

Entry packet for

# 2009 America's Best Builders

Sponsored by BUILDER magazine

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Telephone ( ) \_\_\_\_\_ Fax ( ) \_\_\_\_\_

E-mail \_\_\_\_\_ Web Site \_\_\_\_\_

Years in Current Business \_\_\_\_\_ Number of Employees \_\_\_\_\_

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## Entry Deadline

All entry packets must be post-marked by August 25, 2008.

Mail completed entry packet to Sola Ayeni-Biu, BUILDER, One Thomas Circle, N.W., Suite 600,  
Washington D.C. 20005

## Judging

The judging will take place in September 2008. We will inform you of the results in October 2008.

## Questions?

Call Sola Ayeni-Biu: 202-729-3506 or e-mail: [sayenibiu@hanleywood.com](mailto:sayenibiu@hanleywood.com)

# 2009 America's Best Builders

Answer all questions as comprehensively as possible, providing examples when applicable.

Please assemble your entry binder in the order of the numbered categories below.

Please number all pages consecutively.

**Answers will be kept confidential and will not be used without your consent.**

## 1 Finance/Operations

All of the information on the financial profile and the balance sheet will be kept in the strictest confidence.

- a. Complete the enclosed BUILDER Financial Profile.
  - b. Complete the enclosed BUILDER Balance Sheet.
  - c. Complete the enclosed BUILDER Operational Profile.
  - d. How do you protect yourself against the cyclical nature of the home building business?
  - e. How have you adapted your business to meet changing business conditions over the past two years?
  - f. Include a copy of your current business plan.
  - g. How does senior management use internal reports to implement your company's business plan and improve processes?
  - h. Include audited financial reports (if available).
  - i. Include an organizational chart for your company
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## 2 Marketing

- a. Describe how you market your company. Include sample sales materials, such as brochures or advertisements. (Maximum of three pieces. Please do not send trophies, plaques, videos, etc.)
  - b. Describe one innovative and successful marketing program.
  - c. Please include a group photo of employees.
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## 3 Customer Service

- a. Describe your customer service system.
  - b. How do you control quality throughout the building process?
  - c. Include relevant third-party customer survey reports if available. (DO NOT include internal customer survey reports.)
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## 4 Product

Include interior and exterior photos; along with a floor plan of THREE different homes you have built since Jan. 1, 2005.

What should you send? You can choose your best-selling, best-designed, or best-marketed, etc. These are only examples; just send us photos of THREE great examples that best represent your company. You should send at least four photos of each of the THREE homes, for a minimum of twelve photos. Please include a mix of interior and exterior shots. All photos should be 8.5 x 11 or a similar size. Floor plans should be 8.5 x 11 or a similar size.

For the three different homes you show in the binder – please explain why each home works. (Is it the floor plan, have you targeted a certain demographic with the design, etc.)

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## 5 Community/Association Activities

List your HBA, NAHB, and community activities. Describe how you share your knowledge and experience with the industry.

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## 6 Letters of Nomination

Include four letters of nomination. Two should come from references of your choice (e.g., supplier, subcontractor, banker, NAHB representative, political official, another builder). Two letters should come from your satisfied customers. Include all letters in your entry binder.

All material submitted to America's Best Builder Program will be returned. Every effort will be made to return entries following the judging. BUILDER/Hanley Wood is not responsible for lost or damaged material.

# Builder Financial Profile

All of the information on this sheet will be kept in the strictest confidence.

This profile will be used solely to compare your financial performance with that of other entrants in your category.

Only include data for your **residential construction** operations.

Please note if your company operates on a fiscal calendar.

Company name \_\_\_\_\_

	2005	2006	2007
<b>Starts</b> (units)			
<b>Closings</b> (units)			
<b>Work in Progress</b> (as of Dec. 31 - units)			
<b>Unsold spec home inventory</b> (as of Dec. 31 - units)			
<b>Finished Lot Inventory</b> (# of lots if applicable)			
<b>Percentage of Optioned vs. Owned</b>			

	2005		2006		2007	
	\$ amount	% of total	\$ amount	% of total	\$ amount	% of total
<b>TOTAL SALES REVENUE (100%)</b>						
<b>Less: Cost of Sales</b> (land and direct construction costs)						
<b>Equals: GROSS PROFIT</b>						
<b>Less: Indirect Construction Costs</b> (supervisory salaries, payroll burden, and warranty)						
<b>Less: Finance Expense</b> (interim interest and points, closing costs, fees)						
<b>Less: Sales &amp; Marketing</b> (commissions, advertising, model home)						
<b>Less: General &amp; Administrative</b> (owner salaries, rent, insurance, etc.)						
<b>Equals: NET INCOME</b> (before income tax)						

	2005	2006	2007
<b>Debt to Equity Ratio</b> (Total Debt/Total Equity)			
<b>Return on Equity</b> (Net Income/Total Equity)			
<b>Current Ratio</b> (Current Assets/Current Liabilities)			

## Assets

Current Assets		
Cash	\$	
Short-Term Investments	\$	
Accounts and Notes Receivable, Trade	\$	
Inventories		
Land	\$	
Construction Materials	\$	
Work in Progress	\$	
Finished Houses	\$	
Total Inventories	\$	
<b>Total Current Assets</b>	<b>\$</b>	
Fixed Assets		
Land	\$	
Buildings	\$	
Furniture, Equipment	\$	
Motor Vehicles	\$	
Construction Equipment	\$	
Other	\$	
<b>Total Fixed Assets</b>	<b>\$</b>	
<b>TOTAL ASSETS</b>	<b>\$</b>	

# Builder Balance Sheet

**All of the information on this sheet will be kept in the strictest confidence.**

This profile will be used solely to judge your financial performance relative to other entrants in your category.

## Liabilities and Owner's Equity

Liabilities		
Construction Loans Payable	\$	
Notes Payable	\$	
Accounts Payable	\$	
Accrued Taxes Payable	\$	
Contract Deposits	\$	
Other Liabilities	\$	
<b>Total Current Liabilities</b>	<b>\$</b>	
Long-Term Liabilities	\$	
<b>Total Liabilities</b>	<b>\$</b>	
Equity		
Paid in Capital	\$	
Retained Earnings	\$	
Other	\$	
<b>Total Equity</b>	<b>\$</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$</b>	

# Builder Operational Profile

Building Lots	2005	2006	2007
We develop lots we build on	%	%	%
We buy finished lots from developer	%	%	%
We build on customers' lots	%	%	%
Other	%	%	%
<b>Note: Totals should equal 100%</b>			

## Building Activity - Check all that apply

	Average Sales Price 2007	2007 units
Entry-Level		
Move-Up		
High-End Move-Up		
One-of-a-Kind Custom		
Multifamily		
50+		
Townhomes		
Remodeling		
Land Development		

## IT Platforms/Computer Software Used For:

General Accounting/Job Costing	
Purchase Orders	
Estimating	
Scheduling	
Design/CAD	
Other	

## Average Number of Employees for 2007:

<b>Total Employees including Owners</b> (do not include field laborers or "hands on" construction staff/trades on staff)	
<b>Owners</b>	
<b>Managers</b>	
<b>Superintendents</b>	
<b>Sales Staff</b>	
<b>Purchasing, CAD, Estimating Staff</b>	
<b>Office Clerical, Accounting Staff</b>	
<b>Land Staff</b> (if on Builder Payroll)	
<b>Other Staff</b>	

*These positions added together should equal your total full time employees.*