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3030 W. Salt Creek Lane, Suite 201 Arlington Heights, IL 60005-5025 847/391-1000 · Fax: 847/390-0408

STAFF

EDITORIAL DIRECTOR/PUBLISHER

Patrick O'Toole 847-954-7919 potoole@sgcmail.com

EDITOR IN CHIEF

Timothy J. Gregorski 847-391-7941 tgregorski@sgcmail.com

SENIOR CONTRIBUTING EDITOR

Wendy A. Jordan

INDUSTRY ADVISER/COLUMNIST

Mark Richardson

ASSOCIATE EDITOR

Jeff Zagoudis

CONTRIBUTING EDITORS

Craig Durosko, Jean Feingold, Dave Lupberger, Jud Motsenbocker, Tom Swartz

DESIGNER

Kelsey Hiebert-Craig

EVENTS MANAGER

Judy Brociek

GROUP DIRECTOR - PRINCIPAL

Tony Mancini

DIRECTOR OF AUDIENCE DEVELOPMENT

Doug Riemer

DIRECTOR OF CREATIVE SERVICES & PROMOTIONS

Sandi Stevenson

FDITORIAL AWARDS

Winner of 32 American Society of Business Publication Editors Awards and 7 Jesse H. Neal Awards

SUBSCRIPTION INQUIRIES

Circulation Department Professional Remodeler 3030 W Salt Creek Ln Ste 201 Arlington Heights II 60005-5025 circulation@sgcmail.com

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Editorial

By Tim Gregorski, Editor in Chief

The value of relationships

good friend of mine who is also a 40-year veteran of the construction industry has taught me a lot about relationships over the past few years. He has been a tireless advocate of relationships his entire life, spending countless hours working. molding, and shaping both his personal and professional contacts.

I have to admit, I admire the amount of time and effort he puts into his relationships, and it's paid off tremendously.

Often times I've walked with him on a jobsite, a tradeshow floor, or visiting a contractor's office, and everyone knows him.

I asked him his secret once and his advice

was simple: "Take the time to get to know people, whether it is a CEO or a laborer. Spend a few moments with them each day if you can—or maybe it's a phone call or email once a week-and you will learn a lot about them, and eventually even more about yourself."

His comments mirror advice given by Ralph Cataldo, President and CEO, Cataldo Custom Builders in this month's Remodeler's Exchange.

Cataldo offered this antidote when asked about maintaining clients for life: "Once you get a real relationship going, you have to take advantage of every opportunity you can to proactively communicate on a consistent basis without overdoing it."

Heading into the Remodeling Show in Baltimore last month, I was anxious to start many new relationships with Professional Remodeler readers, manufacturers, and other professionals in our industry.

Aside from time on the show floor, there were plenty of networking opportunities, including our Leadership Awards event held at the Center Club, the panel discussion we hosted between leading remodelers and industry manufacturers, and the NAHB

> Read my blog at www.HousingZone.com

Remodelers' gala at the Maryland Science Center, to name a select few.

Needless to say, I wasn't disappointed. Many of you introduced yourselves as "longtime readers of *Professional Remodeler*." We exchanged story ideas, swapped business cards, and promised further communication. The foundation for the relationship has been built, and now comes the formidable task of maintenance, which is where I refer to the advice offered earlier.

Often, we are far too busy at work for our own good. It can be tempting to skip the client meeting, not return a phone call, or even delete a batch of emails. But we know that's



Moving forward, I only see the relationship with you getting stronger.

not fair to the person at the other end. As you can deduce from the advice offered by industry veterans, there is always an opportunity to advance a relationship.

I've recently started blocking off a specific amount of time each day, time that is now dedicated solely to evolving my new and old relationships. I am not talking about catching up on emails; this time is specifically for phone calls. The time I've blocked off is only a small portion of my day, but the return on this time investment is quickly becoming immeasurable. Most recently, I spent time on the phone with a few Professional Remodeler readers. The passion they exhibit for the remodeling industry is admirable, and that passion trickles down to the relationship they have with Professional Remodeler. Moving forward, I only see the relationship with you getting stronger. PR

Contact me at tgregorski@sgcmail.com or 847.954.7941.

Market Update

REMODELER RECOGNITION

NAHBR HANDS OUT AWARDS, ADDS TO HALL OF FAME

The National Association of Home Builders (NAHB) Remodelers named its Remodeler of the Year, announced two winners of its annual Homes for Life awards, and inducted two new faces into the Remodeling Hall of Fame during the NAHB Remodelers' gala held last month in Baltimore.

The trade association recognized Robert Criner, GMR, CAPS, CGP, of Criner Remodeling in Yorktown, Va., as the 2012 Remodeler of the Year. Criner founded his business in 1977 and joined NAHB Remodelers in 1983. An association leader at the local, state, and national level, he has authored numerous articles in national trade journals to share his industry expertise.

NAHB Remodelers also announced two winners of its Homes for Life awards, which recognize excellent remodeling work for aging-in-place and universal design.

Terry Jones, CAPS, of Compass Builders in Miramar Beach, Fla., won in the Major Space remodel category. Jones earned the honors for developing a functional space for a young disabled veteran that improved the home's marketability and provided room for entertaining guests.

Marnie Renda, CAPS, of Destination Home, LLC, in Cincinnati, won in the Single Space remodel category. Renda redesigned a bathroom to accommodate the physical needs of a couple both affected by stroke.

As for the Remodeling Hall of Fame, NAHB Remodelers inducted Clai Porter, AIA, CGR, CGP, of Anchorage, Alaska, and Douglas Sutton, CGR, CAPS, of Springfield, Ill. Named Alaska's Builder of the Year four times, Porter is the longest continuously serving homebuilder member in the state and a NAHB senior life director. Sutton is a NAHB life director and twice served as NAHB Remodelers chairman.

DESIGN



NARI MEMBERS EXAMINE PAINT TRENDS

Choosing a paint color or scheme often can be difficult as there are many variables to consider—décor, style of the room, and other aspects of the space. Members of the Milwaukee/NARI Home Improvement Council took a deeper dive recently into paint and color wall options to explain this year's trends.

"We're finding colors that appear to be dipped in gray, a soft caulky appearance, are quite popular," says Cheri Ware, Ware Design, Delafield, Wis. "On the flip side, graphic colors are being used more and more, mixing lights and darks together to create strong edges and contrasts. For example, a person with a contemporary taste may mix bright colors with strong neutrals."

Although neutrals have always had a presence in rooms, there seems to be a shift to "strong neutrals." These colors are more saturated—khaki, deep tans and taupes, and more. "More importantly, homeowners should choose colors that bring all the elements of the room together—furnishings, finishes, and other décor," says Greg Luettgen, East Shore Painting, Wauwatosa, Wis. "Colors that are chosen by customers are often site specific and based on personal tastes. People seem to be experimenting more with colors than they did in the past."

A popular painting technique is an accent wall. "We often see people choosing a monochromatic scheme, using different shades of the same color," says Ware. "It's common to see homeowners pair warm and cool colors such as red with green, but it's important they're the same tone," says Luettgen.

Bold decorators may consider layering for more saturation. "Layering tones of the same color with a metallic cover can add depth and sophistication to a room," says Ware.

It's important to choose a finish that's appropriate for the various room details. "Ceilings will often have a flat finish to hide imperfections and reflect light evenly, and we're seeing a lot of homes with an eggshell finish on the walls. It doesn't have too much sheen and is washable," says Luettgen. "The trim should have a satin finish because it's washable and creates a contrast from the wall."

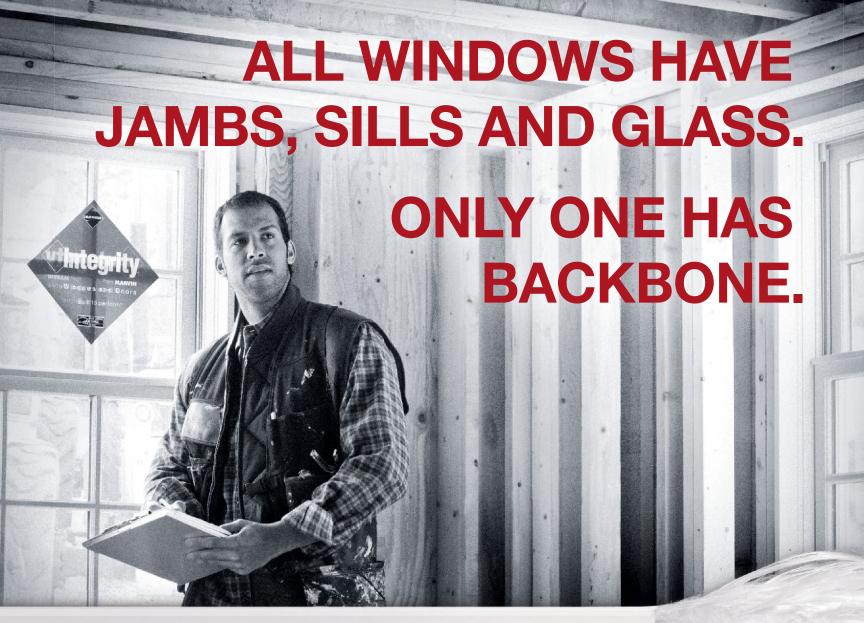
Many homeowners choose to add a unique touch to their homes; they want to add texture or customize a space. "There are a lot of fantastic faux finishes available," says Ware. "There's everything from reptile prints to beautiful French baroque motifs."

Many locations are offering two-in-one paint products to help homeowners save a step. "We're seeing a lot of places carry paint and primer in one product," says Luettgen. "I'm not sure if this is a trend, but it's definitely popular right now."

Wallpaper is not as popular as it used to be, but there is still room for it in your home. "People are getting away from so much paper, but we do see it in little spots throughout the home. Homeowners often mix wallpaper with paint," says Luettgen. For instance, wallpaper could be mixed with a complementary paint color to create a focal point or variety in a space.

6 PAINT AND COLOR TRENDS POPULAR IN 2012

- 1. Color
- 2. Accent walls
- 3. Layering
- 4. Finishes
- 5. Paint and primer
- 6. Wallpaper



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Market Update

INDUSTRY REPORTS

RMI RETURNS TO 2005 LEVELS



The Remodeling Market

Index (RMI) climbed to 50 in the third quarter of 2012, up from 45 in the previous quarter, according to the National Association of Home Builders (NAHB). This is the highest point the RMI has reached since the third quarter of 2005, reflecting the positive trends recently seen in the rest of the housing sector.

The RMI component measuring current market conditions rose to 52 from 46 in the previous quarter, while the component measuring future indicators increased to 49 from 44. An RMI above 50 indicates that more remodelers report market activity is higher (compared to the prior quarter) than report it is lower.

"The strength of the RMI, especially in owner-occupied properties, shows that home owners are investing in remodels as home prices stabilize," says NAHB Remodelers Chairman George "Geep" Moore Jr., GMB, CAPS, GMR, a remodeler from Elm Grove, La.

All three indicators of current market conditions improved:

- Maintenance and repairs rose to 56, up from 50;
- Minor additions and alterations to 51, up from 47; and
- Major additions and alterations to 49, up from 42.

Current market conditions improved or held steady in all four regions in the third quarter of 2012. Remodeling activity was particularly strong in owner-occupied housing; the subcomponents of the current conditions index for owner-occupied housing were all well over 50, ranging between 55 and 60. Future market indicators in every region but the Northeast

For more industry news, visit www.HousingZone.com

experienced gains from the previous quarter: Northeast, 38, (from 41); Midwest, 50 (from 46); South, 52 (from 46); and West, 52 (from 42).

All indicators of future market conditions rose: calls for bids, 48 (from 44); amount of work committed for next three months, 46 (from 43); backlog of remodeling jobs, 50 (from 46); and appointments for proposals, 51 (from 43).

"The improvement in the RMI provides more evidence the remodeling industry is making the orderly recovery from its low point in 2009 as we've been expecting," said NAHB Chief Economist David Crowe.

RESIDENTIAL REMODELING NOTCHES UPWARD TICK

The number of remodeling permits recorded by BuildFax Remodeling Index for the month of



August 2012, reached a level previously recorded more than four years ago. Yet another positive sign on the road to recovery for the remodeling industry.

Overall, the national residential remodels authorized by building permits in the U.S. from the month of August were at a seasonally adjusted annual rate of 3.204.000.

This is three percent above the revised July rate of 3,112,000 and is five percent above the August 2011 estimate of 3,053,000.

Broken down by regions, the seasonally adjusted annual rates of remodeling across the country in August 2012 were estimated at:

- Northeast, 895,000 (down four percent from July, up 20 percent from August 2011);
- South, 1,302,000 (down three percent from July, up 21 percent from August 2011);
- Midwest, 588,000 (up five percent from June, down seven percent from August 2011); and
- West, 832,000 (up three percent from July, down four percent from August 2011).

"The number of residential remodeling projects in August was the most permitted since April 2008 on a seasonally-adjusted basis," says Joe Emison, Vice President of Research and Development at BuildFax.

EXISTING-HOME SALES DOWN, BUT PRICES IMPROVING

September existing-home sales declined modestly, but inventory continued to tighten and the national median home price recorded its seventh back-to-back monthly increase from a year earlier, according to the National Association of Realtors (NAR).

Total existing-home sales, which are completed transactions that include single-family homes, townhomes, condominiums and coops, fell 1.7 percent to a seasonally adjusted annual rate of 4.75 million in September from a revised 4.83 million in August, but are 11 percent above the 4.28 million-unit pace in September 2011.

"Despite occasional month-to-month setbacks, we're experiencing a genuine recovery," says Lawrence Yun, Chief Economist for NAR. "More people are attempting to buy homes than are able to qualify for mortgages, and recent price increases are not deterring buyer interest. Rather, inventory shortages are limiting sales, notably in parts of the West."

Distressed homes accounted for 24 percent of September sales (13 percent were foreclosures and 11 percent were short sales), up from 22 percent in August; they were 30 percent in September 2011.

SERVICEMAGIC RELAUNCHED AS HOMEADVISOR.COM

HomeAdvisor.com, formerly known as ServiceMagic, is the re-launched website connecting homeowners with pre-screened, customer-rated service professionals.

The site also provides a suite of comprehensive tools, products, and resources to help with home improvement, maintenance, and repair needs.

According to a recent survey by Harris Interactive, 83 percent of homeowners have concerns when hiring a service provider/contractor.

HomeAdvisor provides a solution to these concerns through features including ProFinder, Pro Reviews, Home911, Cost Guide, and the Limited Service Guarantee. **PR**



What keeps you up at night?

hile most of my business advice pertains to what you do or think about during the workday, sometimes a better question to ask is: "What keeps you up at night?" Or, more accurately, what wakes you up at night and makes it tough to go back to sleep. This topic may be therapeutic, and it may lead to an interesting discussion among members of your leadership team.

In a recent survey of top remodeling leaders around the country, this "awake at night" question generated an abundance of responses. Not surprisingly more than 50 percent of the responses cited "uncertainty about the future." Uncertainty about the stock market causes investors to be more conservative. Uncertainty about the weather affects what we wear. Uncertainty does not translate to fear that the world will end or fear that a business will survive. Uncertainty is simply not knowing if the assumptions we make will apply in the future. In business, uncertainty is a tough place to be.

For business leaders, uncertainty always exists. Did you predict 9/11 and the effect on air travel? Or would you have ever predicted 10 years ago that interest rates would be almost zero percent today? Uncertainty is paralyzing. It is like a virus or cancer, and once you believe so many things are uncertain, you begin to think everything is uncertain. Will the phone ring tomorrow? Will my key sales guy stay with my company?

I believe having some low level of fear is healthy for a business and for all of us personally. It can keep us sharper and help us not take for granted what we do and our need for adjustment and change. I also feel we all need to be rational and play the odds. The following are a few insights and tips to frame the subject of uncertainty but also to help you get a little more sleep at night.

FOCUS ON THE FACTS NOT JUST THE EMOTIONS AND FEELINGS

Your emotions are important but can keep



Having some low level of fear is healthy for a business and for all of us personally.

you from being rational about the future. For example, you know that your prospects value their most important asset, their home. Their home is not going to improve itself. Clients are not going to move into a cave and abandon it. It is a question of when and with whom, not whether they will improve their home. So you need to be more aggressive in your efforts to get the opportunities and convince your prospective clients that remodeling is not only good, but also necessary so "their home does not die." Now is a great time to remodel. With low interest rates and uncertainty in the stock market, what better place is there to plant a few dollars?

PLAY THE ODDS

In times of uncertainty, you need to be a little more conservative and play the odds. If you know that past clients are a good source of new business, then you may want to pursue more marketing strategies wrapped around past clients. If you are thinking about launching a new product or service, you may want to take a little more time to flesh it out before pulling the trigger. Again what you want to do in more uncertain times is to increase your odds for success, not hide under your bed.

THINK ABOUT THE FLIP SIDE

Write down all the things that uncertainty brings: your business not growing; your team becoming disillusioned, your frustration from not doing or trying new things, etc. You and your team should write down all the things that uncertainty brings. Then you should follow up by writing down a question I often ask myself: "What is the worst thing that can happen?" This list will show that the worst is not so bad and help you pick the winners. This exercise brings conviction and confidence.

None of us have a crystal ball, and I do not believe in psychics. It is the business leader's job to be the guiding light and help make sense out of uncertain times. It is your job to make the right decisions in uncertain times. It is the business leader's job to inspire others and reduce some of the fog and fear they have for the future. This is not easy but is extremely important to not only survive but also to thrive. **PR**

Mark Richardson, CR, is a member of the NAHB Remodeling Hall of Fame and a Fellow on the Remodeling Futures Steering Committee at Harvard University's Joint Center for Housing Studies. Richardson is the author of the best-selling book, "How Fit is Your Business," and a forthcoming book, "Fit to Grow," to be published this fall.

For more from Mark Richardson, visit **www.HousingZone.com**









The Business of Remodeling

BY CRAIG DUROSKO, GMR, CR, CGP

Are you reviewing all your projects after completion?

ou probably have heard the quote:

"The definition of insanity is doing the same thing over and over expecting different results." One major reason of reviewing each job after it is completed is to learn what went well and what didn't, apply those learned lessons to future jobs, and be able to train other employees. If you have a company with more than one carpenter, one designer, and one salesperson, you can be making the same mistakes on several jobs. This can show up as slippage (decreasing gross profit), employee satisfaction, and ultimately in client satisfaction.

Why. There are several benefits to job debriefs, or otherwise affectionately known as autopsies. To get buy in, make sure everyone

knows the benefits of reviewing every job your firm completes. It is to educate others so you don't make the same mistake twice, decrease slippage, and increase employee and client experience. You can review your processes for any weaknesses in design, production, estimating, sales, contracts, etc. Finally, get feedback and suggestions for improvement, and celebrate the successes.

Introduction. Make sure everyone knows the goal and is in the right mindset. It is not a blaming session; it should be fun, and particpants should learn from the review. Discussing "The 5 Dysfunctions of a Team" by Patrick Lencioni is a good way to go over boundaries and expectations. It is important for people to share their opinions regardless of their position. Another good book for training is "QBQ" by John Miller, which is about personal accountability, taking responsibility, and not blaming others.

Who: Assemble the entire team involved in the project, the designer, project manager, sales person, estimator, someone who manages the trade relationships, and the person responsible for the meeting and notes.

When: Usually done after the job is closed out and all costs has been invoiced. We usually schedule them 30 days after completion. Usually we block out an hour for an average job size.

What: The meeting is scheduled, and our project manager and designer have the option of conferencing in. Accounting will provide a cover sheet with all the employees who worked on the job and the hours they worked. They also will list all the trades and vendors who were involved on the project. Lastly, they will provide the final costing report including estimate vs. actual on the job.

How: Usually we will go around the room and start with everyone sharing what went well with the project, and then we will share

any challenges on the project. It is important not to blame but

It is important for everyone in that group to feel comfortable to share their opinions regardless of their position.

take responsibility for the challenges and suggest ways we could

avoid these challenges on the next project. In our case we have 24 cost categories, and the learned lessons are categorized. As we develop our learned lessons, we can use them as a training by category.

For instance, if the learned lesson involved a kitchen cabinet miss-order or installation, we can review learned lessons by category when we are putting estimates together for future kitchen projects. We review our estimated profit vs. actual and the client ratings and feedback on the project, and provide any learned lessons on that. We review highlights from the weekly reports and ratings to get feedback. We rate

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each trade contractor on the job, each employee on the job, vendors and suppliers, design staff, sales support and estimating. We verify if the warranty package, close out gift, copy of permit plans, and the approved inspection reports along with the warranty card and any manufacturer's product warranty info had been provided to the client. Any updates or errors from the actual estimate are sent to accounting, and learned lessons are distributed. Discuss recommendations for pictures for portfolios, awards, and websites and any unique or challenging features of the project. Wrap up and celebrate the success.

Learned lessons. Do you do smaller projects? Group several of them together and review them monthly. Do you have performance incentives or bonuses you pay on jobs? Create a policy that no incentives will be paid until

after the debrief has been done and the costing is reviewed.

I have heard of some companies reviewing only jobs that didn't do well. What you are missing is the learned lessons of the jobs that went

well or better than expected. What are the common traits in those? How are you teaching those learned lessons?

Don't just look at the negative; celebrate the jobs that went well and find out why.

Look through the learned lessons and look for common traits between projects. For example: type of job, a certain designer or estimator might be doing something to have jobs turned over more complete, the lead time to construction start is shorter or longer, how many allowances were there, or how many outstanding items were there when the project started. You can then come back and tweak your existing systems and processes from the information you gathered. PR

Craig Durosko is the founder of Sun Design, an award-winning Burke, Va.-based design/build firm. He can be reached at craig@sundesigninc.com.



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Relationship Marketing

BY DAVID LUPBERGER, CR

Working in the New Economy

here is an evolution taking place in the remodeling industry. As the market changes, smart business owners are adapting to the new economy. For example, you may be aware that the biggest online contractor referral company, ServiceMagic, is changing its name. ServiceMagic is becoming Home Advisor! The company is responding to changes in the marketplace and wants to be a service provider addressing these three primary homeowner needs:

- Repair
- Maintenance
- Home improvement

Regardless of your experience with ServiceMagic (the new Home Advisor), the company is responding to a trend in the market that provides homeowners with one primary resource to address all of their homerelated needs.

As an established remodeling or home improvement contractor, you have a "leg-up" on any Internet-based service provider. You have relationships with past clients that no supplier, sub-contractor, or online service provider has. You have been in their homes, worked with the owners, and met the kids and dog. If the project went well, they trust you! You have relationships that others can only dream about. If you have been in business for any amount of time, you have a list of past clients that you have worked with before. Understand that your first sale will always be the hardest. That's when you had to work hardest to sell yourself and your company.

Also understand that homeowners have ongoing service, repair, and maintenance items in regards to their homes. Here is my key takeaway from this column—when the project ends, your relationship is just beginning! You proved your skill and professionalism when you completed that first project. Build on that

To read more from David Lupberger, visit **www.HousingZone.com.**

first sale by creating a plan to reconnect with past clients, helping them with any home-related project that they might need help with. Become their home advisor!



There are numerous market trends that will support this proactive business model. Due to the depressed real estate market, homeowners are staying in their homes longer. In addition, if we add the aging baby-boomer market, we will have more homeowners seeking appropriate aging-in-place recommendations that will allow them to stay in their homes as long as possible.

Let's continue with this. As energy costs continue to rise, providing your clients with cost-saving energy solutions is a wonderful value-added service that you can provide. Providing home performance audits (some states actually subsidize these audits) will not only reduce energy bills but make the home more comfortable. Here are some interesting statistics from the Residential Energy Consumption Survey (RECS). Of 113.6 million homes in the United States:

- 64 percent are not well insulated. Most of these were built before 1980;
- 47 percent are drafty at least some of the time;
- 42 percent have single-pane windows; and
- 96 percent have not had an energy audit.

If you don't do home performance energy audits, partner with someone who does. These are the things your clients will want to know more about. But it doesn't end there. Maintaining a home requires a village:

- HVAC maintenance
- Interior maintenance
- Exterior maintenance

Build on that first sale by creating a plan to reconnect with past clients

- Electric improvements
- Plumbing improvements
- Interior updates and improvements

I could continue to add to the list above, but you get the idea. Homeowners both need and want help finding qualified contractors to assist them with their homes. Most homeowners don't feel qualified researching and hiring a good contractor. You already have this network. As their home advisor, they not only get access to you but to your professional network of qualified service providers. Homeowners want and will pay for these services. They already have a family doctor, dentist, and car mechanic. You become their home contractor.

The primary benefits are below:

- · Recurring work
- Ongoing cash flow
- Building a strong referral network
- Moving your customers to a true client-forlife business model
- With this relationship, small jobs lay the groundwork for larger jobs.

We have a growing marketplace of homeowners who will be looking for the services needed to maintain and improve their homes. They visit their dentist and doctor every year. Who is providing them with their annual home checkup? Who is more qualified to do this than you? Manage these relationships, and the work will follow. **PR**

David Lupberger has been in the remodeling industry for more than 20 years and is author of Managing the Emotional Homeowner, the Remodelers Turnkey Program, and the Home Asset Management Plan. You can reach him at david@davidlupberger.com, or at 303-442-3702.





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Building Science

BY MATT CARLSON

Taking Another Look at Solar Hot Water

o why solar hot water in the U.S., anyway? Many homeowners have little clue about how their water is heated, its contribution to their energy bill or the alternatives available. Oftentimes, it is an afterthought during a home renovation project, somewhere down on the priority list after choosing the color of the bathroom tile grout. So let's start with some basic facts.

Water heating consumes 18% of the energy used in American homes and is the second largest energy consumer behind space heating. That is more energy used than powering all of a home's lights, computers, refrigerators, TVs, Xboxes and other electronic gadgets combined. Residential water heating amounts to \$34 billion in annual expense and 162 million metric tons of CO2 emissions.

Solar hot water (SHW) systems trap the heat from the sun (solar radiation) and transfer it to water for use as thermal energy. SHW systems are composed of three main components: solar collectors, a water storage tank, and a circulation system to transfer the heat from the collectors to the tank. While there are many variations, essentially the solar collector gathers the heat from the sun by heating either water or a non-toxic heat transfer fluid. The heated fluid flows from the collector to a hot water tank, and used as necessary.

Solar hot water was the "original" solar technology, and saw over 125,000 units installed annually in the late 70s-early 80s during the oil crisis. The industry went into steep decline with the fall in energy prices, industry quality problems, and removal of a federal tax credit.

SHW systems of today are an effective, reliable technology that can displace up to 75% of the energy cost and greenhouse gas emissions associated with a home's water heating. The industry has adopted rigorous testing and quality certification programs, including the SRCC

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OG300 system certification, IAPMO's Uniform Solar Energy Code Certification for systems, and NABCEP Solar Heating Installer Certification for installers.

One of the main concerns about SHW is the value of the investment to the homeowner. While solar hot water is the most affordable renewable energy option available, the reality is that economics of solar water heating do not work for every household. Wide disparity in the cost of power, installed costs, water heating needs, and incentives mean the answer differs from state-to-state and household-to-household. This lack of consistency and transparency is one of the major challenges for the sector.

However, the economics **DO** work for much of, if not the majority, of the country. For those 50+% of homeowners heating water with electricity, heating oil or propane, the annual cost savings from a solar hot water system should offset the capitalized cost of purchasing the system. This is particularly the case for all homeowners in states with strong financial incentives for solar hot water such as Maryland, New York, California, Massachusetts, Louisiana, or Nevada. It should go without saying the environmental benefits have long-term impact far beyond the monthly energy bill.

The opportunity is especially present during a home remodel project, as the cost and payback on a SHW system should be considered in the context of the incremental cost to go solar. If the homeowner has an old tank (10+ years) or if the project includes a boiler or water heater

replacement, the additional cost of substituting in a SHW system can be quite low after incentives are factored in. Remodelers put in an estimated 3% of the 8 million water heaters sold annually in the U.S., representing at least a quarter of a million annual opportunities to help customers reduce their energy bills and carbon footprint. As with any renovation project, there are a number of important factors when considering a SHW system:

- Costs: upfront costs for a SHW system can vary based upon the system type, collector area, and configuration of the home. The DSIRE database is an excellent, searchable clearinghouse for all federal, state and local incentives available.
- Savings: annual potential savings are a function of the fuel being substituted. Electricity, heating oil, and propane are expensive ways to heat water.
- Collector Siting: SHW collectors don't necessarily have to be situated on a roof, the typical application. A roof should be in good condition with a 100 ft² area of southerly, mostly unshaded exposure.
- Hot Water Demand: a typical person uses 20 gallons of hot water a day, so the potential for savings with SHW goes up with more users per household. This also impacts the sizing of the system.
- Tank Replacement: regular water heaters have an average lifespan of 13 years; most homeowners only find out how old their tank is when it fails on them. If the water heater is over 10 years old and needs replacement, SHW is one way to get a new tank and lower energy bills. Solar water heaters are larger than standard tanks, and require more utility room space. The good news is the homeowner will get more hot water storage capacity than they had before. PR

Matt Carlson is CEO of Sunnovations Inc., McLean, Va. Visit www.sunnovations.com.



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Contributing Editor

Keeping customers for life

n today's remodeling market, establishing client relationships and maintaining them over the longterm is a difficult, yet attainable goal. *Professional Remodeler's* Tom Swartz talked to remodelers Bill Owens and Ralph Cataldo about how they are keeping customers for life.

This month featuring:

Bill Owens, President

Owens Construction, Columbus, Ohio

Owens Construction has been in business for more than 30 years. The full-service design/build remodeling firm specializes in larger projects such as additions and whole-house remodels. Besides Owens, the firm has four full-time employees.

Ralph Cataldo, President and CEO

Cataldo Custom Builders Inc., East Falmouth, Mass.

Cataldo is a homebuilding and remodeling firm that does business ranging from large-scale remodeling projects to maintenance/repair. The firm has been in business for nearly 30 years and currently has seven full-time employees.





TOM SWARTZ: How important is a repeat customer for your business? What does a customer for life mean to you?

RALPH CATALDO: I believe that's the single most important thing that will sustain a steady business. It all comes down to loyalty. To get loyalty you have to get trust; to get trust you have to build relationships. Once you get a real relationship going, you have to take advantage of every opportunity you can to proactively communicate on a consistent basis without overdoing it. Once you establish a client's trust, you can eventually turn that trust into loyalty. We have multiple families where we have done 3 to 4 projects for the same family, whether it's a remodeling project or a new home. We have one family where we have done

To listen to the entire discussion, visit www.HousingZone.com

four new homes, almost \$10 million in volume, over the course of 10 years.

Because we were able to establish that loyalty and trust, they just keep calling us. They also go out of their way to tell their neighbors. If you do a really good job, these clients for life become "unpaid salespeople" who are out there selling for you. Before you know it, the neighbors are calling because you've given them [the previous client] a positive experience. There are multiple things you have to do to get to that loyalty point, and it takes a little while, but it's relatively easy if you work hard from the first opportunity you get.

SWARTZ: How would you define your experience with a customer for life, and how important is the special repeat customer to your business?

BILL OWENS: Way back in 1990, an auto salesman named Carl Sewell wrote a book, "Customers for Life." It's an interesting book from

the perspective of the customer. What I find intriguing when I talk to folks involved in the [remodeling] business is that we tend to look at something way past the customer. We are not looking toward a one-time relationship at all, so we have prospects that are never considered anything other than clients if we convert them into a contract. The client, by the sheer nature of the definition, implies a professional relationship. But it's deeply rooted in the idea that we are not doing a one-time project. It starts right in the office—how employees talk about and think about a project. We are looking to build a client base, not a customer base.

We are seeing transparency being more important than ever. People still want to work for a lump sum, a negotiated contract. But the client still wants to make sure the remodeler isn't taking advantage of them. We are seeing a lot more upfront discussions on what is a fair overhead and what is a fair net-profit. Part of this is building a partnership, too.

Remodeler's Exchange

SWARTZ: What marketing or advertising methods or techniques do you use to maintain a customer for life?

OWENS: Right now we work a small market in Columbus, Ohio, specifically the northern suburbs. We had great success in building this bond and developing a presence in the community. Our yard and truck signs validate us, but it takes an active involvement in the community that gets us the most bang for the buck. We spend a lot of time with volunteer organizations and with the chambers of commerce, and we stay involved with the schools.

Each year, 6 to 8 percent of our yearly volume goes toward marketing. I would say 70 percent, maybe three-quarters of the marketing budget, is oriented toward activities to keep us immersed in the marketplace.

We also get high rankings on Google based on client feedback that can be found on unpaid customer-feedback websites. We are in the news a lot locally, and we also show up high on Google rankings because of all the work I do teaching and presenting nationally.

It is incredibly important that you have a presence on the Internet right now, and you have some consistency in all products, including the website that is going to reinforce your company's message. The whole idea is to be in the marketplace. People want to do business with a company that has some stability and history.

CATALDO: I don't spend much on advertising

because I don't think it's worth it. One of the things I believe is that people want to do business with people they like. The person who answers the phone is the director of first impressions.

We know exactly what our break-even point is 12 months in advance based on strategic planning meetings. Our clients for life cannot support that number, so we have a certain amount of revenue dollars every year that we have to make up.

Eventually, if we continue our business ways, we should have close to 100 percent referral rate, which we don't have now. Price is still a

You have to build the relationship, earn their trust, and once you get their trust you get their loyalty. Once you get their loyalty, you know you've made it.

- RALPH CATALDO

very big factor; it's not as big as it was in 2008 and 2009 when people simply went for the low bid all the time. Now, it's second lowest or third lowest because people are smarter. They've made mistakes going with low bidders who couldn't finish a job and ruined the investment. I also believe the economy is better and buyer confidence is much higher, which helps all of us.

We have a resume that's very strong and highlights all of our strengths. We also tell the client that we have no debt, we hire local people, and we don't badmouth the competition. We let our resume speak for itself and our testimonials are key. We tell a potential client, "Don't listen to me." I encourage a potential client to contact our current clients and ask them any question they want about our business. That's how strongly we feel about our team.

SWARTZ: In this changing market, how has technology changed how you've communicated with customers? Do you use social media? What does or doesn't work in terms of social media to communicate with the customer for life?

CATALDO: Social media right now, in our generation, is a waste of time. Facebook is effective here and there. There is a good article in the October issue of Professional Builder (www.housingzone.com/social-media-critical-marketing-new-homes) that describes effectiveness of the different social media programs. I think websites and email are the most effective; especially, emails that

include a number of photographs. Also, we communicate with our clients every week through a private website they can access with a username and password in order to see the progress of their project, no matter where they are in the country or the world. It's been a very successful project for us, it costs nothing, and it works great.

There is also construction management software out there now that everyone can use to communicate as a common ground. Everyone can go the same website and pick up plans, view copies of change orders, see project photos, or read meeting minutes. All the content is out there. I think the construction management software could be important, websites are important, and finally, email and photographs are key.

OWENS: Ralph hit the nail on the head. The older remodeler such as myself, the folks who have an established company, we've tried social media. We've dabbled a little bit with Facebook, but not to really any success at all.

I find the constant engagement provided by technology—the 24/7 connection—to be conflicting at times. Unless you are bold enough not to drag the telephone everywhere, you would never be off the hook. There are times when it's important to leave the phone alone.

On the flipside, I love that aspect of technology because it does allow us to be engaged at all times. The cell phone, texts, and email all give a remodeler the ability to work very, very hard on individual projects. The work can also be done from a distance these days. I believe there is a tremendous opportunity in leveraging technology when staying connected with clients.

In the Digital Age, we are also seeing folks shopping using a virtual showroom. We are seeing the influence our website may have on a client in regard to decision or commitment to a project. The clients are also using technology to file financial performance forms, get qualification letters, and even close on the financing portion leg of the remodeling project.

A negative is that we are seeing a much more

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Remodeler's Exchange

savvy, intelligent consumer. That can put a remodeler at odds if the remodeler does not know their product lines really well. We once had client tell us about how a window performs because they accessed the information from the manufacturer's website.

SWARTZ: Who is involved in this process in trying to keep a customer for life? Do customers for life ask for any specific requests, such as a specific project manager?

OWENS: We have a very loyal following, but it's only because people enjoy working with our company. On the flip side, we closely watch our job costs and how much time we spend with the "care and feeding" of a client. That is a quantifiable number, and we absolutely will go in and assign a number for that "care and feeding." It's actually a line item when we talk about project management. That personal attention is how we satisfy the unique client.

As for the second question, a lot of it is consistency. We don't shop the trades. A big component is that we have consistency in our trade contractors and consistency in our suppliers. We know what to expect from them, we know what their hot buttons are, and we know what it takes to keep the subcontractors happy.

Some want to get paid as soon as the job is done. In comparison, other subs want to have three weeks of prior knowledge that the job is hitting schedule, and they want to be called almost every day prior to the start just so they know what's going on with the project.

CATALDO: If you start with hiring the right people who share consistent values, not only will you get the consistency in the office, the field, and the customer service message, you will get all sorts of extra effort out of your employees. Having people who are nice and getting feedback from clients are immeasurable. This has resulted in our staff even getting bonuses from our clients for life.

Over half a dozen times, my field staff and office staff have been given gift certificates and other gifts as appreciation for everything they've done to make the customer's project a pleasurable experience. I've even had subcontractors of mine who share the same consistent

The client, by the sheer nature of the definition, implies a professional relationship. But it's deeply rooted in the idea that we are not doing a one-time project. It starts right in the office—how employees talk about and think about a project. We are looking to build a client base, not a customer base.

- BILL OWENS

moral and ethical values that we do—they've even gotten bonuses from the clients.

It starts from the first phone call, and everyone has to be on the same page. One of the key things is to get all of your employees to act the same way, and then get the best subcontractors for the least amount of money.

You have to get the "A" player for a "B-minus" price. We've been able to do that because we talk to the subs, negotiate with them, and tell everything they need to know. So, they can get into the jobsite, do their work, and make the profit they estimated. The bonus is that they get paid the same week if their invoice is submitted on time and our project manager signs off that the work is done in the appropriate manner and quality. That alone attracts the best people who will give the best effort on the jobsite.

SWARTZ: What would your advice be when it comes the topic of, "Do I need and how do I keep customers for life?"

OWENS: I think it's important to understand who your clients are, and who your clients for life potentially could be.

Remodelers should know when to say "no" and know when to get away from a client. It could be at the job development stage or at

the contract stage. It's taken me a fair number of years to understand that not everybody is going to be a client and not everybody is certainly going to be a client for life.

A lot can be said by building a stable group of clients for life but also you have to be enough of a professional to realize that it's OK to fire a client for life.

CATALDO: There are two things: key items to remember, and how to jump-start your business.

A key item to remember is that service is more important than everything—communicate, communicate, and communicate. Do it quickly, professionally, and passionately. Then, I would say to people that your competition can only copy what you do, but they cannot copy who you are. They cannot copy the personalities of your company; there is no way they can do it. You have to build the relationship, earn their trust, and once you get their trust you get their loyalty. Once you get their loyalty, you know you've made it.

Also, you cannot underestimate the power of attitude. You have to have an energetic, upbeat attitude at all times. You can't look at the clock; you have to do what you say you are going to do every time, and then some.

You have to take advantage of one opportunity at a time. You need the mind set that it's your first job, and it's your only job. You have to make the client feel like they are special and they are the only one. Do everything that you possibly can to satisfy that client. It's also important to build your resume through high-quality photos and testimonials. The best time to get a testimonial is to catch the client when their emotions are high.

Always build on the competitive advantage. Being involved in the NAHB is key. Get professional advice and don't be afraid to pay for that advice. Don't ever take on too much work and complete your projects on time. Tell the truth and be transparent because people buy emotion. If you connect with them and earn their trust, you are going to do business with them for a long time. **PR**

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ANNUAL LISTING OF AMERICA'S TOP AMERICA'S TOP REMODELERS 2012

Bullish Outlook

Biggest remodelers see more growth in 2013

Patrick L. O'Toole, Editorial Director and Publisher

ach year, *Professional Remodeler* magazine compiles lists of remodeling leaders in each of the top 20 remodeling markets in the U.S.: The Market Leaders. We do this because remodeling is inherently a local business and it is useful to know which firms complete the most jobs and earn the most revenue by market. This compilation appears annually in our May issue.

But many of America's Top Remodelers do not operate in one of top 20 markets for remodeling. For example, siding leader K-Designers is located near Sacramento in Gold River, Calif. Because Sacramento is not one of the top 20 remodeling markets in the U.S., K-Designers and their impact on siding installation in the Western U.S., is left out of our Market Leaders analysis.

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To gain a more national perspective, we created our annual list of America's Top Remodelers.

This year, the second version of this report, shows the benefit of a national perspective. Among the 150 top home improvement firms, many of the top 50 (32 percent) come from the exterior-replacement segment of the industry. This stands to reason. During the recent economic downturn, needs-based maintenance and repair of homes drove much of the home improvement spending nationally. Discretionary improvements drove fewer jobs and therefore full-service and design/ build firms grew more slowly. From this list, we can see that design-build, full-service, kitchen and bath, as well as insurance restoration firms also comprise the top 50.

It is important to note that we chose not to list many of the parent companies of national franchises or dealer networks. Window World, Inc. of North Wilksboro, N.C. and Disaster Kleenup of Wood Dale, III., would be very near the top of the list if revenues for their partner or franchise companies were rolled up into a single entity. But in so doing, we would be double counting the revenue of Window World of Baton Rouge, which is one of America's Top Remodelers on its own.

As you peruse this list of top remodeling firms pay special attention to each company's estimate for revenue for the calendar year that will end next month. Nearly every estimate is for higher results. As a group, America's Top Remodelers are bullish for this year and next. **PR**



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									Perc	enta	ge Ty	pes o	f Proje	ects/	Activi	ities		
Rank	Company	Year Founded	2011 Revenue/Jobs	2012 Projected Revenue	Firm Type	No. of Employees	Siding	Roofing	Windows/Doors	Decks	Energy Audits	Kitchen	Baths	Whole House	Repairs	Insurance	Light Commercial	Other
1	CHAMPION WINDOW MFG. & SUPPLY CO. Cincinnati, OH championfactorydirect.com	1953	\$261,000,000 34,500	\$254,000,000	Exterior Replacement	1500	10	-	70	-	-	-	-	-	-	-	-	20
2	U.S. HOME SYSTEMS, INC. Irving, TX ushomesystems.com	1998	\$164,900,000 6,536	\$170,000,000	Kitchen & Bath Replacement	850		-	-	-	-	50	50	-	-	-	-	-
3	POWER HOME REMODELING GROUP Chester, PA powerHRG.com	1992	\$120,000,000 13,500	\$150,000,000	Exterior Remodeler	1100	18	31	51	-	-	-	-	-	-	-	-	-
4	AMERICAN TECHNOLOGIES, INC. Orange, CA amer-tech.com	1989	\$111,000,000 10,500	\$119,000,000	Insurance Restoration	525	-	-	-	-	-	-	-	-	-	95	-	5
5	BATH FITTER Lewisberry, PA bathsaver.com	1984	\$63,700,000 11,600	\$64,000,000	Kitchen & Bath Replacement	-	-	-	-	-	-	50	50	-	-	-	-	-
6	CASTLE WINDOWS Mount Laurel, NJ castlewindows.com	1977	\$55,758,573 9,528	\$56,000,000	Exterior Remodeler	205	-	-	100	-	-	-	-	-	-	-	-	-
7	THOMPSON CREEK WINDOW COMPANY Lanham, MD thompsoncreek.com	1980	\$54,531,147 8,754	\$68,000,000	Exterior Remodeler	507	4	-	74	-	-	-	-	-	-	-	-	22
8	1–800-HANSONS TROY, MI hansons.com	1988	\$45,915,871 8,820	\$50,000,000	Exterior Remodeler	291	12	41	42		-				·		÷	5
9	SERVICE MASTER CATASTROPHE Kansas City, MO servicemastercat.com	1988	\$41,936,259 8,270	\$45,500,000	Insurance Restoration	281	-	-	-	-	-	-	-	-	-	100	-	-
10	MID-ATLANTIC WATERPROOFING Columbia, MD basements.com	1965	\$40,344,581 4,142	\$40,000,000	Home Repair	250	-	-	-	-	-	-	-	-	-	-	-	100
11	ALURE HOME IMPROVEMENTS Plainview, NY alure.com	1946	\$34,807,063 1,676	\$38,000,000	Full Service Remodeler	98	7	3	8	1	-	31	35	4	1	-	-	5
12	WINDOW WORLD OF BATON ROUGE Baton Rouge, LA windowworldinfo.com	2002	\$34,073,535 10,945	\$35,000,000	Full Service Remodeler	60	10	-	90	-	-	-	-	-	-	-	-	-
13	HOMEFIX CORP. Baltimore, MD homefixcorporation.com	1990	\$33,700,000 3,400	\$34,000,000	Exterior Replacement	-	20	15	60	-	-	-	-	-	-	-	-	5
14	ASPIRE DESIGN, INC. Phoenix, AZ aspiredesigncenter.com	-	\$30,100,000 3,500	\$35,000,000	Full Service Remodeler	-		-			-	-	-	100		-		-
15	AMERICAN EXTERIORS LLC Littleton, CO amext.com	1987	\$29,400,000 4,000	\$32,000,000	Exterior Replacement	-	20	-	80	-	-	-	-	-	-	-	-	-
16	PACIFIC HOMEWORKS, INC. Torrance, CA pacifichla.com	2000	\$28,500,000 2,200	\$32,000,000	Exterior Replacement	-	20	20	60	-	-	-	-	-		-	-	-
17	STATEWIDE REMODELING DFW Airport, TX statewideremodeling.com	1994	\$26,900,000 2,600	\$30,000,000	Full Service Remodeler	140	2	-	30	-	10	5	33	-	-	-	-	20
18	SILVERLINING INTERIORS, INC. New York, NY silverlininginteriors.com	1987	\$26,000,000 25	\$30,000,000	Full Service Remodeler	140	-	-	-	-	-	40	50	9	-	1	-	-
19	CASE DESIGN/REMODELING, INC. Bethesda, MD CaseDesign.com	1961	\$24,329,387 2,585	\$27,923,000	Full Service Remodeler	142	2	1	1	4	-	35	30	1	15	2	1	1
20	LIBERTY CONSTRUCTION Los Angeles, CA libertyconstruction.net	1992	\$24,000,000 1928	\$28,000,000	Full Service Remodeler	70	-	-	-	-	-	20	20	20	15	-	-	25
21	P. J. FITZPATRICK, INC. New Castle, DE pjfitz.com	1980	\$23,800,000 3,200	\$26,000,000	Exterior Replacement	126	15	20	55	-	-	-	-	-	-	-	-	10



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Rank	Company	Year Founded	2011 Revenue/Jobs	2012 Projected Revenue	Firm Type	No. of Employees	Siding	Roofing	Windows/Doors	Decks	Energy Audits	Kitchen	Baths	Whole House	Repairs	Insurance	Light Commercial	Other
22	GIERTSEN CO. Golden Valley, MN giertsenco.com	1918	\$23,545,000 1,300	\$24,000,000	Insurance Restoration	111	-	-	-	-	-	-	-	-	-	100	-	-
23	WINDOW NATION Glen Burie, MD windownation.com	1993	\$23,000,000 3,800	\$25,000,000	Exterior Replacement			-	95	-	-	-	-	-	-	-	-	5
24	AMERICAN VISION WINDOWS Simi Valley, CA americanvisionwindows.com	2000	\$22,364,950 4,066	\$24,000,000	Exterior Remodeler	130	-	-	100	-	-	-	-	-	-	-	-	-
25	GREATER DAYTON CONSTRUCTION GROUP Dayton, OH gdcg.com	1987	\$22,100,000 853	\$39,000,000	Full Service Remodeler	·	10	-	10	10	-	15	15	25	5	-	5	5
26	KITCHEN MAGIC Nazareth, PA kitchenmagic.com	1979	\$18,800,000 1,590	\$20,000,000	Kitchen & Bath Replacement	145	-	-	-	-	-	100	-	-	-	-	-	-
27	PARAMOUNT BUILDERS, INC. Virginia Beach, VA paramountbuilders.com	1992	\$18,600,000 2,260	\$20,000,000	Exterior Replacement	275	30	15	50	-	-	-	-	-	-	-	-	5
28	GARDNER/FOX ASSOCIATES, INC. Bryn Mawr, PA gardnerfox.com	1987	\$18,600,000 296	\$18,000,000	Design/Build Remodeler	40	-	-	-	-	-	5	3	22	-	-	55	5
29	J.C. RESTORATION Rolling Meadows, IL jcr24.com	1982	\$18,500,000 985	\$16,500,000	Insurance Restoration	83	-	-	-	-	-	-		-	-	100	-	-
30	SUNGATE ENERGY SOLUTIONS San Diego, CA thesungate.com	2003	\$18,300,000 1,325	\$20,000,000	Full Service Remodeler	140	-	-	20	-	-	-	-	-	-	-	-	80
31	PATIO ENCLOSURES, INC. Macedonia, CA patioenc.com	1966	\$18,295,000 1,100	\$19,500,000	Exterior Replacement			-	15	-	-	-		-	-	-	-	85
32	UNIQUE HOME SOLUTIONS Indianapolis, IN uniquehomesolutions.org	1983	\$18,264,604 2,302	\$19,300,000	Exterior Remodeler	140	18	20	35	-	-	1	12	-	-	-	-	14
33	NATIONWIDE WINDOW & SIDING Clifton, NJ nationwidewindow.com	1980	\$18,054,065 2,398	\$25,000,000	Exterior Remodeler	30	50	10	40		-							-
34	NORMANDY REMODELING Hinsdale, IL normandyremodeling.com	1979	\$17,432,054 165	\$19,000,000	Design/Build Remodeler	41	2	-	2	-	-	39	26	14	-	-	-	8
35	MARROKAL DESIGN & REMODELING San Diego, CA <i>marrokal.com</i>	1981	\$17,303,107 103	\$13,000,000	Design/Build Remodeler	20				4	-	15	5	50				26
36	UIP GENERAL CONTRACTING, INC. Washington, DC uipgc.com	2008	\$17,000,000 5	\$18,000,000	Light Commercial	12	-	5	5	-	-	-	-		-	-	90	-
37	BOWA McLean, VA <i>bowa.com</i>	1987	\$16,544,000 33	\$25,000,000	Design/Build Remodeler	53				1	-	12	10	45	4			15
38	K-DESIGNERS Gold River, CA k-designers.com	1978	\$16,400,000 2,000	\$18,000,000	Exterior Replacement	-	80	10	10	-	-	-	-	-	-	-	-	-
39	DEMATTEI CONSTRUCTION, INC. San Jose, CA demattei.com	1985	\$15,800,000 56	\$18,000,000	Design/Build Full Service	-	-	-	-	-	-	10	10	80	-	-	-	-
40	WIN-DOR, INC. Anaheim, CA windor-online.com	1990	\$15,600,000 3,400	\$16,000,000	Exterior Remodeler	75	-	-	100	-	-	-	-	-	-	-	-	-
41	TAYLORED RESTORATION Anchorage, AK tayloredrestoration.com	1972	\$15,300,000 1,098	\$15,900,000	Insurance Restoration		-	-	-	-	-	-		-	-	100	-	-
42	NORTHWEST EXTERIORS, INC. Rancho Cordova, CA northwestexteriors.com	1996	\$14,800,000 1,900	\$19,000,000	Exterior Replacement	130	20	20	60	-					-			-



Sierra Premium™ Shake Shake Things Up! Offer your clients the Peace of Mind they deserve...

- Provides stunning looks with the best warranties* in the industry
- Fiber cement products require less maintenance, so your clients can enjoy the things they love
- Worry free, resistant to termites and other pests
- The charm and character of wood; yet it resists cracking, rotting and splitting

circle 760

Up to 100% thicker than other fiber cement shake panels, for superior durability and aesthetics

NICHIHA fiber cement



									Percentage Types of Projects/Activities									
Rank	Company	Year Founded	2011 Revenue/Jobs	2012 Projected Revenue	Firm Type	No. of Employees	Siding	Roofing	Windows/Doors	Decks	Energy Audits	Kitchen	Baths	Whole House	Repairs	Insurance	Light Commercial	Other
43	YOUR HOME IMPROVEMENT CO., LLC St. Cloud, MN yourhomeimprovementco.com	-	\$14,800,000 2,100	\$15,000,000	Exterior Replacement	-	15	15	45	-	-	-	-	-	-	-	5	20
44	ANDERSON GROUP INTERNATIONAL Bakersfield, CA goagi.com	1999	\$14,500,000 1,550	\$15,000,000	Insurance Restoration	25+	-	-		-			-	-		100	-	-
45	THE SOUTHARD CORP. Great Bend, KS southardcorp.com	1952	\$14,000,000 1,480	\$15,000,000	Exterior Replacement	-	30	15	55	-	-	-	-	-	-	-	-	-
46	TOTAL EXTERIORS CORP Union, NJ totalremodeling.com	1992	\$13,822,255 853	\$15,000,000	Full Service Remodeler	49	25	6	32	1	5	1	6	-	10	-	-	13
47	AMERICA'S WINDOW, LLC Borden, IN americaswindowusa.com	1997	\$13,100,000 2,100	\$13,500,000	Exterior Replacement	25+	-	-	100	-			-		-	-		-
48	NEIL KELLY CO., INC. Portland, OR neilkelly.com	1947	\$12,884,200 384	\$16,400,000	Full Service Remodeler	146	1	-	1	1	15	26	16	14	1	-	1	18
49	F.H. PERRY BUILDER Hopkinton, MA <i>fhperry.com</i>	1980	\$12,550,576 75	\$11,000,000	Exterior Remodeler	17	-	1	1	-	-	1	1	95	-	-	-	-
50	METROPOLITAN BATH & TILE, INC. Upper Marlboro, MD metrobath.com	1979	\$12,200,000 733	\$12,100,000	Kitche & Bath Specialist	30+	-	-	-	-	-	50	50	-	-	-	-	-
51	S&K ROOFING, SIDING & WINDOWS, LLC Eldersburg, MD skroofing.com	1980	\$12,165,460 3,166	\$13,000,000	Exterior Replacement	26	5	60	30	-	-	-	-	-	-	-	-	5
52	NEWBATH New Orleans, LA newbath.com	2004	\$10,896, 144 1,450	\$12,000,000	Kitchen & Bath Specialist	65	-	-	-	-	-	-	100	-	-	-	-	-
53	APPLEBY SYSTEMS, INC. York, PA applebysystems.com	1977	\$10,718,891 1,080	\$11,000,000	Exterior Replacement	116	10	-	70	3	-	-	7	-	-	-	-	10
54	REBORN CABINETS Anaheim, CA reborncabinets.com	1983	\$10,271,043 638	\$12,000,000	Kitchen & Bath Specialist	100			-	-		70	30		-	-		-
55	DEWSON CONSTRUCTION Wilmington, DE dewsonconstruction.com	1993	\$10,000,000 40	\$10,000,000	Full Service Remodeler	25+	10	10	10	-	-	20	15	20	10	-	-	5
56	HARRELL REMODELING, INC. Mountain View, CA harrell-remodeling.com	1985	\$9,678,204 134	\$11,000,000	Design/Build Remodeler	45	-	-	-	3	-	7	6	65	11	-	-	1
57	MOSBY BUILDING ARTS St. Louis, MO callmosby.com	1947	\$9,300,000 439	\$10,000,000	Full Service Remodeler	75	4	5	6	7	2	23	12	-	12	-	-	29
58	WEATHER TIGHT CORP. West Allis, WI weathertightcorp.com	1986	\$8,700,000 1,340	\$9,000,000	Exterior Replacement	84	15	15	70	-	-	-	-	-	-	-	-	-
59	DFW IMPROVED Frisco, TX dfwimproved.com	2004	\$8,500,000 N/A	\$9,000,000	Full Service Remodeler	4	-	10	-	10	-	25	20	5	5	10	5	-
60	SUN DESIGN REMODELING SPECIALISTS, INC. Burke, VA sundesigninc.com	1988	\$7,900,000 58	\$10,000,000	Design/Build Remodeler	47	-	-	-	6	-	22	12	31	1	-	-	25
61	LARS REMODELING & DESIGN La Mesa, CA larsremodel.com	1991	\$7,631,936 77	\$9,000,000	Design/Build Remodeler	14	-	-	-	-		25	25	20		-	-	30
62	NEW FACE KITCHEN SYSTEMS, INC. Bellevue, WA newfacekitchens.com	1992	\$7,547,093 236	\$8,000,000	Kitchen & Bath Specialist	62	-	-	-	-	-	85	13	-	-	-	-	2
63	JACKSON DESIGN & REMOD. San Diego jacksondesignandremodeling.com	1989	\$7,400,000 57	\$9,000,000	Design/Build Remodeler	36		-			-	20	20	25	-		-	30

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									Perc	enta	ge Ty	pes o	f Proje	ects/	Activ	ities		
Rank	Company	Year Founded	2011 Revenue/Jobs	2012 Projected Revenue	Firm Type	No. of Employees	Siding	Roofing	Windows/Doors	Decks	Energy Audits	Kitchen	Baths	Whole House	Repairs	Insurance	Light Commercial	Other
64	KITCHEN MART, INC. Sacramento, CA kitchenmart.net	1976	\$7,250,000 450	\$8,000,000	Kitchen & Bath Specialist	60	-	-		-		55	35	10	-		-	
65	CG&S DESIGN-BUILD Austin, TX cgsdb.com	1957	\$6,698,457 69	\$7,000,000	Design/Build Remodeler	23	-	-	-	2	-	6	22	53	1	5	3	1
66	KOWALSKI CONSTRUCTION, INC. Phoenix, AZ kowalski.com	1967	\$6,485,050 466	\$7,000,500	Insurance Restoration	26	-	-	-	-	-	-	-	-	-	97	-	:
67	PLATT BUILDERS, INC. Groton, MA plattbuiders.com	1992	\$5,776,000 60	\$5,800,000	Full Service Remodeler	25	3	8	6	2	-	10	6	17	3	2	-	2
68	FICK BROS. Baltimore, MD fickbros.com	1949	\$5,762,523 650	\$6,000,000	Exterior Remodeler	48	5	60	5	10	-	-	-	-	5	-	2	1
69	SEA POINTE CONSTRUCTION Irvine, CA seapointe.com	1986	\$5,647,000 92	\$5,200,000	Design/Build Remodeler	26	-	-	-	4	-	27	42	12	2		2	
70	KARP ASSOCIATES, INC. New Canaan, CT <i>karpassociatesinc.com</i>	1985	\$5,600,000 22	\$7,300,000	Full Service Remodeler	6	-	-	-	-	-	10	10	30	5		5	4
71	LANDIS CONSTRUCTION Washington, DC landisconstruction.com	1990	\$5,444,139 117	\$6,700,000	Full Service Remodeler	35	-	-	5	1	-	15	10	15	5	-	-	3
72	LEGACY REMODELING Pittsburgh, PA <i>legacyremodel.com</i>	1987	\$5,383,721 568	\$6,000,000	Full Service Remodeler	26	15	12	43	1	-	6	-	-	-	-	-	
73	MCCLURG REMODELING & CONSTRUCTION SERVICES Marcellus, NY mcclurgteam.com	1978	\$5,208,000 651	\$5,100,000	Full Service Remodeler	32	1	-	3	5	-	20	17	10	17	5	2	3
74	BOWLES CONSTRUCTION, INC. Augusta, GA bowlesconstruction.com	1978	\$5,187,956 342	\$4,500,000	Insurance Restoration	24	-	-	-	-	-	3	3	-	-	94	-	
75	BUDGET EXTERIORS Bloomington, MN budgetexteriors.com	1989	\$5,110,413 1,052	\$6,132,495	Full Service Remodeler	40	20	13	40	-	-	-	-	-	-	-	-	2
76	NEW JERSEY SIDING & WINDOWS, INC. Randolph, NJ NewJerseyWindow.com	1999	\$5,054,077 451	\$4,500,000	Exterior Remodeler	10	43	3	53	1				-	-		-	
77	CHERMAK CONSTRUCTION, INC. Edmonds, WA chermak.com	1980	\$4,936,171 320	\$5,400,000	Full Service Remodeler	35	-	-	-	-	-	18	12	21	24	5	-	
78	THE REMODELING COMPANY Beverly, MA theremodelingco.com	1998	\$4,827,206 51	\$3,500,000	Full Service Remodeler	15	-	-	5	2	-	3	2	75	3	-	-	1
79	MCCUTCHEON CONSTRUCTION Berkeley, CA mcBuild.com	1980	\$4,714,272 107	\$8,000,000	Full Service Remodeler	21	-		-	5	-	30	20	30	-		-	2
80	DELTA DISASTER SERVICES Arvada, CO <i>trydelta.com</i>	2006	\$4,700,000 685	\$6,000,000	Insurance Restoration	28	-	-		-	-	-	-		-	100	-	
81	ONE WEEK BATH Van Nuys, CA oneweekBath.com	1999	\$4,594,800 189	\$4,500,000	Kitchen & Bath Specialist	25-28	-	-	-	-	-	13	87	-	-		-	
82	CUSTOM DESIGN & CONSTRUCTION El Segundo, CA remodelwithus.com	1985	\$4,523,773 29	\$4,750,000	Design/Build Remodeler	9	-	-	-	-	-	50	15	20	-	-	-	1
83	PK CONSTRUCTION, LLC St. Louis, MO	1974	\$4,311,086 60	\$5,000,000	Full Service Remodeler	25	-	-	-		-	20	10	20	-	-	-	5
84	S.E.A. CONSTRUCTION San Mateo, CA seaconstruction.com	1988	\$4,253,000 38	\$6,000,000	Design/Build Remodeler	10	-	-	-	-	-	20	5	40	-	-	-	3
85	AHT WINDOWS Clintonville, WI ahtwindows.com	1967	\$4,233,650 529	\$4,400,000	Exterior Remodeler	26	-	-	100	-	-	-	-	-	-	-	-	

ADVERTORIAL SECTION

Collaboration means business growth





As the housing market slowly recovers, home values are still low in many parts of the country, leaving some homeowners without enough equity to borrow for larger-scale projects like new windows, a new roof, or upgraded siding. And when you run a home improvement business, affordability for homeowners can sometimes make the difference between closing or not closing a sale.

Solutions from Power Home Remodeling Group

The professionals of the Power Home Remodeling Group, located in Chester, PA, understand. Since day one, the co-founders' mission has been to provide high quality, cost-effective, and energy-efficient remodeling solutions to its customers.

And on that mission, the company's leaders know that service is key—a philosophy on which they've successfully grown their business since their modest beginning in 1992. Today, the company has grown to 1,200 employees serving 50,000 homeowners in 14 states throughout the East Coast and the Midwest

Part of that service is offering affordable financing to their customers, allowing them to make smaller monthly payments over time for the home improvements they need today. And, they do that with the Home Projects® Visa® credit card offered by Wells Fargo.

"Wells Fargo has provided us with a stable, reliable source for consumer financing, and we certainly appreciate that," states Adam Kaliner, Founding Partner and President of Power Home Remodeling Group.

Financing promotions provide alternatives

With an extensive menu of flexible financing options, including special rate and no interest option promotions, companies like Power Home Remodeling benefit from the program's choices available for their consumers. And a reliable alternative beyond general-purpose credit cards or savings accounts can lead to more closed sales for the merchant

"The pricing and approvals provided by Wells Fargo on the *Home Projects* Visa credit card program have been consistent, and that consistency is important to a growing company like ours," says founding partner, Jeff Kaliner.

Commitment to merchants

While founding partners, Adam and Jeff Kaliner are committed to delivering only the highest level of customer service and satisfaction, they've found the same commitment to their business from Wells Fargo Retail Services.

Says Bryan Kaliner, Senior Vice President of Operations, "The ease of paperwork and funding time have been excellent. We've been pleased with the collaboration that we have developed with Wells Fargo and continue to work with them to make the program more efficient for us and even better for homeowners."

On top of easy paperwork and fast funding times, participating merchants receive detailed reports to stay well-informed of their credit card financing program, which allows merchants to make strategic decisions for their business.

Survey data provides useful feedback

Teaming up with Wells Fargo Retail Services and the *Home Projects* Visa credit card program means a collaborative relationship that can help your business grow. From pricing and approvals to training and direct funding in merchants' bank account generally within 24 to 48 hours, merchants continue to rank the *Home Projects* Visa program well.

In fact, to gauge satisfaction levels, Wells Fargo routinely surveys participating merchants. Dedicated to providing outstanding service to merchants and their customers, Wells Fargo uses this invaluable feedback to help refine financing programs based on real users' input.

Financing program scores top rankings

Based on a rating scale from one to five, recently surveyed merchants scored the *Home Projects* Visa applicant approval rates a 4.4 and cardholder customer service a 4.6. In terms of overall ease of the program, newly enrolled merchants in the program rated the funding process 4.5.

And, new *Home Projects* Visa merchants surveyed rated their likelihood to recommend Wells Fargo Retail Services to other merchants a 4.6 of 5.

Find out more today

Be like Adam Kaliner who says, "We're convinced that we've got the right team for our consumer financing needs," and find out how the *Home Projects* Visa program offered by Wells Fargo can help build your home improvement business.

Call or visit us online today.

1-866-840-9825

Monday through Friday, 8:00 a.m. – 6:00 p.m. Central Time

HomeProjectsVisaCard.com

*The Home Projects Visa Credit Card program is provided by Wells Fargo Financial National Bank and is serviced by Wells Fargo Retail Services.

EQUAL HOUSING LENDER



									Per	centa	ge Ty	pes o	f Proj	ects/	Activ	ities		
Капк	Company	Year Founded	2011 Revenue/Jobs	2012 Projected Revenue	Firm Type	No. of Employees	Siding	Roofing	Windows/Doors	Decks	Energy Audits	Kitchen	Baths	Whole House	Repairs	Insurance	Light Commercial	Other
36	LITCHFIELD BUILDERS, INC. Hamden, CT <i>litchfieldbuilders.com</i>	1996	\$4,229,000 63	\$4,000,000	Full Service Remodeler	20	2	2	3	1	-	10	5	29	-	5	-	
37	HIGHCRAFT BUILDERS Fort Collins, CO highcraftbuilders.net	1998	\$4,139,820 141	\$4,000,000	Design/Build Remodeler	16	2	2	1	5	-	15	4	23	-	-	2	2
88	EVO CONSTRUCTION CORP. Huntington Station, NY evoconstruction.com	1985	\$4,120,000 189	\$4,200,000	Design/Build Remodeler	6	-	-	-	-	-	40	35	10	-	-	-	
39	LAKESIDE EXTERIORS Chesterfield, MO lakesideexteriors.com	1998	\$4,000,000 333	\$4,000,000	Exterior Remodeler	29	60	-	30	5	-	-	-	-	5	-	-	
00	JACKSON & LEROY REMODELING Salt Lake City, UT jacksonandleroy.com	2005	\$3,947,245 10	\$8,000,000	Full Service Remodeler	8	-	-	-	-	-	10	-	80	-	-	-	
)1	COLLEGE CITY DESIGN BUILD Lakeville, MN collegecitydesignbuild.com	2003	\$3,942,097 59	\$4,000,000	Design/Build Remodeler	8	-	5	-	-	-	25	30	10	-	5	-	
)2	FOSTER REMODELING SOLUTIONS, INC. Lorton, VS fosterremodeling.com	1984	\$3,933,819 186	\$3,900,000	Design/Build Remodeler	22	-	-	-	3	-	27	18	10	9	-	-	
3	AFFORDABLE CONTRACTING, INC. Douglasville, GA affordablecontracting.com	2005	\$3,860,730 1032	\$4,000,000	Kitchen & Bath Specialist	18	2	5	2	8	٠	12	45	2	12		1	
94	FEINMANN, INC. Lexington, MA feinmann.com	1987	\$3,800,000 70	\$4,000,000	Design/Build Remodeler	15	-		-	2	-	12	6	50	8		-	
)5	RENEWAL DESIGN-BUILD Decatur, GA renewaldesignbuild.com	2001	\$3,784,546 43	\$4,000,000	Design/Build Remodeler	15		·	5	5		3	15	15	5	5		
6	NEAL'S DESIGN REMODEL Cincinnati, OH neals.com	1972	\$3,742,160 79	\$3,900,000	Full Service Remodeler	20	-		-	11	-	51	25		1	1		
7	LEGACY DESIGN BUILD REMODELING Scottsdale, AZ legacyaz.com	1988	\$3,732,672 43	\$4,000,000	Full Service Remodeler	18	-	-	1	-	-	15	46	1	2	-	-	
8	EAGLE HOME IMPROVEMENT East Alton, IL eaglewindowsandsiding.com	2000	\$3,677,073 585	\$4,000,000	Full Service Remodeler	20	2	32	15	3	-	5	5	-	-	7	2	
9	POWELL CUSTOM HOMES & RENOVATIONS Des Moines, WA powellrenovations.com	1909	\$3,617,970 72	\$3,620,000	Full Service Remodeler	22	-			5	-	50	20	20	5	-	-	
00	DWR CONSTRUCTION, INC. Spring, TX dwrconstruction.com	2001	\$3,600,000 126	\$4,000,000	Full Service Remodeler	14	1	2	3	2	-	22	22	12				
01	SERMAT CONSTRUCTION SERVICES, INC. Richmond, VA sermat.com	1982	\$3,526,857 464	\$4,300,000	Insurance Restoration	25	-				-			5	5	90		
02	HOUSE WORKS, LLC Madison, MS houseworksco.com	2001	\$3,465,738 401	\$2,800,000	Insurance Restoration	18	2	14	2	1	-	3	3	1	20	50	1	
03	WESTHILL, INC. Woodinville, WA westhillinc.com	1974	\$3,420,298 261	\$3,570,000	Design/Build Remodeler	22	.5	1	2	2	-	31	30	5	9	7	2	
04	RESTORAID REMODELING Cincinnati, OH restoraid.com	2000	\$3,310,000 410	\$3,450,000	Insurance Restoration	33	5	8	2	3		18	8	5	4	15	1	
05	FIVE STAR RESTORATION Gold River, CA fivestarrestoration.com	1989	\$3,262,157 395	\$3,600,000	Insurance Restoration	21	-	1	1	1	-	15	5	-	2	70	5	
06	JEB DESIGN/BUILD, LLC Shreveport, LA jeb.net	1953	\$3,149,860 19	\$2,600,000	Design/Build Remodeler	9						9	7	8				
07	TENHULZEN REMODELING, INC. Redmond, WA tenhulzen.com	1979	\$3,119,390 65	\$4,000,000	Design/Build Remodeler	14			5	12	-	22	13	15	9	-	-	
	OLD GREENWICH BUILDERS	1999	\$3,034,000	\$4,200,000	Full Service	10				15		42		17	5	5		

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109	A.B.E. DOORS & WINDOWS Allentown, PA ABEdoors.com	1974	\$2,932,367 903	\$3,014,003	Exterior Remodeler	24	-	-	100	-	-	-	-	-	-	-	-	-
110	MCDANIEL WINDOW & DOOR CO. Florence, AL mcdanielwd.com	1976	\$2,918,149 1,181	\$3,300,000	Exterior Remodeler	18	-	-	100	-	-	-	-	-	-	-	-	-
111	CRUICKSHANK, INC. Atlanta, GA <i>cruickshankinc.com</i>	1980	\$2,902,000 4,800	\$3,300,000	Design/Build Remodeler	20		-	2	-	-	7	4	5	48	-	7	27
112	SYNERGY BUILDERS West Chicago, IL synergyremodel.com	2002	\$2,898,573 82	\$3,600,000	Full Service Remodeler	14	-	-	3	2	-	10	11	31	1	-	-	42
113	GREEN BASEMENTS & REMODELING Roswell, GA greenremodeling.com	2001	\$2,875,000 454	\$4,750,000	Full Service Remodeler	5	10	2	10	9	-	8	7	26	3	-	12	13
114	ORREN PICKELL REMODELING GROUP Lake Bluff, IL pickellbuilders.com	1975	\$2,800,000 15	\$5,000,000	Design/Build Remodeler	22	2	-	2	2	-	20	20	20	10	2	2	20
115	TAITCO/TAIT ROOFING, INC. Moorestown, NJ taitroofing.com	1973	\$2,795,344 1072	\$3,150,000	Full Service Remodeler	18	10	20	20	5	-	15	15	-	10	-	-	5
116	J.S. BROWN & CO. Columbus, OH jsbrowncompany.com	1978	\$2,790,000 49	\$3,000,000	Design/Build Remodeler	17	-	-	4	-	-	40	17	15	-	-	4	20
117	SUNSHINE CONTRACTING Woodbridge, VA sunshinecontractingcorp.com	1993	\$2,650,000 N/A	\$2,700,000	Exterior Remodeler	10	20	55	15	10	-	-	-	-	-	-	-	-
118	CASE DESIGN/REMODELING OF SAN JOSE San Jose, CA casesanjose.com	2004	\$2,623,827 407	\$3,200,000	Full Service Remodeler	14	-	1	2	2	-	43	20	9	19	-	3	1
119	CASTLE BUILDING & REMODELING, INC. Minneapolis, MN castlebri.com	1977	\$2,619,976 131	\$3,600,000	Design/Build Remodeler	10	3	1	2	1	-	32	15	16	3	3	2	12
120	MASTERWORKS ATLANTA, LLC Roswell, GA masterworksatlanta.com	2002	\$2,572,729 N/A	\$3,000,000	Design/Build Remodeler	10	5	5	5	-	-	40	30	-	-	-	-	15
121	CASE DESIGN/REMODELING San Jose, CA casesanjose.com	2004	\$2,561,583 404	\$2,975,000	Full Service Remodeler	14	1	-	3	1	-	45	22	9	4	-	3	12
122	BOARDWALK BUILDERS, INC. Rehoboth Beach, DE boardwalkBuilders.com	1986	\$2,546,174 N/A	\$2,500,000	Full Service Remodeler	12	18	17	16	4	-	10	1	14	3	-	-	12
123	NEW YORK SASH Whitesboro, NY <i>newyorksash.com</i>	1989	\$2,530,500 524	\$2,750,000	Exterior Remodeler	22	8	5	58	6	-	-	12	-	-	-	-	3
124	QMA DESIGN+BUILD, LLC Ventnor City, NJ qmaDesignBuild.com	1991	\$2,478,995 8	\$1,541,896	Design/Build Remodeler	4	-	-	-	-	-	5	-	70	-	-	-	25
125	CLAIMS PLUS RESTORATION, LLC Mt. Pleasant, SC	1990	\$2,411,011 151	\$2,000,000	Insurance Restoration	15	-	-	-	-	-	-	-	-	-	100	-	-
126	MCCALEB CONSTRUCTION, INC. Tucson, AZ mccalebconstruction.com	1981	\$2,400,000 29	\$3,000,000	Design/Build Remodeler	10	-	-	-	-	-	45	20	30	-	-	-	5
127	MURPHY BROS. DESIGNERS & REMODELERS Minneapolis, MN mbros.com	1983	\$2,335,856 59	\$2,500,000	Full Service Remodeler	N/A	7	5	9	7	-	38	9	-	2	10	-	13
128	MERRICK DESIGN AND BUILD, INC. Kensington, MD remodelwithmerrick.com	1989	\$2,307,291 132	\$3,385,000	Design/Build Remodeler	14	5	5	10	5	-	10	15	15	15	-	-	20
129	JR NEELY HOME IMPROVEMENTS Lansing, MI jmeely.com	1988	\$2,301,806 462	\$3,800,000	Exterior Remodeler	16	22	40	31	-	-	-	-	-	-	-	-	7



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									Per	centa	ge Ty	pes o	r Proj	ects/	Activ	ities		
Rank	Company	Year Founded	2011 Revenue/Jobs	2012 Projected Revenue	Firm Type	No. of Employees	Siding	Roofing	Windows/Doors	Decks	Energy Audits	Kitchen	Baths	Whole House	Repairs	Insurance	Light Commercial	Other
130	PATRICK A. FINN LTD. Palatine, IL patrickafinn.com	1991	\$2,300,000 25	\$2,000,000	Design/Build Remodeler	10	-	-	-	-	-	20	20	40	-	-	-	20
131	LIBERTY EXTERIORS, INC. Mondovi, WI libertyexteriors.com	1984	\$2,289,640 581	\$2,000,000	Exterior Remodeler	22	38	37	18	2		·	-	-		·	5	-
132	ELITE REMODELER Frisco, TX elitehomeremodeling.com	2004	\$2,250,000 61	\$2,500,000	Full Service Remodeler	5	-	-	-	-	-	50	40	-	-	-	-	10
133	SUPERIOR HOME SVS. Washington, DC superiorhomeservicesinc.com	1989	\$2,235,500 11	\$2,400,000	Full Service Remodeler	8	-	-	-	10		10	20	40	-	-	10	10
134	J SCHWARTZ, LLC Malvern, PA jschwartzconstruction.com	2001	\$2,222,165 6	\$2,650,000	Full Service Remodeler	4	5	5	8	2	1	5	5	54	-	-	-	15
135	BLUE MOON CONSTRUCTION, LLC Ashburn, VA bluemoonconstruction.net	2004	\$2,196,000 135	\$2,400,000	Design/Build Remodeler	5	-	-	-	50	-	15	15	-	-	-	-	20
136	STEPHEN C GIDLEY, INC. Darien, CT scgabc.com	1968	\$2,189,370 .95	\$2,000,000	Full Service Remodeler	2	5	25	5	10	-	5	5	-	5	20	-	20
137	JMC DEVELOPMENT, INC. Parsippany, NJ jmchomeremodeling.com	1977	\$2,139,264 110	\$2,000,000	Full Service Remodeler	12	-	-	-	2	-	32	38	-	4	-	-	24
138	WILLIAM SHAW & ASSOCIATES, INC. Houston, TX wmshawandassoc.com	1984	\$2,100,000 23	\$3,000,000	Design/Build Remodeler	6	-	-	-	-	-	40	20	15	-	-	-	25
139	AUSTIN GUTTERMAN Austin, TX austingutterman.com	1987	\$2,100,000 1400	\$3,000,000	Exterior Remodeler	22	-	-	-	-	-	-	-	-	-	-	-	100
140	GREYMARK CONSTRUCTION CO. Houston, TX greymarkconstruction.com	1995	\$2,082,066 38	\$2,400,000	Design/Build Remodeler	5	-	-	5	-	-	55	25	-	-	-	-	15
141	SCHROEDER DESIGN/BUILD, INC. Fairfax, VA schroederdesignbuild.com	1986	\$2,070,508 25	N/A	Full Service Remodeler	12	-	-	-	10	-	18	35	20	5	-	-	12
142	ASSOCIATES IN BUILDING & DESIGN, LTD. Fort Collins, CO abd-ltd.com	1990	\$2,052,679 48	\$2,750,000	Design/Build Remodeler	7	-	-	-	-	-	18	10	26	-	-	-	46
143	R. K. YOUNGER, INC., Stafford, TX living-improvements.com	1976	\$2,047,786 127	\$2,300,000	Full Service Remodeler	11	1	-	3	56	-	9	9	9	5	-	-	8
144	TOTAL HOME CONSTRUCTION CORP. Plainview, NY totalhomeconstruction.com	1989	\$2,023,165 150	\$2,000,000	Full Service Remodeler	7	30	15	15	5	-	15	15	-	-	-	-	5
145	JM CONSTRUCTION, INC. Wentzville, MO jmconstructionmo.com	1992	\$1,926,836 144	\$2,100,000	Full Service Remodeler	17	-	-	3	9	-	29	32	8	2	2	4	11
146	THE SULLIVAN COMPANY, INC. Newton, MA thesullivanco.net	1988	\$1,885,320 214	\$2,000,000	Full Service Remodeler	11	-	-	-	-	-	10	5	25	50	-	-	10
147	REMODELING CONCEPTS, LLC Warminster, PA remodelingconcepts.net	2002	\$1,820,682 211	\$2,200,000	Full Service Remodeler	8	8	31	6	5	-	18	7	-	2	6	8	-
148	LONE STAR STATE CONST. San Antonio, TX Ionestarstateconstruction.com	2005	\$1,811,131 128	\$2,500,000	Full Service Remodeler	5	2	1	3	5	-	25	37	7	-	-	-	2
149	LIFETIME REMODELING SYSTEMS Portland, OR <i>lifetime-remodeling.com</i>	1997	\$1,790,188 106	\$2,250,000	Exterior Replacement	12	65	5	2	1	-	-	-	-	-	-	-	27
150	THE WIESE COMPANY, INC. Sherborn, MA wiese.com	1992	\$1,771,647 28	\$2,000,000	Design Build Remodeler	8	-	-	-	-	-	35	25	10	-	-	-	30



FITNESS TEST

A residential remodeler stretches into light commercial work with a fitness center build-out

By Wendy A. Jordan

Building out a fitness center amounted to boot camp for Smiley Renovations. As a first foray into nonresidential work, the build-out plunged the Silver Spring, Md., design-build company into the world of regulations, requirements, fees, and potentially expensive modifications associated with light commercial remodeling. Smiley owner Daren Smith emerged from the bruising workout in prime condition to grow his company in new directions.

Looking to open a boutique fitness center called Pulse Fitness, Smith's fiancée, Lisa Platnik, thought the second floor mall space available in a Bethesda, Md., mixed-use complex would be perfect. The location was convenient for her existing client base and included ample parking in a nearby lot. Already zoned for non-office use and set up with separate utilities, the 3,200-square-foot space was primed for the quick turnaround Platnik needed in order to open her business in late 2011. As contractor and fellow investor, Smith expected smooth sailing.

Fit for fitness

Both he and Platnik were in for surprises. An early test fit, including paper models of fitness equipment, quickly convinced Platnik that the space was too small. She looked at larger space on the fourth floor, and Smith again prepared detailed measurements for a test fit. In September 2011, Platnik leased 5,838 square feet on the fourth floor, almost doubling the size of the planned fitness center and making room for everything she wanted: a large group exercise room, a spacious area for cardiovascular and weight-training equipment, a cycle studio, several Pilates rooms, a massage room, an office/laundry, and an airy reception area. Neon signs in the window would provide adequate exposure without the need for storefront or interior mall access.

In addition to more space, the fourth floor area offered several important benefits. Because the back of the building tucks into a hill, much of the Pulse Fitness space tops a ground floor garage, so despite its nominal fourth floor location there are no tenants below the gym who might be disturbed by noise and vibration from the facility. Likewise, the space stretches across a long window wall, limiting exposure to adjacent tenants while bathing the space in natural light.

Unlike the second floor, however, the fourth floor was not zoned for the high-density assembly use represented by a fitness center. Smith found himself immersed in negotiations with the county to obtain a go-ahead for construction, and was required to obtain a full change in use permit. The process involved showing the county that, thanks to the building's in-hill site, the fourth floor actually was only one story above ground, so that it already met the egress





Each of the four bathrooms features the unique styling and quality finishes of a fine custom home remodel, including granite counters, vessel and under-mount sinks, and luxury light fixtures.

COMPANY SNAPSHOT

Smiley Renovations LLC

Owner: Daren Smith

Location: Silver Spring, Md. 2011 sales volume: \$1 million

Projected 2012 sales volume: \$1.9 million Website: www.smileyrenovations.com

requirements for fitness center use. After three months of discussion and prep work by Smith, the county agreed to issue a permit.

Power and energy

Moving to the fourth floor more than tripled the project's HVAC budget and added high, upfront electrical costs.

"Because a gym requires high air exchange rates and generally has a lot of people working out," says Smith, Pulse needed a dedicated HVAC system separate from the other spaces on the fourth floor. A single commercial rooftop HVAC unit would be too costly to put in place, he says. Instead he installed five smaller heat pump units for different areas of the gym.

As for powering the system, Smith says, "We needed to prove that HVAC for the new space would not overload the existing electri-

Over the years, all labeling for fourth floor electrical panels had been removed.

"We had to trace down all the electrical circuits, label the panels." and calculate the loads for the fourth floor." After this long, laborintensive process, Smith concluded that Pulse's HVAC system called for installation of a separate electrical line from the first floor electrical room and a separate electrical meter for direct billing.

"Ultimately," says Smith, the HVAC and electrical upgrades "will be a blessing. We can control our own system, which is better for power consumption" and represents a cost management opportunity Pulse would not have had if connected to the building's shared system.

PROJECT TIMELINE

Initial site visit, Initial test fits for second floor: fourth floor space: May 3, 2011 Jun 14, 2011

Test fit with equipment: Sept 3, 2011 Initial county meeting for code discussions: Nov 3, 2011

Permit issued: Start framing: Feb 28, 2012

Mar 19, 2012

Start finish installation:

Gym opens: Jun 11, 2012 Jul 7, 2012

Site visit, fourth floor: May 15, 2011 Site visit for detailed measurements of additional space: Aug 16, 2011

Plan revision, start mechanical plans: Sept 26, 2011

application: Jan 31, 2012

Submittal of permit Start demo: Feb 29, 2012 Start core drilling, main utilities installation: Apr 16, 2012

Final county inspection, project completion: Jul 6, 2012



Though exposed, the high ceiling in the group exercise room reinforces the clean, uncluttered look of the gym due to a wash of white paint. Maple-tone laminate floors, natural wood doors, and soft grey and blue colors lend consistency and character to the facility.

Good neighbors

Keeping other tenants happy was another area of concern for Smiley. The electrical work entailed power and water interruptions for fourth floor tenants, which included a travel agency (using computers and phones all day) and a corporate management business (computer-managed national payroll). Drilling holes in the roof and in 8-inch-thick concrete slab for utility installation created noise and vibration that affected a first-floor surgery center as well.

"I went in [to every neighboring business] and introduced myself right away, gave them my personal phone number and asked them to let us know if we were disturbing them," says Smith. As extra damage control, he scheduled most of the drilling for off hours, running the HVAC fans to help mask the noise.

Whenever possible, Smith provided the neighbors with advance notice of interruptions to power and water. The main power shutdown started at 3 a.m., so that power was restored by the start of the business day.

With their loud microphones, pulsing music, and the impact of energetic activities, Smith knew that some fitness classes could disturb other tenants once the gym opened for business as well. That's why he placed spaces for those classes along the outside wall of the gym. He also installed special noise reduction insulation in the wall cavities and covered all walls with two layers of 5/8-inch drywall. In class areas, he sealed all metal studs in the ceiling and the floor. Since the gym opened, says Platnik, "We haven't had one complaint; the soundproofing worked."

Custom quality

Platnik says she wanted the design of Pulse to express "the personal service and high-end quality" of the business. "This was major for me," she says. As a residential design-build remodeling company characterizing itself as "providing quality-driven custom designs," Smiley Renovations was well prepared to deliver that premium look. Smith established a distinctive theme of curves, with a

BUDGET HISTORY

Initial estimate: \$197,000

Bid additions: \$173,000 (additional plans and fees: \$10,200; new electrical service: \$33,500; HVAC and ductwork: \$66,000; venting; \$16,500; plumbing: \$10,500; paint and drywall: \$15,000; flooring: \$8,000; lighting: \$4,000; general build-out: \$9,300)

Final estimate: \$370,000

Change orders: \$106, 000 (redesign and design for added space: \$8,500; bathroom upgrades: \$18,000; construction of added space: \$18,500; flooring upgrades: \$6,000; upgraded doors and hardware: \$3,500; electrical upgrades and changes: \$7,000; reworked sprinkler system as required: \$7,000; additional low voltage wiring required: \$6,500; additional permit fees charged by county: \$8,420; additional life safety features required by county: \$22,580)

Final price: \$476,000

THE FINANCIALS

Smiley Renovation's fitness center build-out was in some ways a family affair because Smiley owner Daren Smith invested in the project with his father as silent partner and also with his fiancée, Lisa Platnik, who founded and runs the Pulse Fitness, Bethesda, Md., business. But the financial separation between fitness center and remodeling company was "pretty black and white," says Smith. The project represented "considerable time for my company," he explained, so he applied the same profit and overhead multipliers used on all Smiley projects.

As his first foray into light commercial work, however, it brought some financial surprises. One: "The landlord gave us a generous allowance for the build-out," says Smith. Another: In the final inspection, days before the fitness center's official opening, the county told Smith that the fire alarm system needed strobes and had to be tied into the building's main alarm system. "We won a 30-day waiver so the center could open on time," says Smith, but went back in later to complete the \$20,000 change.

"I took some licks," admits Smith, as a newbie to commercial remodeling. "There were a lot of hoops to jump through, and so many more rules and regulations" than in residential remodeling.

"I'm educated now, though," he says, "and I don't want to see that go to waste."

He probably won't have to. The word is out about Smiley's good work on the fitness center. Other fitness centers have contacted Smith about remodeling, expanding, and building out new locations for them. The building owner, which is headquartered in another city, is interested in hiring Smith for general light commercial projects in the Washington metropolitan area. "We are excited," says Smith. "This may be a new niche for us."

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PRODUCT LIST

Carpet tile: Centaur Floor Systems

Flooring: Kronotex

Flooring underlayment: Sunco

HVAC: Trane

Lighting:

main gym uplighting: Lamar Lighting; lights over bathroom mirrors: Alico,

Besa Lighting, Kovacs

Plumbing fixtures:

American Standard, Delta, Kohler, Allora

Soundproofing insulation: Roxul

Speakers: Bose

The curved reception desk overlooks the well-equipped gym (above). Easy-care maple-tone laminate floors match the equipment in the Pilates studios (right). Group exercise rooms line the outside perimeter of the facility, where they enjoy the sunlight and are removed from party walls shared by other tenants.

circular reception area, rounded pillars, a rounded front desk, curved glass walls, plus lighting and ductwork installations in a rounded pattern. "There are no straight lines," says Platnik; "It makes the space feel much bigger."

Each of the bathrooms has a different, custom look, representing the luxury and personalization of a residential bath; two are ADA compliant. Platnik

selected fine finishes and materials, such as granite counters, vessel sinks, stone and metal wall detailing. One bath even has a marble floor.

A maple-tone laminate floating floor in the Pilates studios matches the maple of the Pilates equipment. Smiley removed dropped ceilings in the exercise areas to accommodate workout equipment, painting the exposed ceilings bright white and installing up lights instead of piercing can lights overhead. Recycled fluorescent fixtures add supplemental lighting where needed. Calming gray and blue tones reinforce the ambiance of quality and professionalism. "This



doesn't feel like any other gym," says Platnik.

"Everything cost more than expected," says Platnik, "but it was all so worth it. People are shocked when they come into the gym [for the first time]. It is so much prettier than they would think possible in an older building."

This good impression has helped the fitness center get off to a strong, healthy start. Smith says the gym was closing in on selling \$100,000 in memberships and personal training contracts in the first two months after opening in July 2012. "We're way above what we expected," says Platnik. **PR**

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EMBRACING THE BETTER LIVING DESIGN MOVEMENT

The future of remodeling can be found in a ketchup bottle

By Matt Thornhill

Veryone knows Heinz ketchup and their iconic glass bottle. For over 80 years Heinz made ketchup and put it in those glass bottles. It's simply how they did it. They didn't really seem to focus on how hard it was for anyone to get the ketchup out. Many of you probably remember they even had an advertising campaign featuring the Carly Simon song "Anticipation" that celebrated how long one had to wait for the ketchup to come out.

But about a dozen years ago Heinz decided they could sell more ketchup and generate more volume if they made it easier to use their bottle. They turned it upside down, made it squeezable and now anyone from 4 to 84 can easily get Heinz ketchup out of the new container. And few buy ketchup in the old bottle any more. Consumers clearly prefer the "new way" to the old way.

Such a transformation is coming to the home design and remodeling industry. In the coming years, consumer demand for homes that are more livable across their lifetime will explode. Consumers prefer the "new" way when it comes to home design, too.



This shift is upon us now thanks to three significant changes in the housing and remodeling industry:

1. Changing attitudes about home ownership. The days of homes being first an investment and second a place to live have gone. Now homeowners want their home to work for them across their lifetimes. It isn't about buying, renovating and then flipping.

This "home for life" attitude means more renovations and remodeling that makes homes more adaptable across one's lifetime, not just right for the moment.

2. Changing demographics. The second big change is in demographics. The U.S. Census Bureau predicts that by 2030 we will have over 70 million people ages 65 and older, almost double what we have today. Standard & Poor's recently issued a report on this coming change and called it "An Irreversible Truth." Others call it demographic

destiny. And it has already begun: Every day another 10,000 Boomers reach age 65 and it is going to continue at that rate until 2030.

Having twice as many older adults means huge changes in demand for the types of housing and the need for remodeling and renovations. Especially given the third change coming.



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3. Increasing desire to grow old in current home. Study after study indicate that today's older adults, and most certainly, tomorrow's, want to grow older in their own homes. A recent AARP study put the figure at 86%. Many call this "aging in place." The idea is simple: older consumers want to stay in their current home and community as long as possible.

But as we all know, existing homes are not designed to adapt. They are old Heinz ketchup bottles.

All of these coming changes should create tremendous opportunity for everyone in the building and remodeling business.

These coming changes are why we have launched the Better Living Design (BLD) movement. We think that in the future every home will be designed and built for everyone regardless of their age and ability.

That means now is the time remodelers should change their ways of doing things and embrace a "new way." This is what's coming. This is what's next.

Thanks to the organizing efforts by AARP and others, we began the BLD effort almost three years ago and have already attracted leaders in building, manufacturing, retailing, academia and products used in the home to join the effort.

The goal is to build and remodel homes to make them more livable across a lifetime, meeting the needs of every age and everyone. AARP is behind it to help launch it, but they know this isn't only about their members, but about people of all ages.

Richard Duncan, Executive Director of the Mace Universal Design Institute and a long-time advocate of UD and organizing member of the BLD movement, says, "One of the main reasons we're aggressively pursuing BLD is that the concept of Universal Design, which isn't known or understood at all by consumers, has come to have a very specific meaning in the homebuilding industry—it means old, frail or disabled."

Duncan added, "Which is not something many consumers aspire for."

BLD takes the UD approach and repackages it into a more desirable framework for consumers. We are creating a new way for homes to be designed, built and remodeled that consumers actually want, just like Heinz created a new ketchup bottle that is better, and more desirable than the old one.

Keep in mind, not once did Heinz ever promote or talk about their new bottle as being something old, frail, or disabled people can use. It's about all people being able to use it.

BLD is about the positive side of better design when it comes to

the home and products in the home.

The plan is for the BLD Institute to become a stand-alone, independent nonprofit organization. Its goals are to:

- Educate and certify builders and remodelers with the hope of establishing designations that national associations recognize and endorse.
- •Provide marketing materials and resources to help promote BLD projects including specific language remodelers can use with homeowners to close the sale.
 - · Promote BLD to consumers to build awareness and demand.
- Review and approve home designs and remodeling projects and issue the BLD "seal" to projects that meet the BLD criteria. Over time, projects earning the "BLD Approved" designation will be recognized and valued by homeowners and the marketplace.

In the coming year, the BLD Institute sees as a key job for itself is to start getting the message out. To do that, we are building and launching a public website, betterlivingdesign.org. We are also working with various companies and organizations on ways to promote and support the "BLD" designation. Our goal is to create awareness and interest in the movement, making it easier for builders and remodelers to "close the sale" on using the BLD approach, the new way for how homes are designed, built and remodeled.

So what is in this for professional remodelers?

Those who are the early adaptors of the BLD approach will have a distinct advantage over everyone else in remodeling. If this is indeed the future, there's no better time to embrace it than now.

As Wayne Gretzky famously said, he was a successful hockey player because he always tried to skate where the puck is going, not where it is. The home building and remodeling market is heading towards BLD. Don't wait for it to get there and then act. Act now and get more than your fair share of business.

We think BLD brings good and positive news to an industry that hasn't had much good news in a while. BLD offers remodelers new ways to sell more projects and meet consumer needs. And building BLD projects will separate firms from others out there building the old Heinz ketchup bottles.

The entire BLD program is just beginning, and you can raise you hand now and join with us. Just visit betterlivingdesign.com/remodelers to learn more.

The future of remodeling can be found in a bottle of ketchup. PR

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4.	How many years has your company been involved in remodeling? (Check one box only.) A
5.	What is your company's annual installed dollar volume? (Check one box only.) A □ More than \$10 million B □ \$5 million to 9.9 million C □ \$3 million to \$4.9 million D □ \$2 million to \$2.9 million E □ \$1 million to \$1.9 million F □ \$500,000 to \$999,999 G □ Less than \$500,000

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8.	Which of the following p your remodeling project: 01		nat apply 17 18 19 20 21 22 23 24 25 25 27 28 29 30	Locksets / Hardware Masonry Other Green / Sustainable Products Paint Patio Doors Plumbing Fixtures Roofing Skylights Sunspaces Tile
9.	Which of the following p personally addressed to A Remodeling B Qualified Remode	you? (Check A		
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REMODELERS CONTINUE TO EMBRACE TECHNOLOGY

Tablets and smartphones increase presence in remodeling industry

By Tim Gregorski, Editor in Chief

n the year since *Professional Remodeler* conducted a survey on tablet and smarthphone usage in the fall of 2011, remodelers continue to increase their use of the technology as a business tool.

In our most recent survey conducted in the fall of 2012, 51 percent of the remodelers who responded said they own a tablet computer and use it in their business. This is compared to 25 percent of respondents who indicated they owned a tablet in 2011.

Of the 49 percent who indicated that they do not own a tablet, 54 percent of these respondents indicated they are considering purchasing a tablet for their business. Nearly 60 percent of the non-tablet owners expect to purchase a tablet within the next six months.

The iPad continues to control the majority of the tablet market in the remodeling industry. Seventy-four percent of remodelers who own a tablet indicated they own an iPad. This is down from the 84 percent that indicated they use an iPad in 2011. The Android tablet is gaining market share in the remodeling industry, accounting for 20 percent of responses compared with 4 percent in 2011.

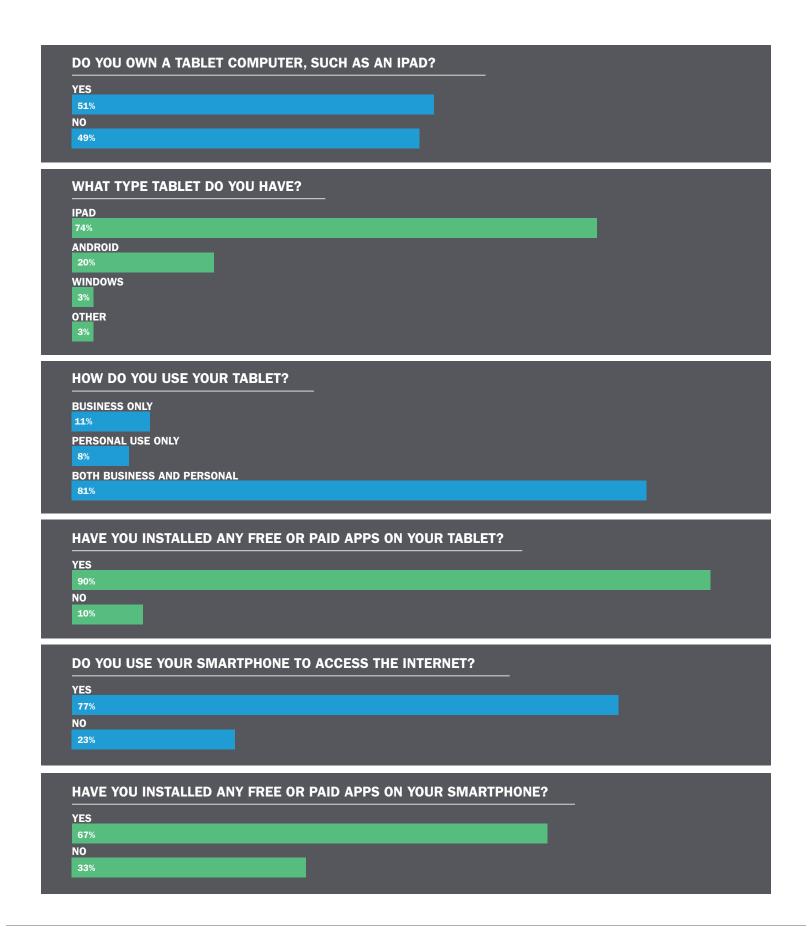
In terms of usage, 81 percent of respondents indicated they use their tablets for both personal and business functions. Email, web browsing, and field operations lead the business-use functions by remodelers. Ninety percent of remodelers have downloaded apps for their tablets; the most popular apps include Home Design 3D, Contractor Forms HD, and SketchBook Mobile.

Smartphone usage

In response to questions regarding smartphones, 77 percent of remodelers indicated they use their smartphones to access the Internet, up from 71 percent in the 2011 survey. Remodelers continue to use their smartphones to access email, product information, and social media, the three most popular responses for both the 2012 and 2011 surveys. Meanwhile 67 percent of smartphone users in our survey have downloaded apps, the most popular being HousingZone.com, Handyman Calculator, and Auto-CAD WS.

Methodology and respondent information

This survey was distributed in October 2012 to a random sample of *Professional Remodeler* subscribers. No incentive was offered. A total of 201 eligible readers had responded. Respondent breakdown by discipline: 28 percent building/general contractor who does remodeling; 27 percent full-service remodeler; 19 percent design/build remodeler; 8 percent design firm; 4 percent home repairs; 4 percent kitchen/bath specialist; 3 percent exterior remodeler; 1 percent insurance restoration; and 6 percent "Other." PR



Different Price Points Help Define The Pickup Spectrum

Engine options, towing options, cab sizes, and elaborate trim packages also highlight choices for buyers

By Frank Raczon, Senior Editor

ith a host of models to choose from, pickup truck buyers have more options available than ever before. Fleet managers looking for fuel savings can consider flex-fuel pickups that also accept E-85/gasoline blends, and new engine and power-train combinations have been engineered to stretch more miles out of every gallon, whether gas or diesel.

There are also cab-size options and many other variables such as two- and four-wheel drive versions. To help you get an idea of what's available for your work, here's an overview of manufacturers and their offerings, with special attention paid to the high and low price points from the ranges available, along with notable highlights from models in between.

Ford

The 2012 Ford Super Duty pickup is available in 12 different models, ranging from the F-250 XL up to the F-450 "King Ranch" version. Starting manufacturer's suggested retail prices (MSRPs) go from \$29,455 to \$64,030. Ford's first two models on the scale, the





F-250 XL and F-350 XL, feature a 6.2-liter V8 flex fuel engine.

The E85-capable 6.2-liter engine has bigger pistons, bigger intake and exhaust valves, and a larger engine bore diameter than the engine it replaced. It delivers power ratings of 385 horsepower and 405 lb.-ft. of torque. Ford's TorqShift heavy-duty 6-speed SelectShift automatic transmission employs strong gears that take on extra torque, according to Ford, meaning you use fewer rpm because the torque converter locks up at lower speeds.

This kind of transmission is normally reserved for high-performance engines because of its strength and durability characteristics, and the ability to withstand high heat. Ford says that means you can rev it harder and push it to greater extremes.

All Ford Super Duty pickups have standard trailer sway control that uses selective wheel braking and reduced engine power to help keep a trailer stable through high winds, turns and slick roads. The F-250 XLT and F-350 XLT have an available factory-installed, fully integrated Trailer Brake Controller (TBC), eliminating installation or aftermarket worries. TBC is compatible with electrically actuated drum brakes only. It is integrated with the ABS and trailer sway control, synchronizing vehicle and trailer brakes for seamless braking, even with the heavy loads.

As you progress up the Ford line, there are more bells and whistles available, such as the company's Sync communication system first made popular in its cars, remote start, rear-view cameras,

special trim packages ("Lariat" and King Ranch), and illuminated cab steps. The F-450 is available with the 6.7-liter Power Stroke V8 turbo diesel engine.

Nissan

Nissan offers four models of its Titan pickup. The S model King Cab and Crew Cab (four full-sized doors), both available in 4x2 and 4x4 versions (starting MSRP from \$28,520), has a 317-horse-power, 5.6-liter V8 engine that generates 385 lb.-ft. of torque and features ABS. Moving up the line, the SV King and Crew Cab (MSRP \$30,520 and \$32,720, respectively) versions add remote keyless entry, chrome bumpers and grille, and audio goodies.

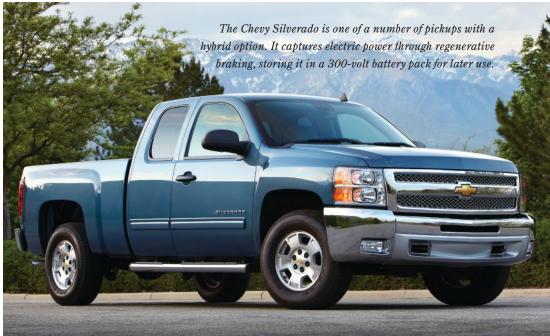
Designed specifically for off-road applications, the PRO-4X (MSRP from \$36,070) is a 4x4-only pickup, and its King and Crew Cab feature a lower final gear ratio, 18-inch aluminum-alloy wheels, Rancho shock absorbers, and two additional skid plates. The top-of-the-line SL Crew Cab (from \$38,440) has 20-inch aluminum-alloy wheels, a factory-applied spray-on bed liner, a Bluetooth hands-free phone system, and a rear sonar system.

Chevrolet

Chevy's 2012 Silverado comes in four models: the 1500, 2500HD, 3500HD, and Silverado Hybrid.

The base engine for the 1500 (starting MSRP \$22,195) is a







Vortec V8 capable of generating over 300 horsepower and 300 lb.-ft. of torque. There's also a Vortec 6.2-liter V8 that generates 403 horsepower and 417 lb.-ft. of torque.

The 1500's Crew Cab has 1,937 pounds of payload capacity, while the Extended Cab with available "Max Trailering Pack" can handle 1,908 pounds of payload.

With the Max Trailering Pack, Extended Cab models can tow 10,700 pounds and Crew Cab models can pull 10,600 pounds. The package includes a 9.5-inch rear axle with 3.73 axle ratio, disc brakes, the Vortec 6.2-liter V8, and the Z82 trailering package with heavy duty suspension. These trucks will also include an automatic locking rear differential.

The available Z71 Off-Road Package features a Z71 Off-Road suspension, 46-millimeter twin-tube high-pressure gas-charged shocks, off-road jounce bumpers, a skid plate package with a frame-mounted transfer case shield, automatic locking rear differential, bright sill plates, and Rancho shocks. Every Silverado 1500 non-hybrid V8 engine can operate on E85.

The high-end Silverado Hybrid (starting MSRP \$36,640) has two modes. Mode 1, for low speeds and light loads, allows operation via electric power, engine power or any combination of the two. Mode 2, used primarily at highway speeds or when towing trailers and climbing steep grades, provides an electric assist in addtion to four-cylinder or eight-cylinder power.

GMC

GMC offers seven Sierra models, from the 1500, with an MSRP starting at \$22,195, to the Sierra 3500HD Denali, at \$46,360.

The base Sierra 1500 model is also available in a hybrid model. It has a two-mode hybrid propulsion system with a control module that helps determine the amount of power or torque required at a given moment and selects the appropriate operating mode. GMC says the result is a 33-percent increase in city fuel economy compared to a conventional, non-hybrid engine.

In stop-and-go traffic, the hybrid system saves fuel by shutting off the engine and operating on electric power alone. During normal stops, regenerative braking uses the motors in the hybrid transmission as generators to decelerate the vehicle by applying resistance in the motors rather than brake friction. At the same time, the motors are capturing that energy as electricity in a 300-volt battery pack. The electricity is then available for the next acceleration cycle.

Pickup buyers can spec models for off-road duty by choosing special packages, including trucks with Rancho shock absorbers. Truck makers offering Rancho shocks include Chevrolet and Nissan.

The ball-hitch trailer rating of the hybrid model is 6,100 pounds in two-wheel drive, with a maximum payload rating of 1,553 pounds. At the high end of the spectrum, the 3500HD Denali (MSRP starting at \$46,360) has an available Duramax diesel engine that generates 397 horsepower and 765 lb.-ft. of torque. Teamed with an Allison transmission, it's also B5-B20 biodiesel-compatible. It has a maximum 18,000 pounds of conventional trailering capacity and a maximum payload capacity of 6,055 pounds.

Toyota

The half-ton pickup entry from Toyota is the Tundra. It offers an available 5.7-liter V8 with 381 horsepower or a more fuel-efficient 4.6-liter V8 with 310 horsepower and 327 lb.-ft. of torque. It is available in a regular cab model and can seat up to six in Double Cab and CrewMax models. It can also tow up to 10,800 pounds and has a payload capacity of up to 2,090 pounds.

The regular cab model starts at \$25,155 MSRP, the Double Cab starts at \$27,365 MSRP, and the CrewMax is \$30,335 to start. The 4x4 Tundra models are available with 5.7-liter V8 flex fuel engines that use gasoline, E85, or a combination of both. The top-of-the-line flex fuel model starts at \$43,595.

Ram

Ram's starting model, the 1500, begins at an MSRP of \$22,120. It's available with a 5.7-liter Hemi V8 that generates 390 horsepower, and can achieve a towing capacity of up to 10,450 pounds. "Hill Start Assist" and Trailer Sway Control features are standard.

On the high end, Ram 2500 and 3500 are available with 6.7-liter Cummins turbo diesel engines with 350 horsepower and 800 lb.-ft. of torque. Buyers can choose from three cab varieties and two bed lengths with either single- or dual-wheel drive.

The 3500 Max Tow package provides a towing capacity of 22,750 pounds. A RamBox cargo management system consists of a water-proof, drainable box outside each side of the bed that comes in two sizes – one to correspond with the 5-foot 7-inch bed and another, larger size to store a variety of items next to the 6-foot 4-inch bed. The loaded Ram 3500 has an MSRP of \$56,310. PR



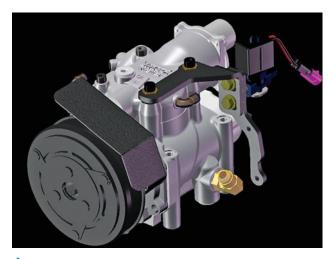
Versatile Single-stage Compressors

Jenny Products' line of single-stage service vehicle compressors features four models with 30-gallon air tanks standard (other air tank sizes and configurations are available) that have all been specifically designed for a multitude of users and applications, including hydraulic service shops, equipment implement dealers, seal coating facilities, and construction professionals.

All models in the line are built with a heavy-duty, two-stage cast-iron compressor pump. These belt-driven compressors have a large flywheel for easy start-ups and extra cooling, and a directional air shroud helps further reduce pump temperatures, Jenny says. Special unloading valves on the compressors also assist engine starting. For more information, circle No. 800 on reader service card.

→ Mobile Air Power

Vanair Pro series reciprocating engine-driven air compressors are designed for the mechanic, service, agriculture, and contractor markets. The Vanair Pro Series offers Honda and Kohler engines and air power from 18-35 cfm, with up to 170 psi. Systems are all electric start and are available in skid, 10-gallon twin, and 30-gallon tank configurations. For more information, circle No. 801 on reader service card.



↑ Air Compressor for Ford 6.7-liter Powerstroke

The Underhood70-G air compressor from VMAC, a vehicle-mounted air compressor system, features the company's Intelligent Digital Controls that turn the truck off when air is not being used and turn the truck back on when air is needed again. Producing 70 cfm and 175 psi, this system employs an adjustable automatic engine control and digital setup on the LCD control box display. The Underhood70-G kit has been initially designed for the Ford 6.7-liter Powerstroke diesel, and additional applications are to be announced.

For more information, circle No. 802 on reader service card.



Synthetic Rope for Winches

Warn Industries is now offering several of its popular winch models with the company's new Spydura synthetic rope. These winches will come directly from the factory with 100 feet of 3/8-inch rope, eliminating the need to replace the wire rope with synthetic. For those who already own a Warn winch with wire rope, Spydura synthetic rope can be purchased separately and installed on any Warn truck/SUV winch with a pulling capacity of 10,000 pounds or less. The synthetic rope is made from ultra-high molecular weight polyethylene and coated with black urethane for increased UV and chemical resistance. It includes a high-temperatureresistant sleeve on the first layer and a unique self-tightening rope attachment to hold the rope securely on the winch drum, Warn says.

For more information, circle No. 803 on reader service card.

Siding/Trim









1 AZEK Finish Grade Trim

AZEK's Finish Grade Trim is a two-piece system that incorporates both trim and scotia moulding for a fastener-free look around windows and doors. After nailing down the base plate, the installer then snaps the cover piece on top and fastens through a hidden nailing flange, creating a smooth look with no need for filling, sanding, or painting over nail holes. The trim is available in 4- and 6-inch widths and boards are available in 18-foot lengths.

For more information, circle No. 804 on reader service card.

2 Versawrap PVC Column Cladding System

The Versawrap PVC cladding system from Versatex is a one-piece PVC cladding system for pressure-treated columns. The kits are precut in 8-foot 6-inch and 10-foot lengths and are available to fit 4x4 and 6x6 posts. The friction-fit closing system eliminates the need for field cutting and mitering and ensures that the corners of every column are perfectly aligned. The installations are compatible with 10-inch PVC bases and caps, as well as the rest of the brand's mouldings.

For more information, circle No. 805 on reader service card.

Foundry Stacked Stone Collection

The Foundry Stacked Stone Collection by The Tapco Group is made from molds cast from more than 100 unique stones to create the detail and texture of hand-cut stone. The siding is easily cut with snips and hung like traditional vinyl panels, and the locking system ensures a secure installation. The siding is available in four colors and offers Class 1 fire resistance, 170 mph windload, and a limited lifetime warranty.

For more information, circle No. 806 on reader service card.

LP SmartSide Trim and Siding

LP SmartSide trim and siding combine the beauty of cedar grain texture with the durability of an engineered wood product that's easy to work with. The trim and siding cut with standard woodworking tools and are lightweight for less breakage and easy installation. The line is available in 16-foot lengths for fewer seams and faster installation. It features the SmartGuard process for strength and resistance to decay and termites and comes with a 5 to 50-year transferable limited warranty.

For more information, circle No. 807 on reader service card.

Apex Siding System

The Apex siding system from Marvin Windows and Doors uses Ultrex, a pultruded fiberglass that the brand uses in select windows and doors. The siding system features a built-in water management system to reduce rot and mold and a finish that is four times thicker than paint. The siding is three times lighter than fiber cement and resists fading, chalking, warping, and chipping. Integrated siding and trim options are available.

For more information, circle No. 808 on reader service card.





6 Nichiha Shake Collection

The Nichiha Shake Collection from Nichiha USA has been redefined, combining all of the brand's shake products into one collection. The collection includes the NichiStraight, NichiStaggered, NichiShake, Sierra Premium Shake and NichiFrontier product lines, and offers a number of unique combinations of colors and textures for residential and commercial siding applications.

For more information, circle No. 809 on reader service card.

CertainTeed AirRenew Indoor Quality Gypsum Board

CertainTeed's AirRenew Indoor Air Quality Gypsum Board products had four of its claims validated by UL Environment: permanent formaldehyde absorption capacity, mold resistance, recycled content, and regional materials. The board cleans air by capturing VOCs and converts them into inert compounds that remain within the board. It also features M2Tech technology, which provides protection against moisture and mold.

For more information, circle No. 810 on reader service card.

NAPCO by Ply Gem Board & Batten Siding

NAPCO by Ply Gem's redesigned Board & Batten Siding offers an enhanced look and color selection. The vertical panel can be used as exterior cladding or an accent to highlight architectural features such as entryways, gables, and dormers. The siding features a $5 \cdot 1/2$ inch board with a $1 \cdot 1/2$ inch batten, .048 thickness, and advanced locking system for added strength and durability. It is now available in 13 colors.

For more information, circle No. 811 on reader service card.

9 Boral Stone Products' Versetta Stone

Versetta Stone panelized stone veneer delivers the look of traditional stone masonry veneer with the ease of siding installation. Approximately one-quarter the weight of full-thickness stone, this stone veneer is made of lightweight fiber-reinforced concrete and aggregate material with a minimum of 50 percent recycled content. It requires no mortar, painting, coating, or sealing.

For more information, circle No. 812 on reader service card.

Advantage Rainscreen Siding

Advantage Rainscreen Siding beats the heat and outlasts softer siding options such as Cedar and Redwood. This hardwood siding consists of extremely resilient materials such as Ipe and Cumaru, making it the ideal option where extreme climates are the norm. Advanced Rainscreen Siding offers great protection from water intrusion and minimal movement (shrinkage) once installed. It can be easily installed using a hidden siding fastening system.

For more information, circle No. 813 on reader service card.

Product Introductions



Tile Backer For Floors and Countertops

Diamondback GlasRoc Tile Backer from CertainTeed Gypsum is now available for floor and countertop applications. The polymer coating and textured surface create a strong bond, reducing tile slippage during installation. It is suitable for wet and non-wet installations in residential and light commercial applications. The 1/4-inch Diamondback tile backer is available in standard 3- by 5-foot and 4- by 4-foot sizes and is offered in 1/2-inch and 5/8-inch thicknesses for wall and ceiling applications.

For more information, circle No. 814 on reader service card.

2 Insul-X Insulation Board

Sto's Insul-X is an extruded polystyrene foam insulation board used as the continuous insulation component for the company's Energy Guard systems. It is a 4- by 8-foot board that is scored longitudinally on 16-inch and 24-inch centers so that it is easier to size to commonly used widths beneath masonry veneer, and in full sheets beneath stucco, stone, and thin brick veneer. It is available in three different thicknesses and can be resized to fit any project.

For more information, circle No. 815 on reader service card.

Kerapoxy CQ Epoxy Grout

Kerapoxy CQ is a new epoxy grout from MAPEI that contains a quartz aggregate to assist in grout removal from the surface of tile during application. Designed in eight colors, the epoxy grout reduces the amount of residue and film present after grout application, which makes cleanup easier.

For more information, circle No. 816 on reader service card.

UL 181-rated AC50UL Cloth Duct Tape

This high-strength polyethylene-coated cloth duct tape from IPG includes as aggressive adhesive to create a strong bond to meet the performance demands of HVAC applications. The flexibility of AC50UL allows for easy molding. Available in silver and black, its tensile strength is 38 pounds per inch and the elongation percentage is 21. The adhesion to steel rating is 75 ounces per inch. Sizes are 48 mm x 54.8 m and 72 mm x 54.8 m.

For more information, circle No. 817 on reader service card.

HVAC













Trane XV95 Gas Furnace

The Trane XV95 gas furnace is rated with up to 96.7% AFUE and features two-stage gas heating with a variable speed blower to quietly provide a consistent flow of warm air. The furnace also includes an adaptive silicon nitride hot surface igniter, AL29-4C stainless steel secondary heat exchanger, a cleanable filter with spring-loaded filter rack, and provides increased dehumidification with Comfort-R.

For more information, circle No. 818 on reader service card.

2 AccuLink Platinum ZV Control

American Standard's AccuLink Platinum ZV Control offers a 7-inch color touch screen on a system that allows the user to program wake, leave, sleep, and vacation heat and cool settings for seven days. Users can create heating and cooling schedules to save energy when no one is home and display live weather information. The system features automatic reminders to alert users when maintenance is needed or filters need replacing.

For more information, circle No. 819 on reader service card.

Lennox Ductless Systems

Lennox offers a ductless heat pump and air conditioner as two energy-efficient options to heat and cool a home. The ductless heat pump is an all-in-one heating and cooling unit that can cool or heat specific rooms with a single unit. The ductless air conditioner has low indoor sound levels and is an energy-efficient alternative to a traditional window unit.

For more information, circle No. 820 on reader service card.

4 Art Cool Premier Duct-Free System

The Art Cool Premier system from LG Electronics is a duct-free split air conditioning system that uses an updated inverter compressor to improve refrigerant compression efficiency and minimize energy loss, providing an SEER of up to 28. The system uses a honeycomb air inlet across the top and a hidden LED display to complement residential interior designs.

For more information, circle No. 821 on reader service card.

Mitsubishi Electric M-Series Units

The MUZ-FE09 outdoor unit and MSZ-FE09 indoor units are the latest addition to Mitsubishi Electric's Hyper-Heat product line. Both units are Energy Star-qualified and the outdoor unit features an auto changeover function, which allows the system to sense whether a space needs cooling or heating and automatically switches the mode as needed to maintain a consistent temperature. The indoor unit features quiet operation and an enhanced filter system, and can make real-time adjustments based on ambient temperature readings.

For more information, circle No. 822 on reader service card.

2

Tubs/Sinks













Blanco Cerana Apron Front Sink

The Cerana apron front sink from Blanco is the brand's first fireclay sink in the U.S. The sink is fired at more than 2,100°F for up to 20 hours and is highly resistant to shock, heat, acid, discoloration, and chips. Available in 30- or 33-inch reversible apron front single bowl styles or a 17.25-inch bar bowl style, the sink has a center drain location and 9.25-inch bowl depth and can feature either a rounded or contoured apron front.

For more information, circle No. 823 on reader service card.

2 Voss Collection by Moen

The Voss bathroom collection by Moen is a line of faucets, accessories, and shower products that blend traditional and modern styling into one collection. All faucet options within the collection meet the EPA's WaterSense criteria and allow water to flow at 1.5 gallons per minute. The faucets are available in Chrome, LifeShine Brushed Nickel, and Oil Rubbed Bronze finishes and can be applied in a single-handle, single-hole mount application, as well as two-handle widespread, centerset, and wallmount platforms.

For more information, circle No. 824 on reader service card.

Elkay Perfect Drain

The Perfect Drain from Elkay is an edgeless drain that eliminates the gap between the drain and sink, making the sink easier to clean and maintain. It is available on many of the brand's popular sink models, including undermounts, top mounts, surface mounts, and ADA compliant models. Additionally, the drain can be installed with the enclosed drain assembly or with InSinkErator disposers.

For more information, circle No. 825 on reader service card.

Concord Contemporary Bath Vanity

The Concord Contemporary Bath Vanity by Jeff Alexander is a 30-inch vanity that includes satin nickel hardware and a rectangular porcelain undermount bowl. Manufactured by Hardware Resources, the vanity is offered in Aged Black and French White finishes and features two working drawers fitted around the plumbing, and an open bottom shelf.

For more information, circle No. 826 on reader service card.

MTI Maddux Freestanding Tubs

The Maddux freestanding tubs from MTI are made from engineered solid-surface material, giving the appearance that the tubs were carved from a single block of stone. They include a discreet integrated overflow slot and toe-tap drain. The tubs are available in two sizes, with either a matte or gloss finish, and can be ordered as a soaking tub or air bath.

For more information, circle No. 827 on reader service card.



For more information, circle #764 on reader service card.

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CONSTRUCTION MEDIA

Group Director - Principal

Tony Mancini, 610.688.5553 tmancini@sgcmail.com

Editorial Director/Publisher - Principal

Patrick O'Toole, 847.954.7919 potoole@sgcmail.com

Director - E-media Solutions

Adam Grubb, 317.219.7546 agrubb@sgcmail.com

INTEGRATED MEDIA CONSULTANTS

Paul DeGrandis

pauld@accelmedia solutions.com

States: IA, IN, OH, WI

Jeff Elliott, Principal 616.846.4633 jelliott@sgcmail.com

States: Eastern Canada

Beth Emerich, 203.316.9390 bemerich@sgcmail.com States: New York City Tim Gillerlain, 847.954.7916 tgillerlain@sgcmail.com States: IL, KS, MI, MN, MO, ND, NE, OK, SD, TN, TX

Michael Stein, 610.918.1828 mstein@sgcmail.com States: AL, AR, CT, DC, DE, FL, GA, KY, LA, MA, MD, ME, MS, NC, NH, NJ, NY except NY City, PA, RI, SC, VA, VT, WV

Robert Reed, 630.460.2585 reedmedi@sbcglobal.net States: AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY and Western Canada

Education and Awards coordinator

Heidi Riedl, 920.397.7056 hriedl@sgcmail.com

Inside Sales Manager

Pete Pirocanac, 847.954.7935 ppirocanac@sgcmail.com

Advertising Coordinator

Renee Fonferko rfonferko@sgcmail.com

Reprint Sales

Heidi Riedl hriedl@sgcmail.com

Administrative Coordinator

David Schwer, 847.391.1039 dschwer@sgcmail.com

For list rental information, contact

Geffrey Gardner, 845.201.5331 geffrey.gardner@reachmarketing.com

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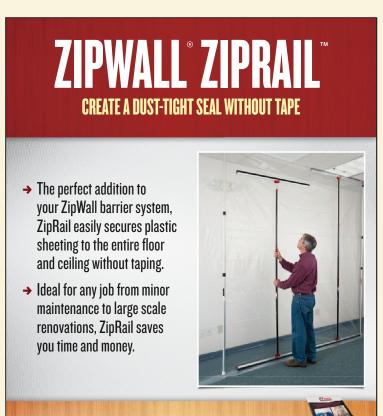




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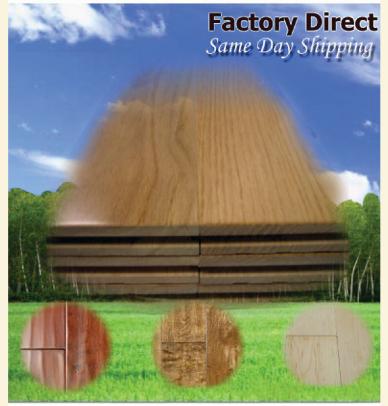


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EDITED BY JOY KILGORE



Making Good Decisions

AT TIMES, THE FUTURE OUTCOMES OF OUR DECISIONS WEIGH HEAVILY AND REQUIRE DILIGENT THOUGHT BEFORE MAKING A DECISIVE MOVE. THIS MONTH, WE ASKED OUR PRIME ADVISORY PANEL HOW THEY ARRIVE AT DECISIONS WHEN THE SITUATION DOES NOT LEND ITSELF TO A SIMPLE ANSWER.



CODES TO LIVE BY

Although our exact process may vary based on the specific situation, the foundation for our decision-making does not. Regardless if the decision involves one or more of our team members, we base all of our decisions on what we call our Codes to Live By. This is a document which we spent a good deal of time developing inter-

nally several years ago. The purpose of this document is to form the foundation of all our decision making, weather as a team or individually. It is intended to be the guiding principles of our company for what we stand for in our day-to-day interactions with employees, clients, trade-partners, and everyone we come in contact with in a business situation.



Bill Simone Custom Design & Construction, El Segundo, Calif.

CONSENSUS FIRST

The senior management team discusses the difficult issues in our monthly meetings—or a special meeting as needed—and we work things through trying to get consensus. These people are knowledgeable and willing to dive deep and be honest in expressing their thoughts. If we cannot get consensus, then I make the decision with the management team discussion informing that decision.

Tom Kelly Neil Kelly Inc., Portland, Ore.



DON'T BE HASTY

I make it a practice not to make quick decisions on important issues. It is important to gather the information and facts and carefully evaluate the possible outcomes. By involving my top management team, I gain a perspective that may not have occurred otherwise. I am fortunate to have a close circle of industry professionals that I can call on to

help me look at the facts and formulate answers. Through this, however, I realize and understand that the responsibility for my decisions and the outcome of those decisions rests on me.

> Joe Smith LeafGuard of Central Iowa, Granger, Iowa



DOCUMENT YOUR DECISIONS

We hold a meeting with our top management and discuss the situation to come up with the decision. We will base it on past experiences, company handbook, and document all decisions regarding employees.

Emily Lindus Lindus Construction, Baldwin, Wis.

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