drove up Google’s ad revenue from \$16 billion in 2007 to over \$134 billion in 2019 ... setting the stage for the second dot-com ad bubble to burst.

Lies, All Lies

The problem is that today most last-click conversions coming from Google ads are from keywords that imply the consumer was heavily influenced by other forms of advertising, such as social media, Zillow, or previous organic searches.

For instance, if I type “Happy Acres Builders” in a Google search, it implies that I became aware of Happy Acres Builders from some other source; how else would I know to search for that specific brand name? Yet last-click attribution won’t give

PLACING ATTRIBUTION VALUE (ACCORDING TO GOOGLE)



credit to anything else but that builder’s Google ad (whether I actually saw it or not) for my search term.

That disconnect is compounded by many digital marketing agencies that mask these details when reporting results, in an attempt to show their strategy’s overall effectiveness.

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If you suspect your agency is doing this, look for reporting that doesn't distinguish between unbranded searches (for example, "New homes Columbus") and branded ones ("Happy Acres Builders"), or when they use made-up math such as "return on ad spend" (ROAS) to prove their value for your sales and marketing investments.

Information vs. Winning

In a customer journey as long, complex, and emotionally charged as searching for a new home, last-click attribution is clearly not the exact science many experts pretend it is.

This wariness has spurred other attribution methods, such as "first click" (the cause of the beginning of the customer journey), "linear" (equal causality across clicks), "time decay" (the closer to the conversion the more value is applied), and "position based" (80% credit given to first and

last click with the rest split evenly; see the "Placing Attribution Value" graphic, at left).

The hard truth is that none of them are perfect and all of them need to be treated as informative, not an exact science. Builders and marketers need to stop perpetuating the belief that they can track everything.

The rise of privacy protection efforts such as the European Union's GDPR (General Data Protection Regulation) and the CCPA (California Consumer Privacy Act) are further reducing the transparency for marketers, causing some to cling even more tightly to last-click attribution and others to give up on the idea of attribution entirely.

The best way forward is to use attribution data as part of your analysis, but more importantly to build out your own quantitative and qualitative knowledge about how consumers shop for a new home today ... by simply asking them, either in person

or on a survey: Where are you spending your time? With what mediums? What technology? Who do you trust or look to for advice?

Of course, we all want more useful data, but not so we can remove ourselves from the decision-making process entirely. For now, the best machine for the job is still a human. Opportunities for innovation and disruption are found in the spaces between what attribution data says and what we know from direct observation of human behavior. **PB**



Kevin Oakley is managing partner at Do You Convert, a company focused on online sales and marketing for home builders and developers.

For more information and resources, visit doyouconvert.com.

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Rethinking the Global Supply Chain

Avoiding supply-chain disruptions in the future (and especially in a crisis) requires a recommitment to American-made products

By Tony Callahan



Talk with your suppliers and they'll tell you most of the materials and products they stock and sell either come from China or are manufactured with one or more components made in China. Very few building products are made completely in the United States.

Day to day, that reality can sometimes be problematic, but in a crisis such as a global pandemic, it's a serious problem. Remember in the early months of COVID-19 how hard it was to get personal protective equipment, namely face masks, hand sanitizer,

and gloves? Similarly, we often think some building materials are more critical than others, but any material is critical when you can't get it.

So perhaps we do need to rethink our approach to building products and where they are made. The benefits of a stronger domestic manufacturing base include shorter lead times, greater design agility and resource efficiency, and better risk mitigation. Buying U.S.-made products also creates jobs, which benefits homebuyers working to afford the homes we build.

Lead Time

My first job during my senior year in high school and all through college was in a manufacturing plant, where we made products of steel, wire, and wood. The company also sourced injection-molded, vacuum-formed, and rotational-molded plastic components from other local manufacturers. It had a paint line, screen printing, sewing, and tool-and-die capabilities as well, using a wide range of materials to make everything from store displays to truck parts. And the company drop-shipped to your location.

To reap the same benefits now, look for U.S. companies that manufacture roof tile, engineered wood products, windows, doors, stone, brick, and other products. They likely can help you when you're in a pinch and require products manufactured quickly. Need something from China quickly? If you can get it at all in this crisis, it will require air freight, and those 6,000 miles won't be cheap in dollars or the resulting burden on the environment.

Design Agility

It's much easier to design products for your homes when you're working with a local manufacturer. You can sit around a table together and use techniques, such as concurrent engineering, to design new products or tweak existing ones. Local manufacturers often respond quickly with prototypes, and they typically have the ability to tweak them to meet your schedule.

Think of the work you may have done with a local metal shop for ornamental iron, with a lumberyard that provides wall panels, or with a local truss manufacturer. You can make changes in days, instead of the months required when using an offshore supplier. There's something to be said for proximity, and there's a true value attached.

Resource Efficiency

Obviously, it also takes a lot less fuel to transport building products from city to city or state to state than it does to transport them around the world.

I remember talking with an importer who purchased oak boards from the U.S.,

shipped them to China to be made into volutes, S-turns, and other stair parts, and then had the parts shipped back. Talk about resource inefficiency! Ship raw material 6,000 miles, convert it to finished goods, then ship it back 6,000 miles? I have to believe we could use CNC (computer numerical control) machines and other technologies to do the same thing here in the U.S.

Another aspect of sustainability related to U.S. manufacturing is that this country has some of the toughest environmental laws on the planet. If it's made in the U.S.A., you have some comfort knowing

the products were made with less impact to our environment.

Risk Mitigation

Remember the Chinese drywall incident in the mid-2000s that rocked home building?

Builders were forced to rip toxic drywall out of finished homes while homeowners were relocated and their lives disrupted. What a mess that was. Google search "Chinese manufacturer recalls" and the search results will be filled with similar examples from over the years.

Beyond latent defects and liability, another aspect of risk mitigation

is the ability to actually procure needed products during a crisis.

When there was a shortage of hand sanitizer, local distilleries quickly converted their manufacturing gear to produce hand sanitizer, while other domestic manufacturers started making everything from face masks to ventilators and face shields for health care workers and first responders.

Next up might be prescription drugs. Most of the world's supply is made in China. What if that country decided to stop shipping those drugs? These are all risks we must do a better job of managing.

De-Globalizing the Supply Chain

So why do we use so many products from China and other countries? In many instances it's because those products are no longer made in the U.S. Can you think

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of a single domestic decorative lighting manufacturer? I can't. Most electronics are made overseas; if not the whole product, then one or more of the components. In other instances, cost is a driving factor in the globalization of manufacturing and supply chains.

Perhaps it's time we looked at how to bridge that cost divide or at least work to get our product costs within a relevant range of imported goods by utilizing technology. I think most Americans would pay a little more if they knew the product was made in the United States.

I'm not suggesting that everything should be made in America, but the pendulum has swung too far toward globally sourced materials. When tariffs were added to Chinese-made products a few years ago, we simply started purchasing those same products from other countries. But

what we need is to do all we can to bring manufacturing back to America.

I read somewhere that Japan is providing incentives for Japanese firms to relocate their manufacturing operations from China back to Japan. Perhaps the U.S. should do the same.

For now, we all can do our part by searching out domestically made products. Sometimes this requires more legwork and takes longer, but we need to take the time.

For those of you reading this who are manufacturers, consider making more of your products or components domestically and look for ways to incorporate robotics or other technologies to reduce labor costs. Embrace a Lean Thinking methodology toward continuous improvement and to relentlessly drive waste out of your processes, including ways to reuse all of your scrap to reduce raw material costs.

And, perhaps most importantly, engage every employee in your journey. The people closest to the process are the most knowledgeable about that process and therefore in the best position to improve it.

In summary, we need to do whatever we possibly can to balance domestically versus globally sourced products. There are benefits to domestically made products, especially in a crisis. We must learn from our experience ... and our experience this year has taught us that the globally sourced pendulum has swung way too far toward outsourcing critically needed manufacturing capacity. **PB**



Tony Callahan, CPSM, CSCP, has worked in the building industry for two-plus decades and is an expert in purchasing and supply chain management.

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ACHIEVING COMFORT ABOVE THE GARAGE

ROOMS BUILT OVER GARAGES REQUIRE SPECIAL ATTENTION TO ENSURE EFFICIENCY AND THE DESIRED LEVEL OF COMFORT

By Graham Davis

In two-story homes, rooms built directly or partially over the garage are among the most challenging for maintaining desired indoor temperature and comfort.

This is usually because these spaces have more surface area in contact with the exterior. There is the attic space, two or three perimeter walls (depending on the design and number of rooms to be finished), and the floor. In many cases there also is an attic knee wall separating the room from an attic space over the garage.

However, if built correctly, rooms over garages should be just as comfortable as any other space in the house. Here's how.

Floors Above the Garage

Two factors must be addressed here: air sealing and insulation.

- **Air sealing:** Before insulating, the perimeter of the floor system should be thoroughly air sealed at the rim joists. Best practice is to apply closed-cell spray foam insulation to cover the entirety of the rim joists, but a standard foam or sealant at the joints can be used to make that connection as airtight as possible.

- **Insulation:** One of the best ways to insulate the floor system is using a net-and-blow approach.

Once you lay down the subflooring (floor deck) in the bonus room, staple a netting material across the surface of the exposed floor joists in the garage and completely

fill the floor with blown-in (dry) insulation (see image 2, opposite).

You can also achieve a complete cavity fill with multiple layers of batt insulation. But if you don't completely fill the cavity, the batts must at least be installed in contact with the floor deck above (see image 1, opposite), to prevent air movement between the insulation and the floor.

Attic Knee Walls

The next, equally important area to address is attic knee walls. Simply, any portion of wall separating the garage attic from the finished room must be fully sheathed.

If you can peer into the garage attic from the room (see image 3, opposite)—a common occurrence in open-frame construction—you have a problem.

To fix it, make sure the exterior side of the wall is fully sheathed and air sealed to create a draftstop for the wall insulation, otherwise this section of wall will be hot in the summer and cold in the winter, dramatically affecting room temperature and occupant comfort.

Heating and Cooling

It's also critical to make sure the supply ducting to the room is properly sized and

correctly installed. Rigid sheet-metal ducts through the floor should be insulated, while flexible ducting through the attic must be free of kinks, hard bends, and other airflow restrictions.

Don't rely on door undercuts for the return air path. Instead, provide either a return air path. Instead, provide either a jump duct or transfer grille from these rooms to the main body of the home, or provide a dedicated return. If you don't and the door to the room is closed without allowing a sufficient return air path, the room will pressurize and slow down the supply air, which will affect room comfort.

Everything else about building a room over the garage can be done in the same manner as the rest of the home: air seal wall penetrations, properly install the attic and wall insulation, and use Energy Star-rated fenestration.

Do these things right, and rooms over the garage can have the same level of comfort as the rest of the house. **PB**

Graham Davis drives quality and performance in home building as a building performance specialist of the PERFORM Builder Solutions team at IBACOS.

DO THESE THINGS TO ENSURE ROOMS OVER THE GARAGE WILL HAVE THE SAME LEVEL OF COMFORT AS THE REST OF THE HOUSE



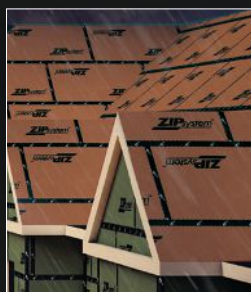
1 AN EXAMPLE OF FIBERGLASS BATTS INSTALLED SO THEY ARE IN CONTACT WITH THE FLOOR ABOVE.

2 THIS FLOOR SYSTEM WAS NETTED TO BE COMPLETELY FILLED WITH BLOWN-IN INSULATION (AKA NET-AND-BLOW).



3 A "HOT WALL" WILL NEED TO HAVE SHEATHING ON THE EXTERIOR SIDE TO PROVIDE A SIX-SIDED ENCLOSURE FOR THE WALL INSULATION.





FORTIFY YOUR ROOF AGAINST THE STORM

When it comes to building in storm-prone areas, a high-performance, sealed roof deck can help protect your home against wind-driven rain. Featuring a built-in water-resistant barrier and taped panel seams, ZIP System® sheathing and tape helps meet resilient building standards by FORTIFIED® Home™, while reducing installation steps and eliminating the need for felt.

Visit ZIPSystem.com/Roof to learn how to protect your build.

ZIPsystem™
SHEATHING & TAPE

Circle 762

ZIP SYSTEM™ ROOF ASSEMBLY STAYS DRY IN HURRICANE CONDITIONS



The Insurance Institute for Business & Home Safety (IBHS) conducted a hurricane-force, wind-driven rain demonstration on January 9, 2020, to show the water resistance of a FORTIFIED Roof™ built with a ZIP System Roof Assembly. ZIP System Roof Assembly is the first manufacturer-warranted roof sheathing system that meets the sealed roof deck standard for a FORTIFIED Roof. FORTIFIED Roof sealed roof deck standards are based on more than 20 years of scientific research and real-world testing.

In the demonstration, 105 fans reaching peak speeds of 105 mph and a rainfall rate of 8 inches per hour were released onto a model house outfitted with a ZIP System Roof Assembly. The wall of fans was programmed to provide gusts and triangulation of wind to replicate wind trace data collected during Hurricane Florence. The sealed roof deck built with ZIP System® sheathing and tape was 830 square feet and faced over 2,000 gallons of rain in 30 minutes, equating to about 4 inches during the 30-minute demo.

“We’ve calculated that an unsealed roof deck allows up to 60% of the rain that hits a damaged roof to enter the attic. A sealed roof deck can reduce water entry by as much as 95%,” said Anne Cope, Ph.D., P.E., chief engineer for IBHS. “If all the shingles came off a 2,000-square-foot unsealed roof, up to 750 gallons of water could enter the attic for every inch of rain that falls — equivalent to nine bathtubs full of water.”

“We’ve calculated that an unsealed roof deck allows up to 60% of the rain that hits a damaged roof to enter the attic. A sealed roof deck can reduce water entry by as much as 95%.”

Anne Cope, Ph.D., P.E.
Chief Engineer, IBHS

The resulting well-protected interior with a dry attic demonstrated that ZIP System Roof Assembly provides an effective water barrier even when completely exposed during Category 1 hurricane conditions.

“This impressive demonstration subjected the ZIP System Roof Assembly to a punishing, realistic period of high wind and wind-driven rain. The rain downpours and wind gusts simulated those that occurred during Hurricane Florence,” said Kurt Koch, vice president of product engineering and quality for Huber Engineered Woods. “We couldn’t be happier with the results — ZIP System® roof really delivered as a sealed roof deck solution. We are proud of the team and their accomplishments to create the first fully warranted roof sheathing system that meets the sealed roof deck standards for a FORTIFIED roof.”

ZIP System Roof Assembly is a streamlined approach to a sealed roof deck using integrated sheathing with a built-in, weather-resistive underlayment and taped seams. It eliminates the need for felt and provides a continuous water and air barrier that helps meet FORTIFIED Roof standards to keep the water out, even in a high-wind-driven rain event.

Since its introduction in 2006, ZIP System sheathing and tape has been widely adopted by construction teams as a replacement for traditional sheathing and housewrap or felt. Completed with taped panel seams using high-performance ZIP System™ flashing tape, the system helps achieve quicker dry-in and reduces the risk of re-work, while providing advanced moisture protection and reduced air leakage.

The IBHS mission is to conduct objective, scientific research to identify and promote effective actions that strengthen homes, businesses and communities against natural disasters and other causes of loss. Learn more about IBHS at [DisasterSafety.org](https://www.disastersafety.org).

Watch the full IBHS demonstration by scanning the QR code below.



For more information on ZIP System Roof Assembly, visit ZIPSystem.com/Roof.



2020 HOUSING GIANTS SPECIAL REPORT



ILLUSTRATION: MICHAEL GLENWOOD

THE MAGNIFICENT MIDDLE

IN THE SHADOW OF THE TOP 20
GIANTS AND THEIR IMPRESSIVE
NUMBERS, MIDSIZE PRODUCTION
BUILDERS ARE VITAL TO THE
INDUSTRY'S GROWTH AND
RESILIENCE

BY RICH BINSACCA, EDITOR-IN-CHIEF

Maybe it's because I'm the second child of three, or a member of a generation wedged between Baby Boomers and Millennials, or because I root for a perennial .500 baseball team, but I have a soft spot for builders in the middle of our Housing Giants rankings.

Often overshadowed by their overachieving big brothers (the publics) or über-creative and nimble smaller siblings, production builders in the center of our annual list rarely get much attention—the classic middle-child syndrome.

And why should they? After all, those ranked from 21 to 150 by revenue commanded only about 8.4% of all home closings in 2019, while the market share among the top 20 continued to grow ... often by gobbling up well-run and profitable builders occupying the ranks below them.

But viewed another way, those midsize, mostly local Giants collectively averaged 418 closings per workday last year and corralled nearly \$41 billion in sales revenue that supported local economies in Portage, Mich., Monroe, N.C., Roseville, Calif., and Brentwood, Tenn., among dozens of other communities.

They also account for every one of the builders that have earned a National Housing Quality (NHQ) Award for operational excellence over

the last decade, and make up seven of our annual Builder of the Year honorees since 2011. They may not be well-known outside of where they build, but as a group they are an impressive bunch of builders looking to get better and sustain success.

MODEL MIDDLE BUILDERS

Consider The Villages of Lake Sumter, in Central Florida, No. 37 on this year's list with nearly \$600 million in total home building revenue from 2,287 closings and more than \$166 million in developed lot sales. The third-generation company, founded in 1959 by president Mark Morse's grandfather, focuses exclusively on detached single-family homes priced in the \$320s for active adults, a strategy that boosted the company six spots from #43 in last year's ranking.

Or No. 115, Tim Lewis Communities, in Roseville, Calif., northeast of Sacramento, which earned \$137.3 million last year on "just" 205 closings, gaining in both counts compared to 2018. Offering a mix of starter and first- and second-move-up product priced from the \$380,000s to \$800,000s, most of it presold, the company made plans to expand into nearby Yolo County in 2020.

Then there's No. 142, Tilson Home, in Houston, founded way back in 1932 (during the Great Depression, if you're looking for inspiration), which bagged \$105 million across 367 closings in 2019. Building on scattered infill and rural lots, the company opened a new, smaller model last year in Huntsville, about 70 miles north of Houston, to better suit the expectations of buyers in an acre-lot neighborhood.

Right behind them is Hakes Brothers at No. 144, a Las Cruces, N.M., builder that racked up \$104.8 million on 421 closings of entry-level and move-up homes, all within the \$200,000s (and a third of them energy certified) for buyers in the company's home state and neighboring Texas.

And don't forget True Homes, in Monroe, N.C., winner of an NHQ Gold Award in 2019, which rose four places to No. 47 in the rankings after earning \$432 million on 1,663 closings in 2019, a leap of \$30 million and 104 units from 2018.

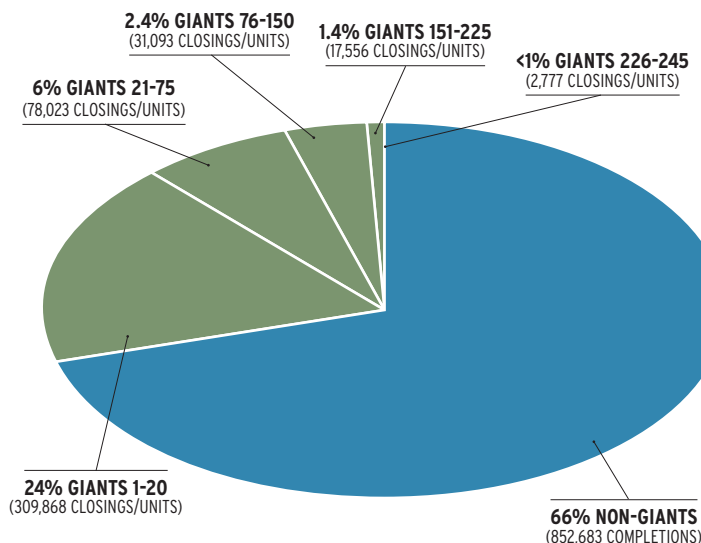
Such successes last year were expected to springboard these and other builders into an even better 2020 ... plans that were derailed within the first quarter by a global pandemic. "The big question is how long the tail will be on the shutdown and recovery," said one midsize builder. "That will set the tone for 2021."

LOOKING BACK

Even just a few months into 2020, it seemed so long ago that many in the housing industry were celebrating 2019 as the end of a long recovery from the Great Recession.

That sentiment was true even in light of a six-month hangover after a poor end to 2018 ... until the Fed dropped interest rates in July 2019 (and again in September and late October) to spark a resurgence in sales traffic and actual sales. The 328,000 new homes started in the fourth quarter of 2019 were the highest since 2005, contributing to 1.37 million for the year, a 3.1% annual gain. Within

HOUSING GIANTS MARKET SHARE IN 2019



BASE: 246 / SOURCES: PRO BUILDER 2020 HOUSING GIANTS REPORT; U.S. CENSUS BUREAU

CONSOLIDATION REMAINS a key driver for growth among the top 20 Giants, which increased market share from 20% to 24% and closed 72,000 more units than the year before—a 23% leap—while those below them on the list remained basically flat year over year.

that number, single-family starts ended slightly up over 2018, while the multifamily sector enjoyed its best year since 2011.

Based on that performance, bolstered by low interest rates and inventory, the seasonally adjusted annual rate for 2020 was pegged at 1.55 million housing units as of January's numbers—a 9.2% gain—and permits issued in the top 20 markets in January 2020 were a whopping 48% better year over year. Single-family home sales were predicted to top 760,000—a 19% gain from a year before—and private residential construction spending was up 9% to \$5.54 billion over the same period.

Then COVID-19 hit, and the party ended.

LOOKING FORWARD

For sure, the most recent metrics for housing are bad in the midst of health-related work restrictions, but the strength of the industry coming out of 2019 and through February of this year indicates it will help lead the country back from its latest brink.

"The end of 2019 was unusually strong for a fourth quarter and all of the underlying fundamentals of housing look fairly healthy," says Devyn Bachman, senior manager of research at John Burns Real Estate Consulting. "We won't jump back to where we were on March 1st, but absolutely there is some resilience."

In addition to low interest rates, 1.2 million units in progress as of March, and multiple federal stimulus packages to keep money flowing into the economy, Bachman is impressed and encouraged by how quickly builders adapted to the health crisis. "Builders were forced to figure out technological solutions to help maintain sales

TOTAL NEW RESIDENTIAL REVENUE (\$ BILLIONS) AND UNITS AMONG TOP 225 HOUSING GIANTS



BASE: 225 / SOURCE: PRO BUILDER 2020 HOUSING GIANTS REPORT

2019 WAS THE BEST YEAR yet since the Great Recession for *Pro Builder's* Giants, with a 6.3% bump in home building revenue and more than 63,000 additional units closed or completed compared with 2018.

and serve customers,” she says, pointing to virtual reality platforms, video conferencing, electronic documentation, and remote door locks to allow scheduled model home tours minus the sales rep.

National Association of Home Builders chief economist Robert Dietz is similarly encouraged, if also wary of an uncertain future for the economy as a whole and housing’s relative strength and resilience. “Ours was among the more conservative housing forecasts for 2020,” he says, recalling NAHB’s prediction for 3% growth while others were double that or more. “Housing was up a little bit in 2019 [compared with 2018], and builder confidence was strong.”

And, unlike the Great Recession, which Dietz describes as a financial crisis that snowballed into a massive overhang of housing inventory, among other ripple effects, “We entered this COVID-19

BIGGEST OPPORTUNITIES ANTICIPATED BY GIANTS IN 2020*

	2020	2019
OPERATIONAL EFFICIENCIES	62%	61%
THE ECONOMY	51%	52%
MARKET EXPANSION	35%	24%
NICHE MARKET OPPORTUNITIES	34%	37%
BETTER MARKETING	24%	24%

BASE: 246 / SOURCE: PRO BUILDER 2020 HOUSING GIANTS REPORT. *ASKED BEFORE COVID-19 PANDEMIC.

BEFORE COVID-19 RESTRICTIONS, Giants anticipated big opportunities to expand within and/or outside their existing markets, a strategy that aligns with ongoing industry consolidation, especially at the top.

BIGGEST CHALLENGES ANTICIPATED BY GIANTS IN 2020*

	2020	2019
AVAILABILITY OF LAND	65%	54%
SCARCITY OF SKILLED LABOR	58%	67%
RISING HOME PRICES	30%	19%
GOVERNMENT REGULATIONS	29%	N/A
INCREASED COMPETITION	25%	17%

BASE: 246 / SOURCE: PRO BUILDER 2020 HOUSING GIANTS REPORT. *ASKED BEFORE COVID-19 PANDEMIC

BEFORE COVID-19 RESTRICTIONS, the rising challenge of land availability and regulatory barriers, coupled with decreasing stress levels, among other hurdles, speaks to an industry ready to break out in 2020.

SINGLE-FAMILY DETACHED HOMES: SIZES AND PRICES

AVERAGE SQUARE FEET PER HOUSING TYPE	2019	2018	% CHANGE
STARTER	1,934	2,188	-11.6%
FIRST MOVE-UP	2,474	2,461	+0.5%
SECOND MOVE-UP AND BEYOND	3,105	3,172	-2.1%
AVERAGE SALES PRICE PER HOUSING TYPE	2019	2018	% CHANGE
STARTER	\$271,602	\$250,641	+8.4%
FIRST MOVE-UP	\$393,162	\$383,051	+2.6%
SECOND MOVE-UP AND BEYOND	\$574,111	\$565,129	+1.6%

BASE: 246 / SOURCE: PRO BUILDER 2020 HOUSING GIANTS REPORT

WITH HOME SIZES GENERALLY remaining consistent year over year (with the exception of shrinking starter homes), pricing increases at every level indicate rising land, labor, and regulatory costs.

situation in a totally different position,” he says, “with a lack of inventory that won’t result in a flood of homes entering the market and only a slight decline in pricing.”

Of course, the longer restrictions linger, or if a widespread rebound of the virus occurs, housing’s relative strengths won’t likely be as sustainable. “How it plays out really depends on the U.S. economy,” Bachman says. “At some point, it doesn’t matter how well housing looks, there won’t be homebuyers confident enough to purchase.” **PB**



2020 HOUSING GIANTS SPECIAL REPORT

RANK	PREVIOUS RANK	COMPANY	YEAR FOUNDED	2019 HOUSING REVENUE	2019 CLOSINGS / UNITS	% REVENUE CHANGE FROM 2018	TOTAL OTHER REVENUE	HOUSING TYPES	% STARTER	% 1ST MOVE-UP	% 2ND MOVE-UP AND BEYOND	% ACTIVE ADULT / RETIREMENT	% VACATION / SECOND HOME	% PRODUCTION HOMES	% SEMI-CUSTOM HOMES	% CUSTOM HOMES
1	1	Lennar Miami, FL / Rick Beckwith / lennar.com	1954	\$20,560,147,000	51,491	9%	\$1,699,414,000	SFD, SFA	41	48	5	6		100		
2	2	D.R. Horton Arlington, TX / Donald R. Horton / drhorton.com	1978	\$17,460,800,000	59,490	11%	\$1,201,200,000	SFD, SFA, R	34	61	2	3		100		
3	3	PulteGroup Atlanta, GA / Ryan Marshall / pultegroup.com	1956	\$9,915,704,862	23,232	1%	\$297,252,000	SFD, SFA	29	45		26		100		
4	5	NVR Reston, VA / Paul C. Saville / nvrinc.com	1980	\$7,220,844,000	19,668	3%		SFD, SFA								
5	4	Toll Brothers Horsham, PA / Douglas Yearley / tollbrothers.com	1967	\$7,080,379,028	8,107	-3%	\$129,700,000	SFD, SFA		10	70	15	5	20	80	
6	7	Taylor Morrison Scottsdale, AZ / Sheryl Palmer / taylormorrison.com	2007	\$4,600,000,000	9,964	12%	\$138,600,000	SFD, SFA	28	45	13	14		100		
7	6	KB Home Los Angeles, CA / Jeffrey T. Mezger / kbhome.com	1957	\$4,510,814,000	11,871	0%	\$41,933,000	SFD, SFA	55	22	10	13		100		
8	21	Clayton Properties Group Maryville, TN / Mike Rutherford / claytonpropertiesgroup.com	1956	\$4,399,108,705	51,971	229%		SFD, SFA, FB	30	40	20	10		90	10	
9	8	Meritage Homes Scottsdale, AZ / Steven J. Hilton / meritagehomes.com	1985	\$3,604,629,000	9,267	4%	\$73,214,000	SFD, SFA	51	39	8	2		100		
10	10	M.D.C. Holdings Denver, CO / Larry A. Mizel / richmondamerican.com	1972	\$3,205,248,289	6,974	8%		SFD, SFA	63	35	2			100		
11	9	TRI Pointe Group Irvine, CA / Doug Bauer / tripointegroup.com	2009	\$3,069,374,863	4,921	-5%	\$13,640,433	SFD, SFA	30	51	16	3		100		
12	13	Century Communities Greenwood Village, CO / Dale Francescon, Robert Francescon / centurycommunities.com	2002	\$2,481,464,973	8,000	10%	\$54,445,906	SFD, SFA	85	13		2		100		
13	11	Hovnanian Enterprises Matawan, NJ / Ara K. Hovnanian / khov.com	1959	\$2,433,380,000	5,713	-2%	\$9,211,003	SFD, SFA	38	28	18	16		100		
14	14	M/I Homes Columbus, OH / Robert H. Schottenstein / mihomes.com	1976	\$2,420,000,000	6,296	9%	\$80,300,000	SFD, SFA	40	30	20	10		100		
15	12	Shea Homes Walnut, CA / Bert Selva / sheahomes.com	1968	\$2,194,752,000	3,478	-6%	\$57,717,000	SFD, SFA	18	30	5	47				
16	15	David Weekley Homes Houston, TX / John Johnson / davidweekleyhomes.com	1976	\$2,174,850,861	4,804	1%		SFD, SFA	24	24	45	7				
17	17	Beazer Homes Atlanta, GA / Allan Merrill / beazer.com	1985	\$2,077,246,011	5,500	0%		SFD, SFA						100		
18	19	LGI Homes The Woodlands, TX / Eric Lipar / lgihomes.com	2003	\$1,862,000,000	7,960	24%		SFD	95	5				100		
19	89	Embrey Partners San Antonio, TX / Trey Embrey / embreydc.com	1974	\$1,815,325,000	6,398	791%	\$22,345,418	R						100		
20	18	Ashton Woods Alpharetta, GA / Ken Balogh / ashtonwoods.com	1989	\$1,729,279,478	4,763	8%	\$50,864,201	SFD, SFA	52	36	12			100		
21	22	Highland Homes Plano, TX / Rodger M. Sanders / highlandhomes.com	1985	\$1,322,966,464	3,261	7%		SFD	20	62	18			100		
22	23	Mattamy Homes US Group Orlando, FL / Pete Skelly / mattamyhomes.com	2003	\$1,259,568,519	3,624	13%	\$74,512,458	SFD, SFA	35	40	15	6	4	100		

NR = NOT RANKED SFD = SINGLE-FAMILY DETACHED SFA = SINGLE-FAMILY ATTACHED R = RENTAL FB = FACTORY BUILT

RANK	PREVIOUS RANK	COMPANY	YEAR FOUNDED	2019 HOUSING REVENUE	2019 CLOSINGS / UNITS	% REVENUE CHANGE FROM 2018	TOTAL OTHER REVENUE	HOUSING TYPES	% STARTER	% 1ST MOVE-UP	% 2ND MOVE-UP AND BEYOND	% ACTIVE ADULT / RETIREMENT	% VACATION / SECOND HOME	% PRODUCTION HOMES	% SEMI-CUSTOM HOMES	% CUSTOM HOMES
23	24	Perry Homes Houston, TX / Kathy Britton / perryhomes.com	1967	\$1,212,340,000	3,046	17%	\$19,600,000	SFD	15	70	15			100		
24	20	Brookfield Residential Properties Calgary, Alberta / Alan Norris / brookfieldresidential.com	1956	\$1,184,194,000	1,930	-12%	\$402,085,000	SFD, SFA	33	33	33	1		80	20	
25	31	Drees Homes Fort Mitchell, KY / David Drees / dreeshomes.com	1928	\$1,039,459,872	2,097	11%	\$16,725,832	SFD, SFA	14	40	16	30				100
26	26	CBG Building Co. Arlington, VA / Keith Anderson / cbgbuildingcompany.com	2003	\$956,538,028	2,703	34%	\$99,863,555	SFA, R								
27	25	Woodside Homes Salt Lake City, UT / Joel Shine / woodsidehomes.com	1977	\$940,259,000	2,117	0%	\$10,659,000	SFD, SFA	9	31	60			100		
28	27	GL Homes Sunrise, FL / Itchko Ezratti / glhomes.com	1976	\$939,822,000	1,541	14%		SFD, SFA	9	32	10	49			100	
29	30	Stanley Martin Homes Reston, VA / Steven B. Alloy / stanleymartin.com	1966	\$892,793,000	1,804	26%	\$66,491,000	SFD, SFA	29	48	23			99		1
30	33	DRB Group Rockville, MD / Ronald Salameh / drbgroup.com	1990	\$797,915,000	2,443	22%	\$4,748,000	SFD, SFA	34	41	20	5		100		
31	32	Gehan Homes Addison, TX / John Winniford / gehanhomes.com	1991	\$795,486,586	2,420	20%		SFD	60	40				100		
32	29	McGuyer Homebuilders (MHI) Houston, TX / Frank B. McGuyer / mcguyrhomebuilders.com	1988	\$778,430,000	1,789	4%	\$3,800,000	SFD, SFA	19	32	44	5		19	81	
33	28	The New Home Company Aliso Viejo, CA / H. Lawrence Webb / nwhm.com	2009	\$757,110,000	1,020	-6%	\$76,121,000	SFD, SFA	20	56	21	2	1	100		
34	35	Green Brick Partners Plano, TX / Jim Brickman / greenbrickpartners.com	2014	\$752,483,244	1,719	32%	\$39,176,475	SFD, SFA		56	29	15		65	35	
35	38	Dream Finders Homes Jacksonville, FL / Patrick Zalupski / dreamfindershomes.com	2008	\$736,609,660	2,048	42%		SFD, SFA, R	25	44	30		1	99		1
36	34	Fischer Homes Erlanger, KY / Robert T. Hawksley / fischerhomes.com	1980	\$697,033,962	2,019	9%	\$2,487,714	SFD, SFA	44	33	23			79	21	
37	43	The Villages of Lake-Sumter The Villages, FL / Mark G. Morse / thevillages.com	1959	\$598,963,661	2,287	31%	\$166,128,447	SFD				100			100	
38	48	LeCesse Development Altamonte Springs, FL / Salvador F. Leccese / leccese.com	1985	\$529,051,775	2,023	23%	\$48,400,364	SFA, R			100				100	
39	39	Ivory Homes Salt Lake City, UT / Clark D. Ivory / ivoryhomes.com	1983	\$517,000,000	1,120	4%		SFD, SFA	42	25	25	5	3	48	50	2
40	37	First Texas Homes Dallas, TX / Keith Hardesty / firsttexashomes.com	1986	\$507,877,280	1,169	-5%		SFD		25	70	5			90	10
41	46	Bloomfield Homes Southlake, TX / Don Dykstra / bloomfieldhomes.com	2004	\$495,000,000	1,457	13%	\$32,000,000	SFD	40	40	20			100		
42	41	Habitat for Humanity International Atlanta, GA / Jonathan Reckford / habitat.org	1976	\$493,038,180	3,841			SFD, SFA	100					100		
43	56	Edge Homes Draper, UT / Gordon Jones / edgehomes.com	2011	\$463,825,551	1,386	28%	\$13,502	SFD, SFA	37	27	36			97	3	
44	55	Minto Communities Coconut Creek, FL / Michael J. Belmont / minto.com	1955	\$453,729,200	1,114	25%	\$125,381,276	SFD, SFA		12	17	65	6	100		



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45	53	CBH Homes Meridian, ID / Corey Barton / cbhhomes.com	1992	\$448,713,190	1,543	23%	\$2,483,069	SFD, R	38	49	13			100		
46	47	Chesmar Homes Houston, TX / Don Klein / chesmar.com	2005	\$446,000,000	1,329	3%	\$18,610,000	SFD	40	30	30			100		
47	51	True Homes Monroe, NC / Mark Boyce, David Cuthbertson, Dan Horner / truehomesusa.com	2007	\$432,239,038	1,663	7%		SFD, SFA, R	40	30	15	15		100		
48	63	View Homes Colorado Springs, CO / Randall S. O'Leary / yourviewhome.com	1990	\$430,368,533	1,568	42%	\$355,021	SFD	85	15				100		
49	85	Lincoln Property Co. Dallas, TX / Tim Byrne / lincolnapts.com	1965	\$395,524,000	1,192	84%	\$4,176,750,083	R		100					100	
50	45	Neal Communities of Southwest Florida Sarasota, FL / Patrick K. Neal / nealcommunities.com	1970	\$391,192,011	986	-13%	\$21,306,163	SFD, SFA		55	9	31	5	94	6	
51	42	Epcon Communities Dublin, OH / Edward A. Bacome, Phillip G. Fankhouser / epconcommunities.com	1986	\$381,167,311	998	-21%		SFD, SFA						100		
52	52	Van Metre Cos. Fairfax, VA / Richard Rabil / vanmetrecompanies.com	1955	\$372,562,358	1,145	1%	\$103,788,432	SFD, SFA, FB	25	52		23		100		
53	59	Smith Douglas Homes Woodstock, GA / Greg Bennett / smithdouglas.com	2009	\$367,000,000	1,477	12%		SFD, SFA	80	20				100		
54	54	AR Homes by Arthur Rutenberg Clearwater, FL / Barry Rutenberg / arhomes.com	1975	\$362,000,000	327	-1%		SFD			80		20		70	30
55	58	Robson Communities Sun Lakes, AZ / Edward Robson / robson.com	1972	\$348,239,414	748	3%		SFD, SFA				100		100		
56	36	HHHunt Glen Allen, VA / Harry H. Hunt IV / hhhunt.com	1966	\$341,356,954	1,150	-37%	\$44,168,711	SFD, SFA, R	50	30	15	5		100		
57	57	American Legend Homes Lewisville, TX / Kevin Egan / amlegendhomes.com	2003	\$338,270,110	734	-4%		SFD	27	55	18			27	55	18
58	49	Beechwood Homes Jericho, NY / Michael Dubb / beechwoodhomes.com	1985	\$338,066,546	474	-19%	\$25,576,394	SFD, SFA, R		5	25	70		50	50	
59	74	Fulton Homes Tempe, AZ / Douglas S. Fulton / fultonhomes.com	1975	\$336,415,000	886	37%		SFD	35	40	20		5	100		
60	60	Schell Brothers Rehoboth Beach, DE / Chris Schell / schellbrothers.com	2003	\$332,993,552	528	2%		SFD, SFA		5	3	55	37	97	3	
61	75	Westin Homes Sugar Land, TX / Jason Golan / westin-homes.com	1994	\$324,000,000	788	33%		SFD		30	70			100		
62	72	Harkins Builders Columbia, MD / Gary J. Garofalo / harkinsbuilders.com	1965	\$322,000,000	1,682	30%	\$85,000,000	R								
63	67	CastleRock Communities Houston, TX / Greg Yakim, Lance Wright / c-rock.com	2004	\$306,119,130	1,018	7%		SFD	50	35	15			95	5	
64	65	Lombardo Homes Shelby Township, MI / Anthony Lombardo / lombardohomes.com	1961	\$305,539,595	711	4%	\$64,476,449	SFD, R	15	35	35	15		75	20	5
65	71	ICI Homes Daytona Beach, FL / Mori Hosseini / icihomes.com	1979	\$302,416,947	604	14%	\$130,816,938	SFD, SFA			19	68	13	10	86	4
66	105	Park Square Homes Orlando, FL / Suresh Gupta / parksquarehomes.com	1984	\$299,300,000	932	93%	\$5,523,000	SFD, SFA	78	10	2		10			

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67	80	Essex Homes Lexington, SC / Karl Haslinger / essexhomes.net	1993	\$287,150,666	867	25%		SFD, SFA	32	36	20	12		100		
68	90	Great Southern Homes Irmo, SC / Michael Nieri / greatsouthernhomes.com	2004	\$280,737,253	1,265	40%	\$93,000	SFD, SFA	38	47	15			98	2	
69	79	Signature Homes Hoover, AL / Dwight Sandlin / e-signaturehomes.com	1999	\$277,492,636	560	21%	\$1,750,000	SFD		24	69	7			85	15
70	179	Empire Communities Houston, TX / Daniel Guizzetti / empirecommunities.com	1993	\$276,647,950	640	305%		SFD, SFA	25	45	30			80	15	5
71	68	Elite Properties of America Colorado Springs, CO / Douglas M. Stimple / classichomes.com	1989	\$275,302,724	568	-4%	\$18,539,085	SFD, SFA	35	37	18	10		100		
72	84	H&H Homes Fayetteville, NC / D. Ralph Huff / hhhomes.com	1991	\$272,599,002	1,128	27%	\$2,028,195	SFD, SFA, R	7	62	29	1	1	100		
73	103	Elliott Homes Folsom, CA / Harry C. Elliott III / elliotthomes.com	1955	\$271,899,000	597	70%	\$18,492,000	SFD, R	20	70	10			95	5	
74	73	Homes by WestBay Riverview, FL / Wilhelm Nunn / homesbywestbay.com	2009	\$268,492,893	618	9%		SFD	25	25	50					
75	81	HistoryMaker Homes Grapevine, TX / B. Nelson Mitchell / historymaker.com	1949	\$260,267,000	905	14%		SFD	90	10				100		
76	61	American West Development Las Vegas, NV / Lawrence D. Canarelli / americanwesthomes.com	1984	\$255,981,564	591	-18%	\$22,108,774	SFD		75	25			100		
77	66	Stock Development Naples, FL / Brian K. Stock / stockdevelopment.com	2001	\$251,312,688	228	-13%	\$89,125,167	SFD, SFA			40		60		34	66
78	77	Grand Homes Addison, TX / Stephen Brooks / grandhomes.com	1986	\$250,300,000	470	7%	\$204,000	SFD	12	41	47			95	5	
79	40	Trumark Cos. San Ramon, CA / Michael Maples, Gregg Nelson / trumarkco.com	1988	\$247,004,788	270	-50%	\$8,359,300	SFD, SFA	33	19	48			100		
80	69	McBride & Son Cos. Chesterfield, MO / John F. Eilermann Jr. / mcbridehomes.com	1946	\$244,487,441	783	-12%		SFD	8	87	5			100		
81	93	Miller & Smith McLean, VA / Steve Aylor / millerandsmith.com	1964	\$228,000,000	390	19%	\$40,500,000	SFD, SFA	36	44	8	12		81	19	
82	95	Allen Edwin Homes Portage, MI / Scott Sanderson / allenedwin.com	1994	\$227,239,000	887	25%		SFD	25	60	15			100		
83	78	John Mourier Construction Roseville, CA / John L. Mourier III / jmchomes.com	1978	\$225,000,000	399	-3%		SFD	39	39	22			98	2	
84	109	NexMetro Communities Phoenix, AZ / Josh Hartmann / nexmetro.com	2010	\$217,000,000	1,324	31%	\$149,252,637	R		29	39	32		100		
85	83	Caviness and Cates Communities Fayetteville, NC / Chris Cates / cavinessandcates.com	1998	\$213,395,000	1,018	-3%	\$4,500,000	SFD, R	25	65		10		90	10	
86	94	Landon Homes Plano, TX / John R. Landon / landonhomes.com	2008	\$207,644,000	352	10%	\$5,547,000	SFD		50	50			100		
87	86	Ball Homes Lexington, KY / D. Ray Ball Jr. / ballhomes.com	1959	\$203,841,266	652	-3%		SFD	35	40	25			35		65
88	112	The Jones Co. of TN / Consort Homes Franklin, TN / Kenneth Stricker / livejones.com	1927	\$203,638,571	417	44%	\$17,706,660	SFD		20	80			70	30	



2020 HOUSING GIANTS SPECIAL REPORT

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89	87	Williams Homes Santa Clarita, CA / Lance K. Williams / williamshomes.com	1997	\$193,000,000	285	-8%	\$8,750,000	SFD, SFA	42	36	22			100		
90	126	Evergreene Homes Chantilly, VA / Robert Cappellini / myevergreenehome.com	2007	\$187,219,776	234	65%		SFD, SFA	5	8	54		33	44	52	4
91	98	Ole South Properties Murfreesboro, TN / John Floyd / olesouth.com	1987	\$182,985,851	710	3%	\$877,208	SFD, SFA	36	57	7			98	1	1
92	99	Newmark Homes Houston Katy, TX / Mike Moody / newmarkhomes.com	2009	\$182,420,000	410	6%		SFD	6	64	30			87	12	1
93	82	John Houston Custom Homes Red Oak, TX / John Houston / jhoustonhomes.com	2005	\$179,000,000	488	-19%	\$30,800,000	SFD	15	35	50			50	49	1
94	44	SummerHill Housing Group San Ramon, CA / Robert Freed / summerhillhomes.com	1976	\$173,061,000	223	-62%	\$110,351,000	SFD, SFA, R	20	54	26			91	9	
95	101	Shaddock Homes Plano, TX / Peter H. Shaddock / shaddockhomes.com	1967	\$169,635,771	275	3%		SFD		30	70			80	20	
96	108	Bill Clark Homes Greenville, NC / Bill Clark / billclarkhomes.com	1977	\$169,048,174	485	12%	\$1,055,586	SFD, SFA	15	50	25	8	2	60	35	5
97	100	Challenger Homes Colorado Springs, CO / Tom Hennessy / challengerhomes.com	2000	\$167,000,000	477	1%		SFD, SFA	65	20	15			100		
98	NR	Impression Homes Southlake, TX / Bruce Heikkinen / impressionhomes.net	2009	\$166,756,274	582		\$69,489	SFD, SFA	37	56	7			100		
99	NR	Crescent Homes Charleston, SC / Edward Terry / crescenthomes.net	2009	\$163,380,000	424		\$2,154,000	SFD	29	39	12	10	10	60	40	
100	133	Caruso Homes Crofton, MD / Jeffrey V. Caruso / carusohomes.com	1986	\$163,125,000	240	51%	\$6,550,000	SFD, SFA		50	50				100	
101	139	Keystone Custom Homes Lancaster, PA / Jeff Rutt / keystonecustomhome.com	1992	\$162,033,921	381	56%	\$5,250,000	SFD, SFA	15	45	40			100		
102	NR	Epoch Residential Winter Park, FL / Justin R. Sand / epochresidential.com	1970	\$160,885,000	899		\$6,263,657	R								
103	106	Stylecraft Builders College Station, TX / Doug French / stylecraft.com	1986	\$160,493,860	763	4%	\$10,862,452	SFD	80	20				100		
104	102	Eastbrook Homes Grand Rapids, MI / Michael A. McGraw / eastbrookhomes.com	1967	\$160,100,000	428	-2%	\$565,000	SFD, SFA	5	25	35	30	5	5	95	
105	107	William Ryan Homes Glenview, IL / William J. Ryan / williamryanhomes.com	1992	\$158,000,000	395	3%	\$3,000,000	SFD	10	30	50	10		90	10	
106	NR	Holt Homes Vancouver, WA / Greg Kubicek / holthomes.com	1982	\$157,753,057	322		\$117,747,142	SFD	30	50	20			100		
107	161	The Community Builders Boston, MA / Bart Mitchell / tcbinc.org	1964	\$155,477,528	351	89%	\$221,831,167	R	100					100		
108	113	Viera Builders Viera, FL / William Moore / vierabuilders.com	2005	\$154,302,395	351	10%		SFD	12	20	29	39	0	71	29	
109	NR	American Classic Homes Mercer Island, WA / Joel Mezistrano / americanclassichomes.com	1999	\$151,901,292	190		\$4,850,000	SFD, R		30	70			95	5	
110	135	Stone Martin Builders Opelika, AL / Mitchell Martin / stonemartinbuilders.com	2006	\$146,901,426	465	37%	\$100,493	SFD		30	70			80	20	

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2020 HOUSING GIANTS SPECIAL REPORT

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111	76	EYA Bethesda, MD / Robert D. Youngentob / eya.com	1992	\$143,563,646	131	-39%		SFA	20	30	50			100		
112	114	Anglia Homes Houston, TX / James Hunter / angliahomeslp.com	2009	\$143,000,000	592	4%		SFD	71	23	6			100		
113	129	Knight Homes Jonesboro, GA / Amanda Statham / knighthomes.com	1978	\$142,158,063	573	28%		SFD, SFA	40	40	15	5		100		
114	115	Galaxy Builders San Antonio, TX / Neilesh Verma / galaxybuilders.com	1991	\$139,502,172	1,308	2%		R						100		
115	128	Tim Lewis Communities Roseville, CA / Jay "Tim" Lewis / timlewis.com	1986	\$137,310,000	205	23%	\$115,000	SFD	40	20	40			100		
116	120	Scott Felder Homes Austin, TX / Steve Krasoff / scottfelderhomes.com	2009	\$134,000,000	303	12%		SFD	8	14	66	12		22	78	
117	111	Craftmark Group McLean, VA / Kenneth G. Malm / craftmarkhomes.com	1991	\$133,597,904	177	-8%	\$2,458,757	SFD, SFA	4	3	75	18		85	15	
118	NR	Riverside Homebuilders Fort Worth, TX / Tim Fleet / riversidehomebuilders.com	2012	\$133,419,317	462			SFD	20	35	35	10		100		
119	117	Robert Thomas Homes Lakeville, MN / Todd M. Stutz / robertthomashomes.com	2011	\$132,683,468	220	4%		SFD	11	36	23	30		77	23	
120	137	Wormald Frederick, MD / Edward E. Wormald / wormald.com	1964	\$131,540,000	261	23%	\$1,307,003	SFD, SFA, R	12	24	64			85	15	
121	104	Wathen Castanos Homes Clovis, CA / Joshua Peterson / wchomes.com	1983	\$127,136,500	228	-18%		SFD		69	31			69	31	
122	130	Charter Homes & Neighborhoods Lancaster, PA / Robert P. Bowman / charterhomes.com	1990	\$126,807,000	444	14%	\$65,483,885	SFD, SFA, R	42	34	8	15	1	100		
123	116	Sitterle Homes San Antonio, TX / Frank Sitterle / sitterlehomes.com	1964	\$126,442,370	246	-7%		SFD						96	2	2
124	NR	Fieldstone Homes Draper, UT / Alan Arthur / fieldstone-homes.com	1981	\$123,653,000	289		\$15,191,000	SFD, SFA	20	50	30			90	10	
125	142	Homes By Taber Oklahoma City, OK / Taber Leblanc / homesbytaber.com	2000	\$121,808,473	430	19%	\$16,784,123	SFD	20	70	10			100		
126	124	Kerley Family Homes Marietta, GA / Gene Kerley, Joseph Kerley / kerleyfamilyhomes.com	2007	\$120,800,000	363	5%		SFD	50	25	25			100		
127	152	Keystone Group dba Keystone Homes Greensboro, NC / W. Scott Wallace / gokeystone.com	1996	\$120,020,288	635	31%		SFD, SFA, R	24	44		32		100		
128	145	Legacy Homes Stockton, CA / Pat Matthews / legacyhomesusa.com	2008	\$120,000,000	295	20%	\$10,500,000	SFD		50	50			100		
129	NR	American Southern Homes Reston, VA / Gregory Benson / amsouthhomes.com	2017	\$119,974,000	387			SFD	25	40	35			75	25	
130	147	Lokal Homes Englewood CO / David Lemnah, Ryan Lantz / lokalhomes.com	2012	\$118,671,821	260	23%		SFD, SFA	48	47	5			100		
131	151	Truland Homes Spanish Fort, AL / Charles Schetter / trulandhomes.com	2011	\$118,623,878	334	29%	\$1,124,557	SFD	13	16	63	8		94		6
132	119	Eagle Construction of Va. Glen Allen, VA / Joshua Goldschmidt / eagleofva.com	1984	\$118,228,126	236	-5%	\$3,957,934	SFD, SFA			67	33			100	

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133	144	Main Street Homes Midlothian, VA / W. Vernon McClure Jr. / gomsh.com	1996	\$118,197,100	274	17%	\$6,325,000	SFD, SFA	10	75	15			100		
134	91	The Olson Co. Seal Beach, CA / Stephen E. Olson / olsonhomes.com	1988	\$116,400,000	215	-40%	\$64,100,000	SFD, SFA	70	30				100		
135	125	Regent Homes Nashville, TN / David C. McGowan Jr / regenthomestn.com	2004	\$112,599,456	376	-2%		SFD, SFA, R	35	50	15			85	14	1
136	153	Home Creations Moore, OK / Jalal Farzaneh, Mohammad Farzaneh / homecreations.com	1981	\$112,000,000	559	22%	\$14,500,000	SFD	50	50				50	50	
137	132	Dorn Homes Prescott, AZ / David Grounds / dornhomes.com	1968	\$111,000,000	275	3%		SFD	5	5	40	40	10	95	5	
138	189	StyleCraft Homes Richmond, VA / Richard Kuhn / stylecraftthomes.com	1999	\$109,415,370	312	68%	\$433,344	SFD, SFA	22	22	7	49		99	1	
139	NR	Landmark 24 Homes Thunderbolt, GA / Jerry Wardlaw, Jack Wardlaw, Steve Hall / landmark24.com	2009	\$108,121,065	620			SFD, SFA, R	20	70	10			95	5	
140	149	Payne Family Homes St. Louis, MO / Ken Kruse / paynefamilyhomes.com	2007	\$107,760,157	302	13%		SFD, SFA	38	33	16	13		100		
141	170	Turnberry Homes Brentwood, TN / Rick Bell / turnberryhomes.com	1997	\$107,160,000	114	44%		SFD			100				100	
142	148	Antares Homes Arlington, TX / Tommy McAden / antareshomes.com	1998	\$105,000,000	368	9%		SFD	15	85				100		
142	140	Tilson Home Houston, TX / Edward E. Martin Jr. / tilsonhome.com	1932	\$105,000,000	367	2%	\$389,700	SFD	10	25	35	30				
144	176	Hakes Brothers Las Cruces, NM / Kimball Hakes / hakesbrothers.com	2006	\$104,795,000	421	46%		SFD	25	25	50			100		
145	143	Gentry Homes Honolulu, HI / Quentín Machida / gentryhawaii.com	1968	\$101,093,216	184	0%	\$411,511	SFD	78	22						
146	121	Regency Homebuilders Germantown, TN / Sean Carlson / newregencyhomes.com	2007	\$101,000,000	308	-15%	\$793,000	SFD	10	30	45	15		80	20	
147	131	Ryder Homes Walnut Creek, CA / Jay Ryder / ryderhomes.com	1960	\$99,546,202	149	-10%	\$1,240,707	SFD, SFA	20	70	10			100		
148	136	Hills Properties / Inverness Homes Cincinnati, OH / Louis Guttman / hillsproperties.com	1958	\$97,041,000	334	-9%	\$123,537,852	SFD, R		36	58	6		85	15	
149	164	Homes by Dickerson Raleigh, NC / Brant Chesson / homesbydickerson.com	1975	\$96,200,000	180	21%	\$1,851,500	SFD		35	65					100
150	141	Saussy Burbank Charlotte, NC / Charles Teal / saussyburbank.com	1989	\$94,399,400	197	-8%		SFD	5	30	65			50	50	
151	155	Capstone Homes Ramsey, MN / Ben Minks / capstonehomes-mn.com	1999	\$92,638,826	242	4%	\$10,425,650	SFD						100		
152	156	Hanson Builders Andover, MN / Dean Hanson / hansonbuilders.com	1979	\$92,597,824	137	4%		SFD			100			75	25	
153	123	New Tradition Homes Vancouver, WA / Chris Helmes / newtraditionhomes.com	1987	\$91,400,000	185	-23%	\$325,000	SFD		10	90			75	25	
154	160	Granite Ridge Builders Fort Wayne, IN / Anthony Reincke / graniteridgebuilders.com	1998	\$89,938,214	345	9%	\$3,334,688	SFD	20	30	30	10	10	100		



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155	158	Berks Homes Mohnton, PA / Michael Benshoof / berkshomes.com	1973	\$89,049,088	306	5%		SFD	52	34	8	6		100		
156	167	Ideal Homes Norman, OK / Vernon McKown / idealhomes.com	1990	\$88,536,283	402	16%		SFD	50	40	10			100		
157	70	Baldwin & Sons Newport Beach, CA / Al Baldwin / baldwinsons.com	1956	\$88,374,000	147	-68%	\$30,355,598	SFD, SFA		90	10			100		
158	122	Thrive Home Builders Denver, CO / Gene Myers / thrivehomebuilders.com	1992	\$86,800,000	191	-27%		SFD, SFA	62	27	11			100		
159	172	Jagoe Homes Owensboro, KY / William Jagoe, Scott Jagoe / jagoehomes.com	1985	\$86,133,000	366	18%	\$12,986,000	SFD	47	41	12			79	19	2
160	180	McKee Homes Fayetteville, NC / Patrick McKee / mckeehomesnc.com	2010	\$86,103,000	272	26%		SFD	15	31	20	29	5	100		
161	NR	Ritz-Craft Mifflinburg, PA / Paul D. John / ritz-craft.com	1954	\$85,000,000	1,054			FB	30	25	15	20	10		50	50
161	172	Tim O'Brien Homes Pewaukee, WI / Tim O'Brien / timobrienhomes.com	2007	\$85,000,000	215	16%		SFD	10	70	20			50	50	
163	162	United Built Homes Shreveport, LA / Craig Young / ubh.com	1958	\$84,902,244	493	3%	\$13,238,997	SFD	40	20		20	20	20	30	50
164	183	Providence Homes Jacksonville, FL / William J. Cellar / myprovidencehomesinc.com	1992	\$83,976,934	180	25%		SFD	4	29	65		2	65	35	
165	165	Ence Homes St. George, UT / Troy Ence / encehomes.com	1957	\$83,711,420	201	6%	\$151,944	SFD	4	25	29	19	23	95	4	1
166	159	Rockford Homes Columbus, OH / Donald R. Wick / rockfordhomes.net	1982	\$82,590,041	215	-2%	\$1,748,377	SFD		63	37			16	84	
167	146	Tri-State Ventures dba Carefree Homes El Paso, TX / Shawn Gray / carefreehomes.com	1994	\$80,000,000	384	-18%		SFD	33	65	2			100		
168	NR	Smithbilt Homes Knoxville, TN / Tyler Smith / smithbilthomes.com	1956	\$79,494,700	342			SFD	75	15	10			100		
169	154	MJC Cos. Macomb, MI / Michael A. Chirco / mjccompanies.com	1972	\$78,985,127	258	-14%	\$20,500,606	SFD, SFA, R	39	56	5			77	18	5
170	198	Colina Homes Houston, TX / Kenneth Williams, Michael Lucas / colinahomes.com	2006	\$78,898,589	330	26%		SFD	65	20	15			100		
171	195	Vantage Homes Colorado Springs, CO / Chad Thurber / vantagehomescolorado.com	1983	\$78,136,413	136	23%		SFD			100			100		
172	157	Insight Homes Bridgeville, DE / Robert Lisle / itsjustabetterhouse.com	2006	\$77,469,645	219	-10%	\$339,800	SFD	5	5		65	25	98	2	
173	163	Legacy Homes of Omaha La Vista, NE / Scott Kinkaid / legacyhomesomaha.com	2012	\$77,000,000	252	-3%	\$160,740	SFD		60	40				100	
174	200	Marrano / Marc Equity West Seneca, NY / Patrick A. Marrano / marrano.com	1983	\$76,068,880	194	24%	\$2,412,500	SFD, SFA	3	63	3	30	1	34	66	
175	178	Southern Homes of Polk County Lakeland, FL / Greg Masters / mysouthernhome.com	1991	\$75,722,058	314	10%		SFD	60	20	10	10		100		
176	204	SeaGate Homes Palm Coast, FL / Robert J. Gazzoli / seagatehomes.com	1994	\$72,794,676	282	24%		SFD	5	25	45	25			95	5
177	192	Pratt Home Builders Chattanooga, TN / James E. Pratt III / prattliving.com	1998	\$72,764,816	258	14%	\$5,262,900	SFD, R		66	28	6		100		

NR = NOT RANKED SFD = SINGLE-FAMILY DETACHED SFA = SINGLE-FAMILY ATTACHED R = RENTAL FB = FACTORY BUILT

RANK	PREVIOUS RANK	COMPANY	YEAR FOUNDED	2019 HOUSING REVENUE	2019 CLOSINGS / UNITS	% REVENUE CHANGE FROM 2018	TOTAL OTHER REVENUE	HOUSING TYPES	% STARTER	% 1ST MOVE-UP	% 2ND MOVE-UP AND BEYOND	% ACTIVE ADULT / RETIREMENT	% VACATION / SECOND HOME	% PRODUCTION HOMES	% SEMI-CUSTOM HOMES	% CUSTOM HOMES
178	166	Mandalay Communities Prescott, AZ / David Everson / mandalayhomes.com	1999	\$72,500,000	201	-6%		SFD	45	45	10			94	6	
179	185	Creative Homes Woodbury, MN / Nick Hackworthy / creativehci.com	2012	\$72,305,496	141	9%		SFD	10	33	37	20		90	4	6
180	203	Robertson Brothers Homes Bloomfield Hills, MI / James V. Clarke / robertsonhomes.com	1945	\$70,663,392	184	18%	\$1,259,632	SFD, SFA	27	58	0	5	10	100		
181	NR	Silverstone Communities Peachtree Corners, GA / Tommy Owings / silverstonenewhomes.com	2015	\$70,375,115	276			SFD, SFA	20	40	40			100		
182	190	Napolitano Homes Virginia Beach, VA / Vincent Napolitano / napolitanohomes.com	1977	\$70,157,725	140	8%		SFD, SFA, R	25	45	30			70	30	
183	186	Tropicana Homes El Paso, TX / Randy Bowling / tropicanahomes.com	1950	\$70,000,000	421	6%	\$67,000,000	SFD, R	45	50	5			60	40	
184	NR	American Classic Homes Jacksonville, FL / Richard Briggs / N/A	2017	\$69,500,000	626			SFD, SFA	80	20				95	5	
185	181	Sumeer Homes Irving, TX / Suresh Shridharani / sumeerhome.com	1980	\$69,476,873	212	3%	\$1,204,512	SFD, SFA	83	16	1			83	16	1
186	184	Kaerek Homes West Allis, WI / Michael J. Kaerek / kaerekhomes.com	1961	\$67,000,000	138	1%		SFD	10	65	25			50	47	3
187	175	Piedmont Residential Woodstock, GA / JD Espana Jr. / piedmontresidential.com	2007	\$66,745,133	275	-8%		SFD	44	24	25	7		100		
188	138	Pacific Communities Builder Newport Beach, CA / Nelson Chung / pacificcommunities.com	1991	\$66,550,000	158	-37%	\$12,511,000	SFD	38	36	8	18		100		
189	177	Prieb Homes Olathe, KS / Greg Prieb II / priebhomes.com	1979	\$66,420,640	279	-6%	\$7,825,451	SFD		100				100		
190	207	Windsor Homes Greensboro, NC / Tom Hall / windsorhomes.us	2001	\$65,920,000	250	15%		SFD, SFA	31	29	9	31		100		
191	202	McArthur Homes South Jordan, UT / Ron McArthur / mcarthurhomes.com	1993	\$65,388,733	179	9%	\$1,024,268	SFD, SFA	43	57				100		
192	209	Bill Beazley Homes Evans, GA / Bill Beazley / billbeazleyhomes.com	1977	\$63,767,098	272	12%	\$563,427	SFD								
193	199	Simmons Homes Owasso, OK / Lonnie Shackelford / simmonshomes.com	1994	\$63,222,234	272	2%		SFD	53	47				100		
194	168	Devon Street Homes Houston, TX / Stephen Ray / devonstreethomes.com	2006	\$62,153,760	222	-18%		SFD	60	40				100		
195	88	The Warmington Group Costa Mesa, CA / Jim Warmington Jr. / homesbywarmington.com	1929	\$60,843,000	78	-71%	\$35,583,000	SFD		100				100		
196	127	Level Homes Baton Rouge, LA / Todd Waguespack / levelhomeslifestyle.com	2000	\$60,531,118	160	-46%	\$361,099	SFD	5	80	15			100		
197	197	James Engle Custom Homes Olathe, KS / Ben Tarwater / jamesengle.com	2000	\$59,100,000	102	-6%		SFD		88	12				88	12
198	NR	Valor Communities Madison, AL / Scott DeBoard / valorcommunities.com	2012	\$58,378,259	210			SFD	60	30	10			90	10	
199	211	Rodrock Homes Lenexa, KS / Brian Rodrock / rodrockhomes.com	2002	\$58,144,011	104	9%	\$28,229,338	SFD, R		20	80				65	35
200	213	Newcastle Construction Pelham, AL / Glenn Siddle / newcastle-homes.com	1997	\$58,111,093	188	15%		SFD, SFA	9	73	18			100		



2020 HOUSING GIANTS SPECIAL REPORT

RANK	PREVIOUS RANK	COMPANY	YEAR FOUNDED	2019 HOUSING REVENUE	2019 CLOSINGS / UNITS	% REVENUE CHANGE FROM 2018	TOTAL OTHER REVENUE	HOUSING TYPES	% STARTER	% 1ST MOVE-UP	% 2ND MOVE-UP AND BEYOND	% ACTIVE ADULT / RETIREMENT	% VACATION / SECOND HOME	% PRODUCTION HOMES	% SEMI-CUSTOM HOMES	% CUSTOM HOMES
201	212	Harmony Homes Las Vegas, NV / Brad Sneed / harmonyhomes.com	2008	\$58,000,000	222	12%		SFD	80	20					100	
202	221	Legacy Homes of Alabama Huntsville, AL / Jeff Korotky / legacy-homes.com	2013	\$57,554,454	260	27%		SFD	60	40				100		
203	206	Bob Ward Cos. Edgewood, MD / Robert C. Ward / bobward.com	1983	\$57,242,000	151	-1%		SFD, SFA						85	12	3
204	205	Baessler Homes Greeley, CO / Jamie E. Baessler / baesslerhomes.com	1968	\$56,500,000	170	-3%		SFD	50	25	5	20		95	5	
205	218	Sun River St. George Development St. George, UT / Darcy A. Stewart / sunriver.com	1997	\$56,273,744	126	19%	\$721,648	SFD, SFA			3	90	7	40	60	
206	194	McCaffrey Homes Fresno, CA / Robert A. McCaffrey / mccaffreyhomes.com	1976	\$56,128,495	124	-12%	\$246,059	SFD	50	25	10	15		100		
207	222	Woodland Homes of Huntsville Madison, AL / Mike Friday, Shayne Templet / woodlandhomes.com	1995	\$54,970,221	126	25%	\$489,874	SFD			100				100	
208	NR	Edwards Homes El Paso, TX / Eduardo Fernandez / edwardshomes.com	2003	\$54,863,000	272			SFD	50	50				100		
209	NR	McKelvey Homes Chesterfield, MO / James G. Brennan / mckelveyhomes.com	1898	\$52,000,000	83			SFD		5	95				90	10
210	232	Tresidio Homes Meridian, ID / Jon Hastings / tresidio.com	2009	\$50,304,255	120	36%		SFD	5	10	10	75		50	50	
211	215	Braselton Homes Corpus Christi, TX / Fred Braselton / braseltonhomes.com	1973	\$50,100,000	216	3%		SFD	10	60	30			65	35	
212	187	Don Julian Builders Lenexa, KS / Don Julian / donjulianbuilders.com	1974	\$49,556,791	81	-24%	\$1,798,100	SFD		40	60				80	20
213	210	G.J. Gardner Homes San Antonio, TX / Darren Wallis / gjgardner.com	1983	\$49,274,932	155	-12%	\$107,769	SFD	42	24	34			37	25	38
214	196	Traton Homes Marietta, GA / William C. Poston / tratonhomes.com	1971	\$48,386,018	117	-23%		SFD, SFA	45	30	15	10		100		
215	220	W.B. Homes North Wales, PA / William J. Bonenberger / wbhomesinc.com	1986	\$47,670,858	105	5%	\$126,616	SFD, SFA		55	45			100		
216	237	Realstar Homes Myrtle Beach, SC / H. Gilford Edwards / gorealstar.com	2016	\$47,669,000	175	45%		SFD, SFA	75	25				100		
217	233	Hamlet Homes Murray, UT / Barry Gittleman / hamlethomes.com	1995	\$47,508,778	109	30%		SFD, SFA	50	40	10			100		
218	NR	Capitol City Homes Raleigh, NC / Jason Morrow / capitolcity-homes.com	2009	\$47,501,756	141			SFD								
219	238	Lowder New Homes Montgomery, AL / James W. Rutland IV / lowdernewhomes.com	1956	\$47,278,848	185	47%	\$808,465	SFD, R	25	50	25			50	50	
220	217	Buffington Homes Austin, TX / James Dorney / mybuffington.com	1987	\$47,111,627	152	-2%		SFD	70	20	10			100		
221	188	Edward Rose Building Enterprise Bloomfield Hills, MI / Warren Rose / edwardrose.com	1921	\$46,900,000	938	-28%	\$536,641,200	R	45	45		10		100		
222	208	Jeff Benton Homes Huntsville, AL / Jeffrey M. Benton / jeffbentonhomes.com	1997	\$46,832,328	111	-18%	\$523,009	SFD	23	77				100		
223	227	Ivey Homes Evans, GA / Matt Ivey / iveyhomes.com	2004	\$46,095,000	234	18%	\$7,300,000	SFD, SFA, R	47	46	7			100		

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224	NR	Robuck Homes Raleigh, NC / Chip Bishop / robuckhomes.com	1926	\$45,095,000	93			SFD, SFA		30	50	20		0	100	
225	NR	Covington Homes Colorado Springs, CO / Grace Covington, Ron Covington / covingtonhomesco.com	2008	\$45,000,000	100			SFD	25	50	15		10	100		
226	230	Pyatt Builders Carmel, IN / Todd Pyatt / pyattbuilders.com	2009	\$44,324,678	165	17%	\$906,419	SFD	55	25		20		90	10	
227	NR	Esperanza Homes McAllen, TX / Nick Rhodes / esperanzahomes.com	2007	\$43,938,062	196		\$7,210,195	SFD, R	35	35	15	15		100		
228	234	Clearview Homes Rochester Hills, MI / Eric Konieczny / myclearviewhome.com	2009	\$42,875,000	107	20%		SFD	20	50	30			75	25	
229	235	Key Land Homes Prior Lake, MN / Gary F. Horkey / keylandhomes.com	1983	\$41,000,000	91	17%	\$332,000	SFD	1	5	94			20	70	10
230	225	Manuel Builders Broussard, LA / Gregory Manuel / manuelbuilders.com	1963	\$40,652,318	180	-2%	\$3,976,570	SFD	30	60	10			55	35	10
231	228	Riverwood Homes Fayetteville, AR / Mark Marquess / riverwoodhomesnwa.com	2009	\$39,000,000	179	2%		SFD	65	15	20			75	15	10
232	193	Simpson Housing Denver, CO / Robert J. Love / simpsonhousing.com	1948	\$36,896,150	199	-42%	\$271,200,000	R								
233	241	Hunter Quinn Homes Mount Pleasant, SC / William H. Herring / hunterquinhomes.com	2010	\$36,165,132	150	45%	\$250,000	SFD, SFA	50	50				100		
234	236	Premier Homes Pueblo, CO / Nick Pannunzio / premierhomesinc.com	1992	\$36,118,048	159	4%		SFD, SFA, R	85	10	5			100		
235	223	Infinity Homes & Co. Novi, MI / Rino J. Soave / infinityhomescorp.com	1999	\$35,000,000	120	-19%		SFD		100				100		
236	216	Kendall Homes Katy, TX / David Wickens / kendallhomes.net	1993	\$34,500,000	136	-28%	\$1,500,000	SFD		100				100		
237	229	Weaver Homes Mars, PA / William Weaver / weaverhomes.com	1986	\$32,180,842	87	-15%		SFD, SFA			7	93		93	7	
238	239	Twilight Homes Albuquerque, NM / Tim McNaney, Vincent Pizzonia / twilighthomesnm.com	2010	\$30,581,000	104	9%		SFD		61	39			61	22	17
239	244	The Builders Group Tuscaloosa, AL / Brock L. Corder / thebuildersgroup.info	2001	\$30,517,000	113	31%	\$1,906,407	SFD	33	26	39		2	40	50	10
240	NR	Forino Sinking Spring, PA / Anthony Forino / forino.com	1975	\$30,450,462	206		\$7,920,639	SFD, R	20	40	40			75	25	
241	NR	French Brothers Homes Alamogordo, NM / Jim French, Tom French, Corrine Bachman / frenchbrothers.com	1994	\$29,000,000	98			SFD	15	75	10			100		
242	NR	Lambie Custom Homes Overland Park, KS / Jim Lambie / lambiecustomhomes.com	1978	\$27,421,937	75			SFD								
243	231	Mayberry Homes East Lansing, MI / Robert K. Schroeder / mayberryhomes.com	2002	\$26,232,543	88	-29%		SFD							100	
244	243	Sable Homes Rockford, MI / John Bitely / sablehomes.com	1996	\$21,816,915	90	-9%	\$1,826,909	SFD	15	55	28	2		75	23	2
245	NR	Goodwyn Building Co. Montgomery, AL / George Goodwyn Jr. / goodwynbuilding.com	1989	\$21,205,305	120			SFD	100					100		
246	245	Conaway Homes Whitehouse, TX / Brent Conaway, Brian Conaway / conaways.com	1978	\$20,322,159	114	2%	\$1,829,343	SFD	60	40				70	30	



2020 HOUSING GIANTS SPECIAL REPORT

COMPANY	2019 RANK	COMPANY	2019 RANK	COMPANY	2019 RANK	COMPANY	2019 RANK
Allen Edwin Homes	82	Esperanza Homes	227	LeCesse Development	38	Saussy Burbank	150
American Classic Homes (Washington)	109	Essex Homes	67	Legacy Homes	128	Schell Brothers	60
American Classic Homes (Florida)	184	Evergreene Homes	90	Legacy Homes of Alabama	202	Scott Felder Homes	116
American Legend Homes	57	EVA	111	Legacy Homes of Omaha	173	SeaGate Homes	176
American Southern Homes	129	Fieldstone Homes	124	Lennar	1	Shaddock Homes	95
American West Development	76	First Texas Homes	40	Level Homes	196	Shea Homes	15
Anglia Homes	112	Fischer Homes	36	LGI Homes	18	Signature Homes	69
Antares Homes	142	Forino	240	Lincoln Property Co.	49	Silverstone Communities	181
AR Homes by Arthur Rutenberg	54	French Brothers Homes	241	Lokal Homes	130	Simmons Homes	193
Ashton Woods	20	Fulton Homes	59	Lombardo Homes	64	Simpson Housing	232
Baessler Homes	204	G.J. Gardner Homes	213	Lowder New Homes	219	Sitterle Homes	123
Baldwin & Sons	157	Galaxy Builders	114	M.D.C. Holdings	10	Smith Douglas Homes	53
Ball Homes	87	Gehan Homes	31	M/I Homes	14	Smithbilt Homes	168
Beazer Homes	17	Gentry Homes	145	Main Street Homes	133	Southern Homes of Polk County	175
Beechwood Homes	58	GL Homes	28	Mandalay Communities	178	Stanley Martin Homes	29
Berks Homes	155	Goodwyn Building Co.	245	Manuel Builders	230	Stock Development	77
Bill Beazley Homes	192	Grand Homes	78	Marrano / Marc Equity	174	Stone Martin Builders	110
Bill Clark Homes	96	Granite Ridge Builders	154	Mattamy Homes US Group	22	Stylecraft Builders	103
Bloomfield Homes	41	Great Southern Homes	68	Mayberry Homes	243	StyleCraft Homes	138
Bob Ward Cos.	203	Green Brick Partners	34	McArthur Homes	191	Sumeer Homes	185
Braselton Homes	211	H&H Homes	72	McBride & Son Cos.	80	SummerHill Housing Group	94
Brookfield Residential Properties	24	Habitat for Humanity International	42	McCaffrey Homes	206	Sun River St. George Development	205
Buffington Homes	220	Hakes Brothers	144	McGuyer Homebuilders (MHI)	32	Taylor Morrison	6
Capitol City Homes	218	Hamlet Homes	217	McKee Homes	160	The Builders Group	239
Capstone Homes	151	Hanson Builders	152	McKelvey Homes	209	The Community Builders	107
Caruso Homes	100	Harkins Builders	62	Meritage Homes	9	The Jones Co. of TN / Consort Homes	88
CastleRock Communities	63	Harmony Homes	201	Miller & Smith	81	The New Home Company	33
Caviness and Cates Communities	85	HHHunt	56	Minto Communities	44	The Olson Co.	134
CBG Building Co.	26	Highland Homes	21	MJC Cos.	169	The Villages of Lake-Sumter	37
CBH Homes	45	Hills Properties / Inverness Homes	148	Napolitano Homes	182	The Warmington Group	195
Century Communities	12	HistoryMaker Homes	75	Neal Communities of Southwest Florida	50	Thrive Home Builders	158
Challenger Homes	97	Holt Homes	106	New Tradition Homes	153	Tilson Home	142
Charter Homes & Neighborhoods	122	Home Creations	136	Newcastle Construction	200	Tim Lewis Communities	115
Chesmar Homes	46	Homes by Dickerson	149	Newmark Homes Houston	92	Tim O'Brien Homes	161
Clayton Properties Group	8	Homes By Taber	125	NexMetro Communities	84	Toll Brothers	5
Clearview Homes	228	Homes by WestBay	74	NVR	4	Traton Homes	214
Colina Homes	170	Hovnanian Enterprises	13	Ole South Properties	91	Tresidio Homes	210
Conaway Homes	246	Hunter Quinn Homes	233	Pacific Communities Builder	188	TRI Pointe Group	11
Covington Homes	225	ICI Homes	65	Park Square Homes	66	Tri-State Ventures dba Carefree Homes	167
Craftmark Group	117	Ideal Homes	156	Payne Family Homes	140	Tropicana Homes	183
Creative Homes	179	Impression Homes	98	Perry Homes	23	True Homes	47
Crescent Homes	99	Infinity Homes & Co.	235	Piedmont Residential	187	Truland Homes	131
D.R. Horton	2	Insight Homes	172	Pratt Home Builders	177	Trumark Cos.	79
David Weekley Homes	16	Ivey Homes	223	Premier Homes	234	Turnberry Homes	141
Devon Street Homes	194	Ivory Homes	39	Prieb Homes	189	Twilight Homes	238
Don Julian Builders	212	Jagoe Homes	159	Providence Homes	164	United Built Homes	163
Dorn Homes	137	James Engle Custom Homes	197	PulteGroup	3	Valor Communities	198
DRB Group	30	Jeff Benton Homes	222	Pyatt Builders	226	Van Metre Cos.	52
Dream Finders Homes	35	John Houston Custom Homes	93	Realstar Homes	216	Vantage Homes	171
Drees Homes	25	John Mourier Construction	83	Regency Homebuilders	146	Viera Builders	108
Eagle Construction of Va.	132	Kaerek Homes	186	Regent Homes	135	View Homes	48
Eastbrook Homes	104	KB Home	7	Ritz-Craft	161	W.B. Homes	215
Edge Homes	43	Kendall Homes	236	Riverside Homebuilders	118	Wathen Castanos Homes	121
Edward Rose Building Enterprise	221	Kerley Family Homes	126	Riverwood Homes	231	Weaver Homes	237
Edwards Homes	208	Key Land Homes	229	Robert Thomas Homes	119	Westin Homes	61
Elite Properties of America	71	Keystone Custom Homes	101	Robertson Brothers Homes	180	William Ryan Homes	105
Elliott Homes	73	Keystone Group dba Keystone Homes	127	Robson Communities	55	Williams Homes	89
Embrey Partners	19	Knight Homes	113	Robuck Homes	224	Windsor Homes	190
Empire Communities	70	Lambie Custom Homes	242	Rockford Homes	166	Woodland Homes of Huntsville	207
Ence Homes	165	Landmark 24 Homes	139	Rodrock Homes	199	Woodside Homes	27
Epcon Communities	51	Landon Homes	85	Ryder Homes	147	Wormald	120
Epoch Residential	102			Sable Homes	244		



As industry leaders, we have the responsibility to educate home buyers about the importance of managing our indoor air.

Aprilaire supports ASHRAE recommendations for effectively managing indoor air quality to help prevent the proliferation of airborne viruses in our homes using whole home Ventilation, High Efficiency Air Filtration and Humidity Control.

Create a healthy air environment in the homes you build by including an **Aprilaire Healthy Air System™** along with your specified HVAC equipment.



Fresh Air
Ventilation



Air
Filtration

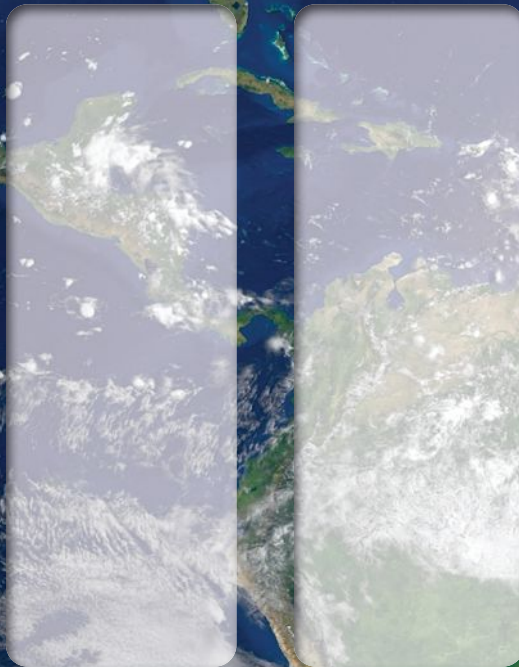


Humidity
Control

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AFTER THE PAUSE



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HOME BUILDERS THAT SURVIVED THE GREAT RECESSION OFFER STRATEGIES FOR RECOVERING FROM COVID-19'S IMPACT ON THE INDUSTRY AND ECONOMY

BY MIKE BEIRNE, SENIOR EDITOR

As business cycles go, the current one is bizarre. Many builders reported that last December was unusually busy, the best in years for housing starts and contracts. As that momentum carried into January and February, 2020 was looking like it could be the most robust year yet of the recovery.

Then, poof! In a little more than a month, the coronavirus outbreak jolted the U.S. economy into its worst quarter since the Great Depression, with unprecedented declines in gross domestic product, employment, consumer confidence, retail spending, and just about every other metric.

Though not officially a recession as of mid-May (we'll have to wait for that declaration by the National Bureau of Economic Research), the downturn precipitated by COVID-19 is being compared with 9/11's impact on the 2001 recession.

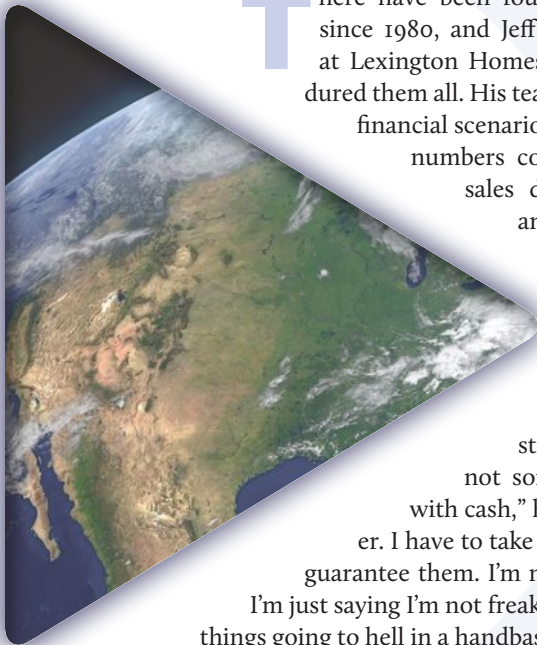
The deep-V pattern of an economic decline that started with the dot.com bust during the first quarter of 2001 and exacerbated by the terrorist attacks in September, then followed by a quick turnaround in the fourth quarter, is the pattern builders and others are hoping for this time around. But there's also uncertainty about how long it will take for society and the economy to truly move forward and recover from this public health crisis—will it be like the malaise from the Great Recession, which lingered longer than the officially designated period of December 2007 to June 2009?—and what that reality will look like.

Pro Builder asked home builders and industry consultants about what lessons they learned and strategies they used to survive the Great Recession and how those apply in the current situation. For sure, experiences from one downturn don't necessarily carry over to the next slowdown, as the causes and conditions differ from one cycle to the next. Yet some tools and tactics are salient no matter the economic climate, such as controlling cash flow and getting out of deals that may no longer pencil out in the new conditions.

"The overarching advice is to do the stuff you should be doing every day," says Dave Erickson of American Southern Homes, in McLean, Va., namely, are you running a good business? Is it profitable? Can you walk into your accountant's office and get answers quickly about your current cash flow, where your money is going, and projections for this month and next month? "If you can't do that, you're going to be one of the first people whacked," he says.

Erickson, who founded Grayhawk Homes in 1992, grew it into the largest volume builder in Columbus, Ga., expanded into markets in Iowa, Alabama, and South Carolina, and became a shareholder of American Southern Homes after it acquired Grayhawk Homes in November 2019.

"If you're guessing where your money is, or you're hoping closings will happen, and you lose a percentage of sales you were hoping to get, all of a sudden you're behind the curve," he adds. "It may push you off the edge."



There have been four “official” recessions since 1980, and Jeff Benach, co-principal at Lexington Homes, in Chicago, has endured them all. His team regularly examines financial scenarios to forecast what the numbers could look like should sales decline by 10%, 20%, and so on. Should future sales decline even further, Benach says he will conserve cash by pushing back construction starts. “I’m not somebody who is flush with cash,” he says. “I’m a developer. I have to take out loans. We have to guarantee them. I’m not being Mr. Positive. I’m just saying I’m not freaking out to where I see things going to hell in a handbasket.”

But, longer term, Benach expects the economy to bounce back. Unlike the previous global recession caused by loose credit, inflated appraisals, and subprime mortgages to unqualified buyers, the fundamentals for housing since have been solid, as banks tightened lending practices and builders collectively seemed less extended.

Benach also has a willingness to adjust, even when times are good. In the last quarter of 2019, he looked at his spec home inventory and decided he needed to move some units. He adjusted the pricing, sold those properties, and eliminated their carrying costs.

Also, since about mid-2018, Benach was seeing new traffic from Millennials and Gen-X renters looking to buy—a dynamic that’s unlikely to abate after the pause.

Home prices don’t always tumble during recessions, and an April report from Fannie Mae projected the national median selling price to increase from \$272,000 to \$275,000 this year. But home sales are now forecast to decline 15%, and if product doesn’t sell, deciding whether to hold on price or to discount is a balancing act for builders between being too hasty and being denied an opportunity to realize a margin or being late and getting saddled with too much risk.

“If you have many homes in inventory, don’t wait until your competitors drop their prices, making your products uncompetitive. Beat them to the punch and lead the market down, however painful,” says Mark Hodges, a strategic planning and quality management consultant at Blueprint Strategic Consulting, in Haddonfield, N.J. “If you follow the market down, you give up margin without getting sales velocity. When you lead the market down, you’re still giving up margin, but at least you’re getting velocity by attracting the buyers that are still in the market.”

As for converting prospects who are wary of buying in a difficult market, you can “take them out of the market” without having to convince them to sign a contract. In 2008, when Hodges was working through the housing crisis in Florida for builder K. Hovnanian, he offered buyers the opportunity to reserve their desired home site for 30 days or more (the length of time could be negotiated or determined by the builder) with a small refundable deposit. He included a right of first refusal so that if another prospective buyer wanted to buy that lot, the first client had 72 hours to make up their mind to sign a contract or let it go. Hodges’ approach proved critical to selling nearly 300 finished homes in about 18 months.

“The ‘two-step’ process worked because we were sending clients home on a Sunday evening with an emotional commitment to our neighborhood [having chosen a specific home with a financial stake],” Hodges says. Instead of sitting at the kitchen table with five brochures from five other communities they’d visited, they just had the one from K. Hovnanian. “That was the first step toward an emotional commitment to ultimately make the purchase decision,” he says.

But what if you have a buyer already under contract who is demanding to renegotiate price because their stock portfolio took a hit or they’re worried about losing their job, and they’re threatening to walk away from the project? Hodges advises builders to offer to suspend construction for a defined period, secure the house, and wait until the dust settles.

“Suspending construction temporarily will help your cash flow and will ease the pressure on your buyers to close escrow in frightening times,” he says. “Tell them, ‘We’ll hang in there with you and won’t force you to go to closing now, then we’ll figure out when we can begin construction again, so we can get you into your home.’ Most customers will say, ‘OK, I’m scared, but if you’re going to work with me, I’ll hang in there.’ Your chances of getting them to closing increase as market conditions improve.”

John Allen was a land developer with 60 vacant lots when the Great Recession hit. Local builders couldn’t buy his land, so he became a builder himself to put houses on them. Since then, the president of Brown Haven Homes, in Blairsville, Ga., has repositioned his business to be an on-your-lot builder constructing only presold homes funded with construction loans in his buyers’ names.

“I just became more averse to that [spec homes and lots] type of debt, so rather than carry land debt on the balance sheet, I worked on growing more locations and investing more in the company and in people,” Allen says. If the market did roll over, he might have to lay people off, but would not be stuck with land debt. “Balance sheets are what make you go bankrupt,” he says. “P&Ls, you can manage.”

This time Allen had been working with Group Two Advertising, a new-home marketing agency in Philadelphia. As the first shelter-in-place orders rolled out, Brown Haven launched its “Peace of Mind Is Priceless” campaign. Allen also increased his marketing spend by 50%, pushing out more Google ads, social media, and posts on Facebook



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and Instagram. Among those posts are videos of new-home specialists and general managers walking sunny job-sites in one of Brown Haven's five communities in the North Georgia mountains or by a bucolic lake in the Carolinas. "We could be breaking ground here on your new home in 90 days," the ads say.

"Peace is priceless." As of early April, Brown Haven had a six-week backlog and not a single buyer had backed out of their start date.

"We're psychologists more than anything else," Allen says.

"We have our lenders speak with buyers, and our home specialists have almost a daily conversation with buyers, just to make sure they're comfortable." Buyers are coming from the Northeast and Florida to the small towns he builds in, and Allen is telling them they're buying peace of mind. "That is what they're buying in the form of a home," he says.

Nimbleness is another survival strategy. One unusual characteristic of the COVID-19-led downturn is that its cataclysmic impact occurred in less than a month. Rather than seeing the possibility of a downturn coming from afar and preparing for it, builders had a handful of days to react after schools and businesses were ordered to shut down.

Scott Jagoe, co-owner of Jagoe Homes, in Owensboro, Ky., anticipated that buyers would be uncomfortable attending in-person product selection meetings. So he gathered renderings, floor plans, and images from the company's Pinterest page and by the first week of April had launched a digital design center customers could use to make selections without physically visiting the showroom.

"We're able to have one-on-one meetings with social distancing at our actual design centers," he says, "but if the customer doesn't feel comfortable doing that, they can now go virtual." In fact, he advocates a tag-team approach: doing some homework on the virtual platform before meeting with a designer in person, "and just once or twice instead of several times," he adds.

The virtual design center supplements other longtime digital features on Jagoe's website, including Matterport 3D virtual and video home tours of its products (which are getting more views during the coronavirus outbreak) and access to online sales counselors.

"I don't know if [being nimble] will ever change when we get back to normal," Jagoe says. "You never come out of a recession with normalcy. There are always disrupters, and I think digital tool use will be one of them."

Another piece of advice is to use any downtime to improve company processes and to experiment. For example, during the Great Recession, Randal Jackson, president and principal of PlaceWorks, in Santa Ana, Calif., assembled a team of architects, a developer, and a marketing expert to envision the future of his company. "We put together theoretical projects, one of which won a Gold Nugget award mid-recession," he recalls. The exercise redesigned six of the firm's conventional projects to include smaller ancillary units attached to them, which the team submitted to the design awards program. "We called them bounce-back units, mother-in-law, or retired parent's units back then," Jackson says, before the term ADU (accessory dwelling unit) took hold more recently.

He's been preaching the utility of ADUs since then. Now, with California recently enacting a law allowing ADUs on single-family home lots, and the pandemic awakening people to the need for bringing generations of family closer, yet safely, together, Jackson says PlaceWorks will repackage the concept after this downturn as a multigenerational housing solution that takes advantage of found space or offers a way to have a second kitchen or home office at lower cost.

The mid-business cycle pattern typically has been one in which builders compete by offering more features and benefits, incrementally pushing up their home prices as they try to outdo one another. After a market collapse wipes the slate somewhat clean, builders have usually come out of recessions by simplifying their designs to reduce construction costs and perhaps lower the price tag.

The last recovery was driven mainly by move-up buyers purchasing homes on a price tier higher than entry-level homes. Can the new-construction market climb back to an annualized rate of 1.6 million starts as it had in January 2020 and stay above that level without the first-time buyer as a major force? Unless high-end home builders are selling to wealthy buyers with no contingencies, the housing market is arguably fueled by entry-level homebuyers who enable sellers upstream to unload their current properties in order to move up to larger and/or more expensive homes.

"There is an opportunity for builders to simplify again, as we typically do coming out of a recession," says Don Neff, a former builder and president of LJP Construction Services, a quality-assurance and risk-mitigation consultancy in Irvine, Calif. Drive costs out, bring prices down to capture the more affordable price range, he says, or people won't be able to get on the first rung of the home equity ladder.

"Economic slowdowns like this are opportunities to reflect, reassess, and retool our procedures," Neff says. "It's like being on holiday for months because everything is going so slowly." It's a good time to rethink and streamline processes, iron out inconsistencies, make sure budgets are tight and strong, and that there are sufficient reserves going forward. "Better to have a simple lifestyle with a big bank account of reserves than to drive fancy cars and live in a house you can barely afford," he says. **PB**

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WHAT TO DO WHEN YOU

THIS CRISIS PRESENTS AN OPPORTUNITY:
TO FINALLY MAKE ALL OF THE IMPROVEMENTS
YOU'VE BEEN PUTTING OFF FOR YEARS

BY SCOTT SEDAM, CONTRIBUTING EDITOR

What an “adventure” our industry is going through. The housing downturn of a decade ago was brutal, with millions of lost jobs and severe economic hardship, but at least people weren’t dying from a rogue virus. That housing crash also was something we basically understood. But COVID-19 is still mysterious and elusive.

As I write this, construction has been deemed essential in all but six states, albeit with some restrictions, and the current pattern indicates a loosening of those limitations by at least some states around mid-May. It is possible the industry just rebounds from that point and by mid-summer business seems almost like normal.

Yet, the vast majority of top docs and scientists warn of coronavirus rebounds or flash hot spots developing, possibly even into 2021. The need for social distancing and personal protective equipment (PPE) may fade away—or not—and the impacts of COVID-19, both economic and as a health crisis, could get even worse. At this point, there is no definitive answer.

The federal government has allocated hundreds of billions of dollars to help businesses with 500 or fewer employees mitigate the impact of the crisis, a standard that applies to the majority of home building companies.

The caveat, though, is that you must keep your people on the payroll. And if they are being paid, it would be great to have them do productive work. For many, that presents a challenge: What do we do when we cannot do it together, at least in the traditional sense?

EPIPHANY NO. 1

As I pondered that question, I had an epiphany. My firm, TrueNorth Development, has very specific ideas to help answer this question. Most of our business is helping builders, suppliers, and trade contractors implement Lean methodology, yielding a wealth of productive ideas.

Simply, put, Lean is about eliminating waste in product and process, and planning with the goal of improving profit, quality, and customer

CAN'T DO IT TOGETHER

satisfaction—without collateral damage. With 220 implementations among 165 builders, we've recorded more than 35,000 improvement ideas developed by suppliers and trades with their builder teams. And while it's true the majority of the issues addressed require people to work together, that leaves thousands of ideas that don't require group effort—or at least not the kind demanding close proximity.

EPIPHANY NO. 2: TAKE ACTION!

That first awakening was quickly followed by another. So many of the improvement ideas emerging from our Lean process implementations are evaluated as high importance, even critical, by the builder team participants. Yet builders have put them off for years. Could this current situation be an opportunity? Could the COVID-19 debacle prove so enabling in terms of continual improvement in home building that the shutdown actually pays for itself many times over? Think that over.

The first obstacle to addressing this opportunity is to truly understand the costs and losses from what builders are doing (and not doing) today. Consider something that's been plaguing you for years; an issue you've meant to fix but that's still steadily eating away at your margins.

These improvement ideas run the gamut of your operations, and in conversations with builders and my team, we've identified more than 50 specific things to work on that will pay off for years to come. Here are the first 10, with a longer list available online at probuilder.com.

1. REDUCE VARIANCE. Excessive variance is so pervasive in our industry that my TrueNorth colleagues often call it an epidemic. It comes up in more than 90% of our Lean implementations. And although it's true that you won't see the variance coming through when you're not building, most of the work you need to do to eliminate it can be done during this coronavirus downtime, and without people having to work side by side.

Before you cite your 1% variance rate and move on from this topic, there is a 99% chance you're not measuring variance fully and accurately. That's not a guess, it's based on hard data gathered from our Lean implementations and other dealings with builders across the country for 23 years and counting. Before you can truly get a handle on variance, though, you must measure it correctly—and hardly anyone does. Then you have to do all of the things right upstream to eliminate variance at the source.

This isn't a simple fix, but there's a lot that can be done by individuals at this time, until we can work together as closely as before. I recommend you email info@truen.com for my four-column series on "Solving the Variance Nightmare."

2. RUN A PROCESS-FLOW MAPPING SESSION. Builders are typically reluctant to launch a genuine process-flow analysis. But each time they do, they learn surprising things and conclude that process flow is absolutely essential.

Process-flow mapping can be performed effectively with both old processes and new processes outlined and gaps identified in a single day. Add another day and you can create a thorough outline of an improvement plan that saves a fortune in time and money right now. Next, look at departmental and other sub-processes that may warrant their own analysis, but always start with the big picture.

3. REVIEW AND UPDATE YOUR WEBSITE. Wandering around the web, I'd conclude more than half of all builders could use some meaningful enhancement of their websites, both for content and ease of use.

Here's a simple, inexpensive analysis you can do: Write down 10 things you want potential buyers to find quickly on your website. This could include plans, options, contacts, pricing, and community amenities, but be specific, such as, "Directions to our age-targeted townhome project in Spring Grove." Now test by asking 10 people unfamiliar with your website to pretend they are buyers. Watch as each person tries to locate everything on your list, in turn, no help given. Just observe. I guarantee you'll find plenty of work to do on your site.

4. REFLOW CONSTRUCTION SCHEDULES. I've written about this ad nauseam for the past decade because schedules today compared with those prior to the big housing crash are, well, nauseating.

Across the country, at least 90% of construction schedules are longer—by weeks—than they were a decade ago. Resist the temptation to use "the trade shortage" as an excuse, even though it may now be worse due to coronavirus. We know many builders that don't have a trade shortage, only because they continually work on it, tightening schedules and reducing cycle time. You can, too.

5. UPDATE ALL SCOPES OF WORK. Seventy-five percent of builders have scopes of work, but I find no more than 25% are up to date. Of those, maybe half are truly two-way documents with input from and clear requirements for builders, suppliers, and trades alike. Perhaps half again are used as a tool for running the business. I'll be generous and round that last number up to 10%. So at least 90% of you have work to do. Good scopes make a great difference.

6. AUDIT YOUR DESIGN CENTER. I can't tell you how many times I've seen builder design centers grow in size and option sales while their profit margins on those options sink. In most cases, builders don't even realize it's happening. That's because they stink at measuring the "true total cost" of the entire design and options process. Simplify the design center wherever you can, and implement total cost measurements. More than a few major changes will result.

7. PERFORM AN ENERGY REVIEW AND MAKE A PLAN. Review where you are today and plan how you'll get to a net zero energy product, or at least

net zero-ready. Some jurisdictions require it now, but many groups are pushing it nationally by 2030. It's time to leave denial behind and start planning for this future. You'll find builders in most cities that are already there. Study them. Create your plan. You have time now, but you won't next quarter.

8. REVIEW, UPDATE, OR PRODUCE KEY CHECKLISTS. How long has it been since you've thoroughly reviewed your checklists, including job-ready and job-complete checklists for every supplier and trade? For your customers, review your preconstruction, pre-drywall, and new-home orientation checklists.

Construction checklists should include job start, mechanical (aka "rough"), and ready-for-delivery (prior to the final customer walk). Warranty should have 30-day and 11-month checklists, or however you break it down locally. That's 10 checklists right there to get you started, and you'll no doubt find many more.

Of course, you'll send the new drafts out to key constituents for their review and input. And this time, put the date of the update in the upper right-hand corner of each checklist and create a review cycle of no more than two years.

9. AUDIT YOUR PLANS, ELEVATIONS, SPECIFICATIONS, AND PRICING. A thorough job here can have a monumental impact. Make all needed updates and purge all old unused plans, op-

tions, and pricing from your system. No tears. Just do it.

10. IMPLEMENT VALUE ENGINEERING. In my experience, there's never been a plan that couldn't be improved in appearance, function, use of materials, labor, or most any other important measure using a highly structured process that includes your design, construction, purchasing, and sales and marketing teams, as well as key suppliers and trades, and yes, engineering.

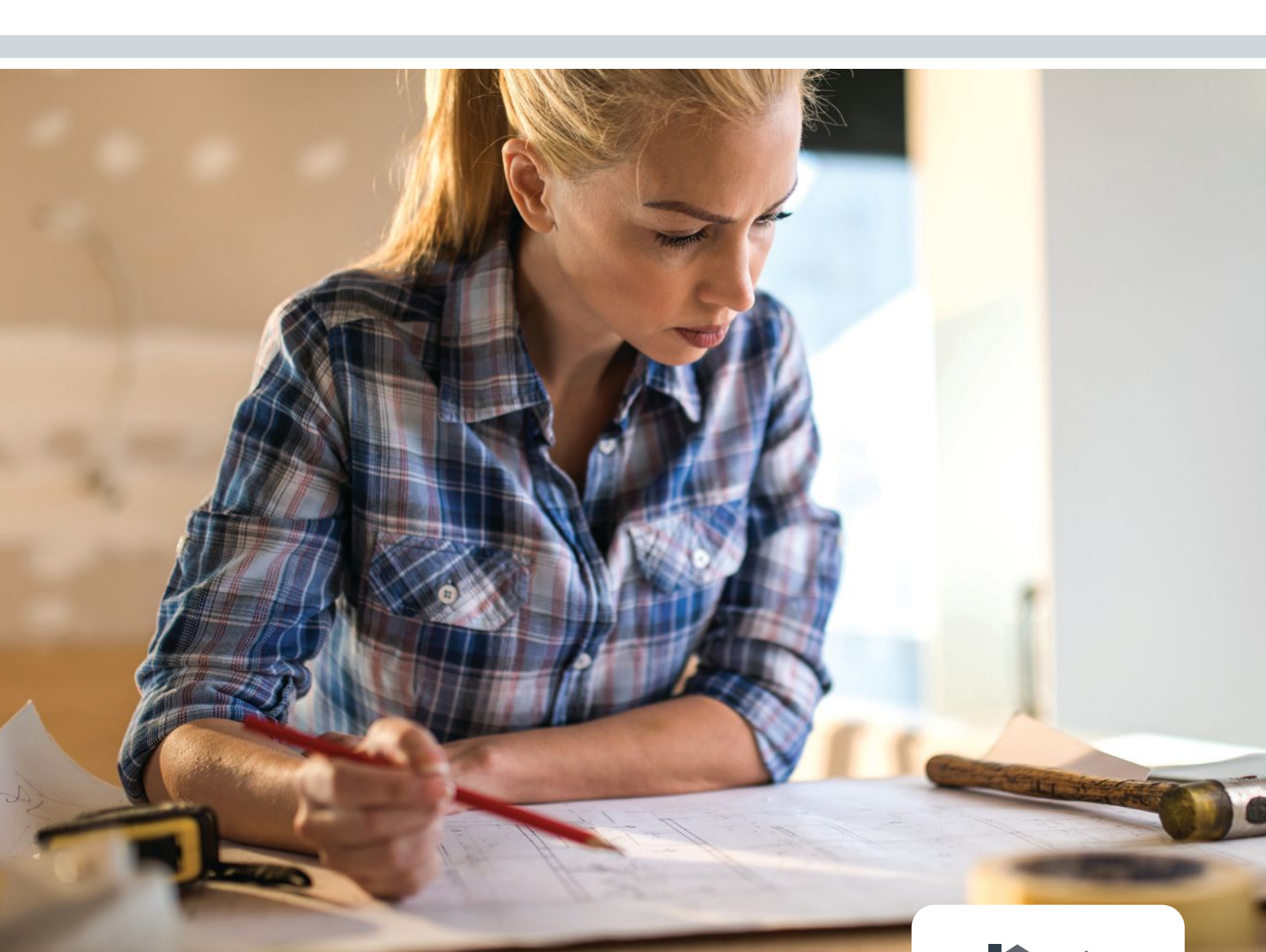
The best method is to bring these people together in an organized way. That's difficult to do now, but you can still uncover many issues and make improvements by managing a round-robin distribution of plans to a group of remote workers. Then bring them together for a video conference review as you finish each plan.

Simply put, there's more than enough to keep your people working productively, even when they can't work together. The results will pay off not just this year, but for years to come. As bad as things are, you're confronted with an incredible opportunity. Will you seize it? **PB**

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COULD THE COVID-19 DEBACLE
PROVE SO ENABLING IN TERMS
OF CONTINUAL IMPROVEMENT
THAT THE SHUTDOWN
ACTUALLY PAYS FOR ITSELF?
— — — — —



Scott Sedam is president of TrueNorth Development, a consulting firm that works with builders to improve product, process, and profits. For a longer version of this article, with additional ways to take action to improve your business, go to probuilder.com/20-ways-to-hone-your-business. You may reach Scott at scott@truen.com or 248.446.1275.



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LUXURY HOMES

By Larry W. Garnett, FAIBD,
House Review Lead Designer

Each of us likely has a different vision of what defines a home as luxurious, though often that term is associated with “large.” But size is hardly everything, as the following designs attest; with plans from 3,500 to 7,300 square feet, these luxury homes range from estate-lot scale to an infill site. And while some of these homes may be labeled extravagant at first glance, closer inspection reveals exteriors with unpretentious details and a sense of casual elegance. Inside, practical and functional floor plans are filled with top-of-the-line appliances and fixtures, family-friendly entertainment areas, spectacular outdoor spaces, and even multi-generational living—all thoughtfully and expertly laid out.



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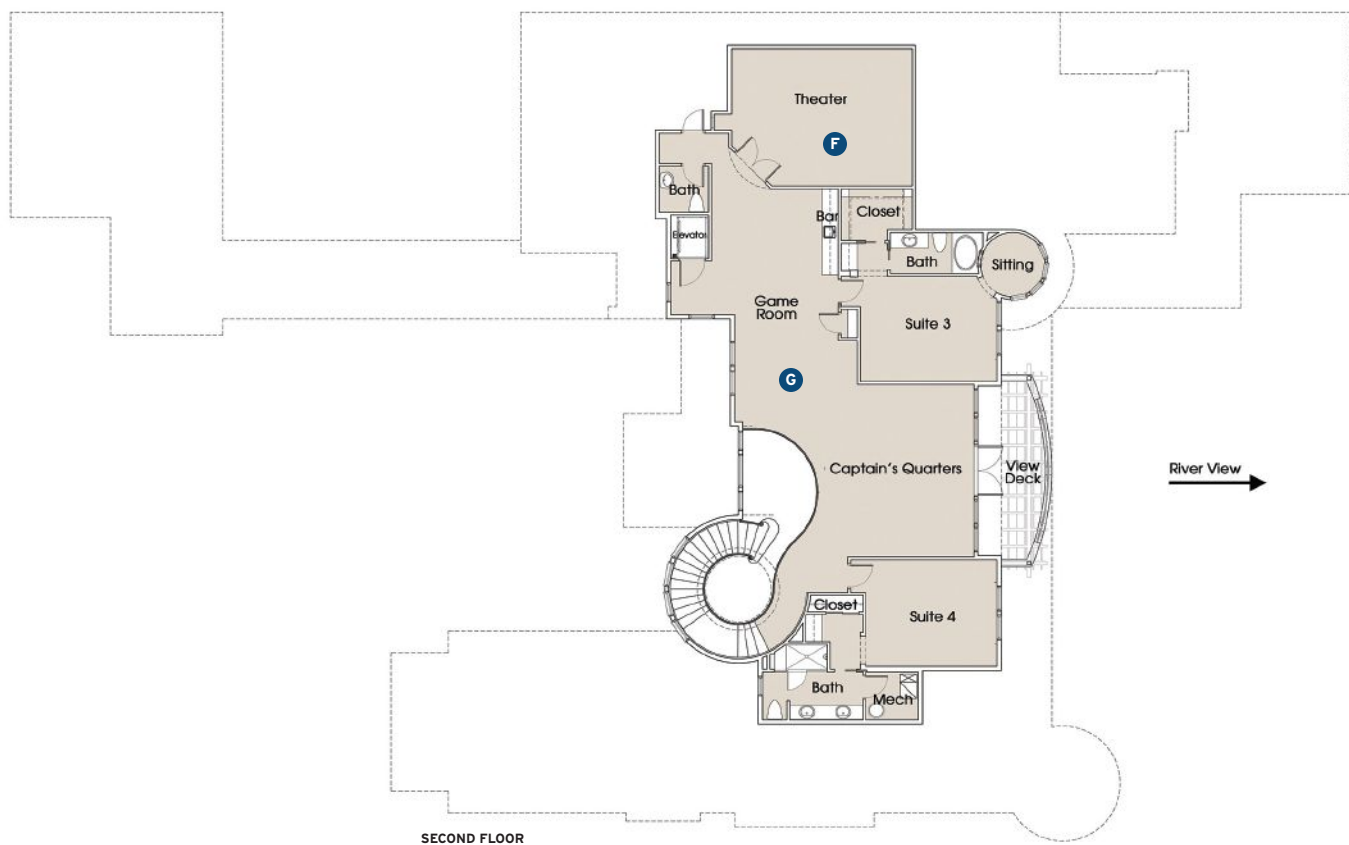
Donald F. Evans, AIA
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DIMENSIONS
Width: 120 feet
Depth: 180 feet
Living area: 7,300 sf

Let's be honest: Homes today, even custom homes, typically aren't more than 5,000 square feet. But every year there are a few clients who want something bigger to accommodate multiple and specific lifestyle needs, such as a large family, space for the kids and grandkids to visit, entertainment areas, and work-from-home spaces that manifest as large leisure rooms with several distinct areas. We also see demand for two home offices, a place for bulk storage, a larger pantry and/or a butler's pantry, an in-law suite, a home theater or game room, more or larger secondary bedrooms ... and the house just keeps growing well beyond that threshold.

Our goal is for these homes to deliver a great sense of style and attention to detail and scale, not just to be big for big's sake.

- A** Large leisure room with multiple seating areas and cornerless sliding glass door
- B** Large dedicated home office
- C** Command center with laundry room, bulk storage room, walk-in pantry, butler's pantry, and a second home office
- D** Grand room with folding glass doors
- E** In-law suite with a private entrance
- F** Home theater
- G** Game room and captain's quarters





DAVIDSON COLLECTION AT DELTA COVES, PLAN 6

ARCHITECT

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DIMENSIONS

Width: 82 feet
Depth: 60 feet
Living area: 4,264 sf

The Davidson Collection at Delta Coves is a 42-unit enclave of luxury waterfront homes within a master plan on the California Delta in close proximity to whitewater rapids on the American River and access to sailing opportunities on San Francisco Bay. Designed in a lake-house style, the intent is to accommodate large gatherings of family and friends who enjoy a boating lifestyle. Each home has wide views of the Delta, a private dock, and generous outdoor spaces from which residents can fully experience the waterfront setting.

For a narrated slide show of this project, go to probuilder.com/house-review-luxury

- A** Extra space in the garage offers ample storage for boating activities
- B** Downstairs master suite
- C** Kitchen island comfortably seats six for informal meals
- D** "Snack alley" and convenient powder room serve outdoor living spaces
- E** Formal dining area has water views on three sides
- F** L-shaped veranda on the first floor and covered deck on the second floor for outdoor living on the waterfront
- G** Three large bedroom suites upstairs; a third-level multipurpose room (not shown) can flex to a fifth bedroom
- H** Bonus room on the second floor is modeled with an optional deluxe wet bar to create the ultimate hangout



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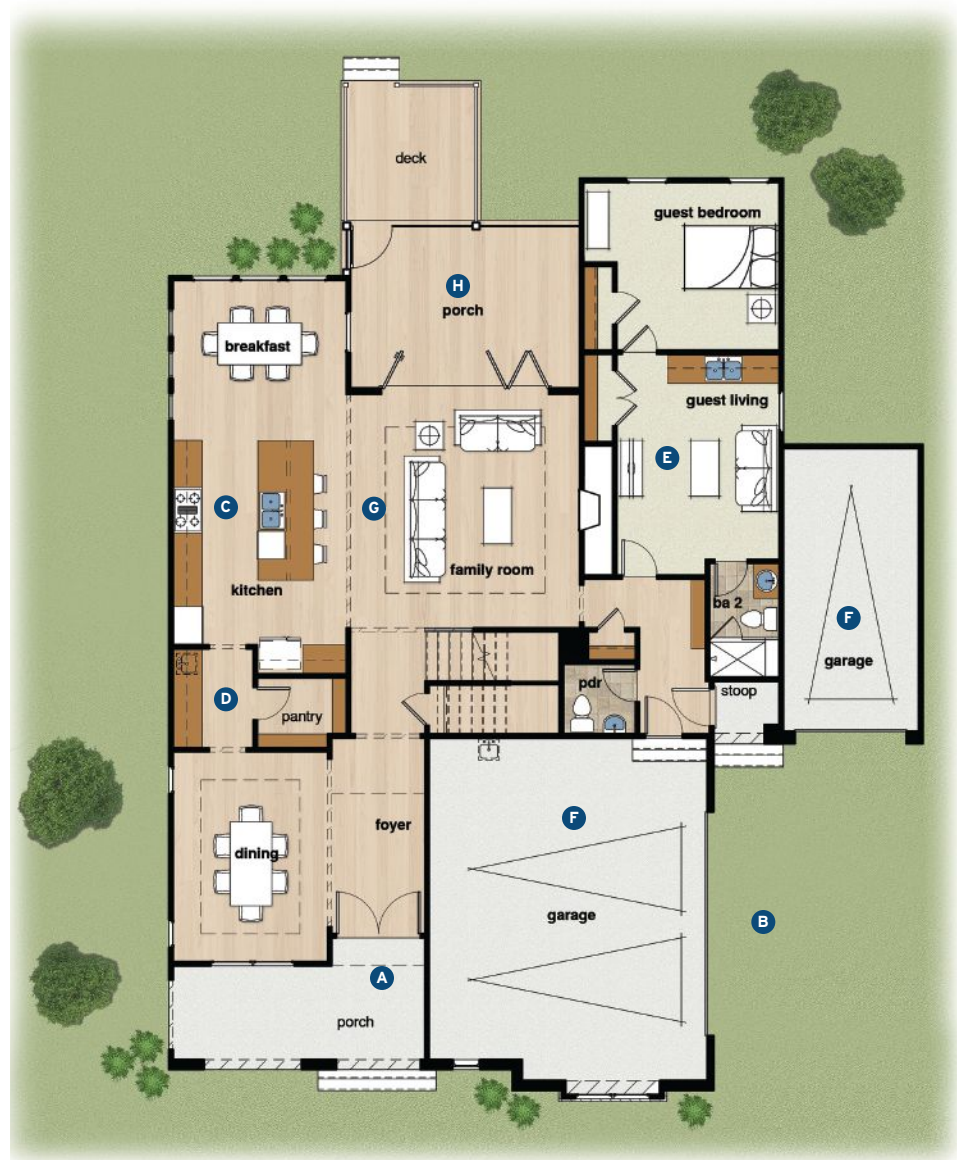
DIMENSIONS

Width: 54 feet
Depth: 73 feet
Living area: 3,567 sf



Working with Baker Residential, we designed this luxury home for a community in Apex, N.C. A generous front porch and a side-loaded, split 2-1 garage create excellent curb appeal. The family room/breakfast/kitchen layout is expansive and open. Indoor-outdoor living is a focus of this home, with a large door to the exterior covered living space. The home also provides multigenerational living space, with a suite that includes a separate living area.

- A** Front entry porch
- B** Side-loaded garage
- C** Main kitchen with large island
- D** Centrally located walk-in pantry and butler's pantry
- E** Guest suite with separate living space
- F** Side-loaded, split 2-1 garage
- G** Interconnected, open family room/breakfast/kitchen area
- H** Covered outdoor living space
- I** Bonus room
- J** Volume ceiling at entry
- K** Owner's suite with large sitting room



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DIMENSIONS

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Depth: 111 feet, 5 3/4 inches
Living area: 3,948 sf + 297 sf porch

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- A** Main-level master suite with an attached balcony offers a peaceful retreat with panoramic lake views
- B** Outdoor living space is perfect for entertaining; folding doors open up the space and bring the outdoors in
- C** Large walk-in closet off the master bath provides plenty of space for clothing, shoes, and accessories
- D** Boats, vehicles, or toys can be stored in the attached three-car garage
- E** Second-story balcony and extra bedrooms (each with a lake view) provide space for guests to relax and enjoy their stay





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SMART TOILET

The Prodigy P770 by **Bio Bidet** is a smart toilet that costs half as much as comparable high-end units, the brand says. Designed to be accessible to more consumers, Prodigy has a sleek, modern design, a skirted profile, and an all-in-one tankless design that fits space-conscious bathrooms. Other features include dual-flush technology, remote-controlled spray settings and air dryer, an automatic open and close lid, sensor-activated night light, built-in deodorizer, and adjustable temperature controls for the seat and water.

For more info circle 800



SOAKING TUB

The Orleans tub from **Americh** combines classic French curves with clean, contemporary American style, the brand says. A solution for a space that needs a slightly smaller tub, the mineral cast solid surface unit measures 16 inches deep and comes in Glossy or Matte White.

For more info circle 802



WATER-SAVING SHOWER

The result of **Nebia's** partnership with **Moen** in shower design, Nebia by Moen is a spa shower system that boasts the hottest maximum temperatures and best coverage, Nebia says, while using half the water of a standard 8-inch Moen showerhead. The product uses atomization technology to turn water into smaller droplets than traditional showers, creating a hot mist that provides twice the coverage of a standard shower. Two packages are available: an adjustable rainshower head, and a combo rainshower and 10-inch shower wand (shown).

For more info circle 801



BATH SINK

Part of **Duravit's** new Happy D.2 Plus collection, the above-counter washbasins feature a narrow, flattened rim and three sizes: 15 ³/₄ inches, 19 ⁵/₈ inches, and 23 ⁵/₈ inches. The collection comes in new color options of Anthracite Matt (shown) or a two-tone contrast version, with Glossy White on the inside and Anthracite Matt on the outside.

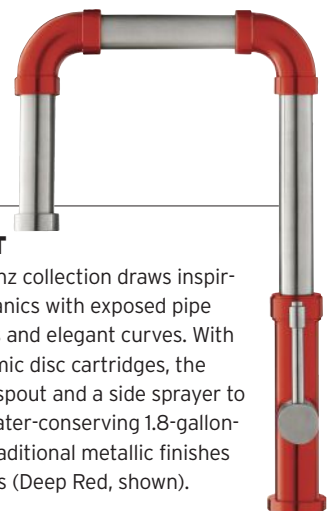
For more info circle 803



COLORLED KITCHEN FAUCET

Isenberg Faucets' industrial-style Tanz collection draws inspiration from old-timey plumbing mechanics with exposed pipe connectors, but also offers sleek lines and elegant curves. With stainless steel construction and ceramic disc cartridges, the faucet features a rotating projection spout and a side sprayer to handle a variety of kitchen tasks, a water-conserving 1.8-gallon-per-minute flow rate, and comes in traditional metallic finishes plus 20 thin-film ceramic-based colors (Deep Red, shown).

For more info circle 804



BATH VANITY

Measuring 48 inches wide, **Kohler's** Marabou vanity cabinet is made from solid hardwood and veneers. The two doors feature three-way adjustable slow-close hinges with 110-degree opening capability, while the four full-extension 18-inch-deep drawers have slow-close undermount slides and solid wood dovetail construction. The collection is available with coordinating vanity tops in an array of finishes, with a wide range of choices for hardware and accessories.

For more info circle 805



BATH COLLECTION

Created by interior designer Roger Thomas, the Vector Collection from **Speakman** is a modern bathroom line that celebrates "architectural purity with strong lines," the company says. The wide-ranging bathroom collection includes Roman tub faucet controls, towel racks, showerheads, and accessories. Its faucets come in three handle styles, while showerheads are available with 2.5-, 2.0-, or 1.75-gallon-per-minute flow rates.

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AD INDEX:

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COMPANY	PAGE #	RS#	COMPANY	PAGE #	RS#
APRILAIRE	41	764	MITEK	12	756
BEST IN AMERICAN LIVING AWARDS	63	-	NARI	51	767
COUNTRY WOOD FLOORING	65	776	NISUS	65	775
DRYER WALL VENT	15	758	NORBORD INDUSTRIES	16	759
DRYERJACK	18	760	PROTECTIVE PRODUCTS	65	777
ELIAS WOODWORK	64	773	ROYAL BUILDING PRODUCTS	4	752
FESTOOL USA	8	754	SEIHO INTERNATIONAL	47	766
GEICO	IFC-3	751	SOFTPLAN SYSTEMS	64	772
HUSQVARNA CONSTRUCTION PRODUCTS	19	761	THERMA-TRU	6	753
IRONROCK	64	774	TYPAR HOUSEWRAP	14	757
LP LEGACY	61	771	UNILOCK GROUP OF COMPANIES	10	755
LP STRUCTURAL SOLUTIONS	55	768	UPONOR	JBC	778
LP TECHSHIELD	57	769	WESTERN WINDOW SYSTEMS	BC	779
LP WEATHERLOGIC	59	770	WOODFORD MANUFACTURING	45	765
MICHELIN NORTH AMERICA	33	763	ZIP SYSTEM	22-23	762

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753	767	781	795	809	823	837	851	865	879	893	907	921	935	949
754	768	782	796	810	824	838	852	866	880	894	908	922	936	950
755	769	783	797	811	825	839	853	867	881	895	909	923	937	951
756	770	784	798	812	826	840	854	868	882	896	910	924	938	952
757	771	785	799	813	827	841	855	869	883	897	911	925	939	953
758	772	786	800	814	828	842	856	870	884	898	912	926	940	954
759	773	787	801	815	829	843	857	871	885	899	913	927	941	955
760	774	788	802	816	830	844	858	872	886	900	914	928	942	956
761	775	789	803	817	831	845	859	873	887	901	915	929	943	957
762	776	790	804	818	832	846	860	874	888	902	916	930	944	958
763	777	791	805	819	833	847	861	875	889	903	917	931	945	959
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1. Which of the following best describes your company's primary business? (Check one box only.)

- 10 ☐ Builder, Developer, General Contractor
20 ☐ Architectural Firm, Engineering Firm, Architectural/Engineering Firm, Designer of Homes
30 ☐ Manufactured or Modular Home Builder
40 ☐ Remodeler working in building activities
50 ☐ Land Development
90 ☐ Other (please specify) _____

2. Which category best describes your job title? (Check one box only.)

- 10 ☐ Owner, Partner, Corporate Executive, Director, General Manager
20 ☐ Architect, Designer, Engineer
30 ☐ Construction Manager, Superintendent, Purchasing Agent, Buyer
40 ☐ Other Management personnel
50 ☐ Sales or Marketing Manager
90 ☐ Other (specify): _____

3. What type of construction is your firm involved in? (Check ALL that apply.)

- A ☐ Single Family - Custom
B ☐ Single Family
C ☐ Multi-Family
D ☐ Remodeling
E ☐ Light Commercial
F ☐ Other (specify): _____

4. How many homes does your firm build per year? (Check one box only.)

- A ☐ Over 500 units
B ☐ 101 - 500 units
C ☐ 26 - 100 units
D ☐ 11 - 25 units
E ☐ 1 - 10 units
F ☐ 0 units ☐

5. What is your firm's annual revenue? (Check one box only.)

- A ☐ More than \$10 million
B ☐ \$5 million to \$10 million
C ☐ \$1 million to \$4,999,999
D ☐ \$1 to \$999,999
E ☐ \$0 ☐

6. Which of the following building materials, products or equipment do you buy, specify or influence the selection of? (Check ALL that apply.)

- 01 ☐ Appliances
02 ☐ Cabinets and Countertop Materials
03 ☐ Caulks and Sealants
04 ☐ Central Vacuum Systems
05 ☐ Computer Hardware and Software
06 ☐ Construction Equipment
07 ☐ Decking / Fence Materials
08 ☐ Doors
09 ☐ Engineered Wood Products
10 ☐ Fireplaces and Accessories
11 ☐ Flooring and Floor Coverings
12 ☐ Garage Doors
13 ☐ Green Building Products
14 ☐ Hand and Power Tools
15 ☐ Home Automation Systems
16 ☐ HVAC and Environmental Controls
17 ☐ Insulation and Related Products
18 ☐ Lighting Fixtures
19 ☐ Locksets and Hardware
20 ☐ Paint, Stains and Finishes
21 ☐ Plumbing Fixtures / Faucets
22 ☐ Roofing Materials
23 ☐ Siding
24 ☐ Sound and Security Systems
25 ☐ Tile
26 ☐ Trucks
27 ☐ Windows
99 ☐ None of the above ☐

7. Which of the following publications do you receive personally addressed to you? (Check ALL that apply.)

- A ☐ Builder
B ☐ Custom Home
C ☐ Neither

8. Excluding land, please indicate the cost per square foot of the homes your company builds. (Check ALL that apply.)

- A ☐ \$251/sq ft or more
B ☐ \$201-\$250/sq ft
C ☐ \$151-\$200/sq ft
D ☐ \$121-\$150/sq ft
E ☐ \$101-\$120/sq ft
F ☐ \$100 sq ft or less

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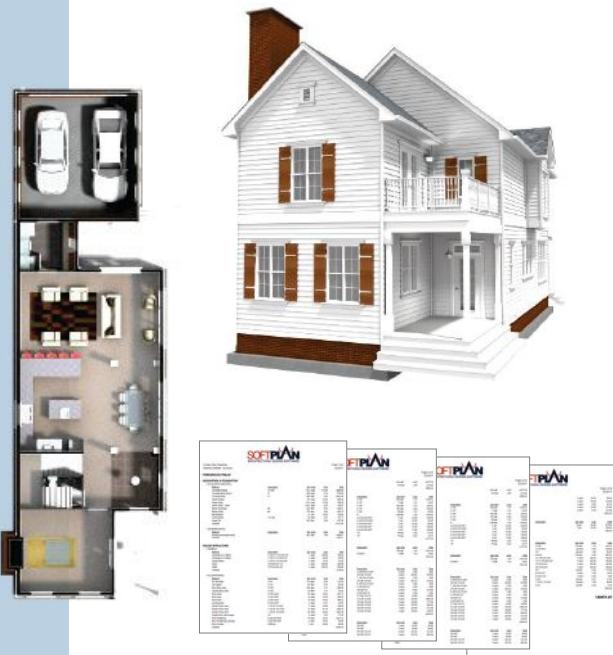
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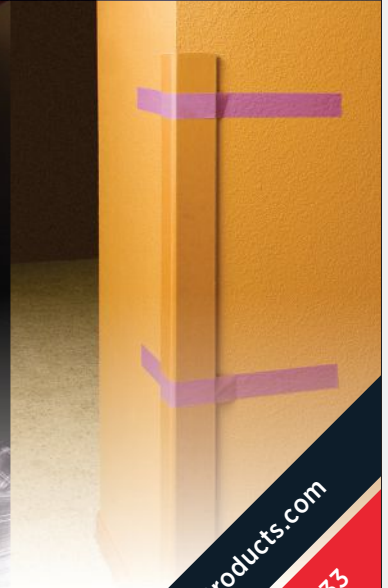
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Insight Into Trumark's Growth Strategy and Daiwa Partnership



GREGG NELSON, MIKE MAPLES

Co-founders

Trumark Companies, San Ramon and
Newport Beach, Calif.

Trying to grow a large, private home building operation while competing against well-heeled publicly traded national companies is doable, as long as the search for investors and capital doesn't wear you down. Some privates tap into additional capital by going public, while others secure access to financing by aligning with overseas companies looking for development and revenue opportunities in the U.S. Such was the case earlier this year when Daiwa House Group of Osaka, Japan, acquired a 60% equity interest in builder/developer Trumark Companies, our 2018 Builder of the Year. Trumark's co-founders, who used credit cards to finance land deals during the savings and loan crisis, talk about how the deal with Daiwa will affect their company's next stage of growth.

PRO BUILDER: *How did the Daiwa deal come about?*

GREGG NELSON: We're always looking for resources to enhance our equity in order to be more aggressive in our deal underwriting and enhance our acquisition success. We started talking to Daiwa about a year ago and it took about 11 months to go through the entire process. A sale wasn't something we were looking for.

MIKE MAPLES: It was a growing appreciation of each other. When Daiwa walked in the door on February 15, 2019, and said they wanted to buy our company, we said we're not for sale and thanks for the visit. But as we talked more about what they were pursuing—they showed us their six-year plan, which was part of their 50-year plan—their move was to invest a lot of their assets in the U.S. and grow.

PB: *How well did the two companies align?*

GN: When we met with Daiwa, there were a series of alignments that made this interesting. We could tell, as we had meetings with them, that we shared many of the same values. Daiwa talked a lot about how they care about their employees and how the employees are crucial to the company's success. That was in line with how Mike and I view our company. People are our key asset,

and we've been very fortunate to have high-caliber individuals and a culture of respect. So, culturally, there was good alignment. Integrity and the desire to grow were other big categories where we found alignment.

MM: Our respective growth plans also aligned, so we started talking about how maybe Daiwa could buy a small piece of our company. As we talked together about our six-year plans and the amount of capital that would be best for that, and other lines of credit, Daiwa was motivated by that. But they were like, "If we're going to put in this much for the line of credit, we'd like to have a controlling interest in the company." That discussion took place over several months. So we went from "We'll never do this," to "This is kind of interesting," and eventually to "Wow, this may really be advantageous."

The main difference [in making the decision to sell a controlling interest] was that Daiwa wanted to come along with our team and grow it. Suddenly Gregg and I realized we're not as young as we used to be, and if we ever got to the point where we sold to a U.S. company, they'd just take the assets, probably wipe out all of the people, and that would be the end. Gregg and I still want to run the company and put it on a good path for our people, and Daiwa

[potentially offers] the magic formula for doing both of those things.

PB: *How does Daiwa see the U.S. market?*

GN: It's very difficult to grow a company in Japan, given the country's population and demographics. Daiwa sees the U.S. as a prime market for the future expansion of their business. So we look at this deal as combining our ability to operate here with the resources of one of the largest home builders in the world, in terms of their financial capability.

PB: *Japanese companies have a reputation for a different work-life balance. Did you find that to be true?*

MM: I would say our values align by our desire to introduce great product and communities and that we value our employees. There's a different work-life balance in Japan—maybe not what it used to be, but certainly not the way it is in the U.S.

Also, we had a chance to talk with Steve Alloy [president of Stanley Martin Homes] about his experience [Daiwa acquired 82% of Stanley Martin Communities three years ago], and that gave us great insight. **PB**

Read the complete interview with Trumark's co-founders at probuilder.com/interview-trumark

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