

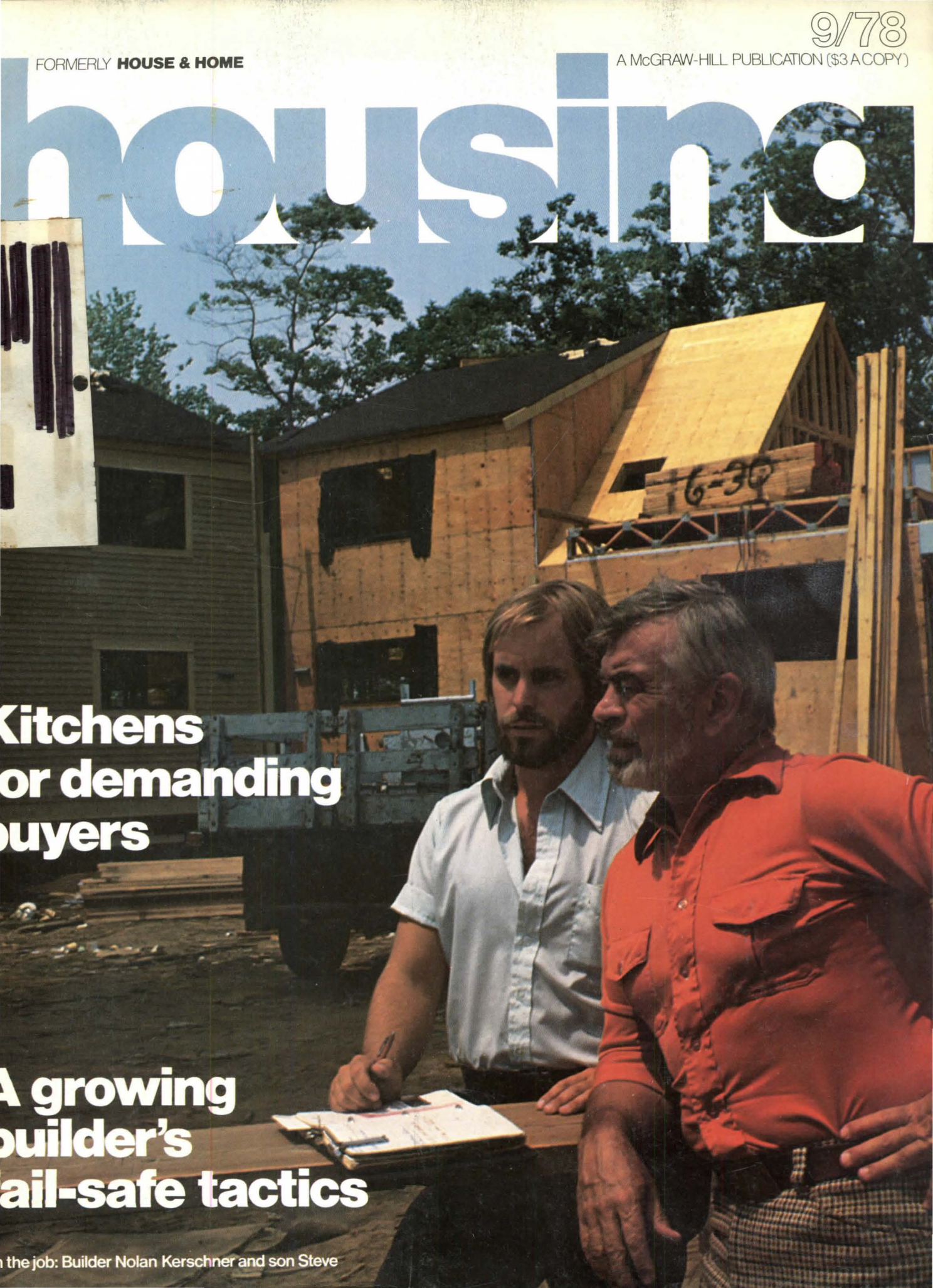
FORMERLY **HOUSE & HOME**

# housing

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buyers**

**A growing  
builder's  
fail-safe tactics**

On the job: Builder Nolan Kerschner and son Steve



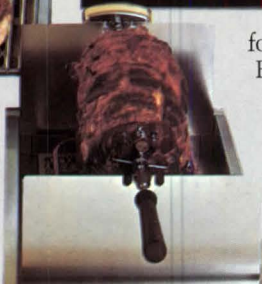
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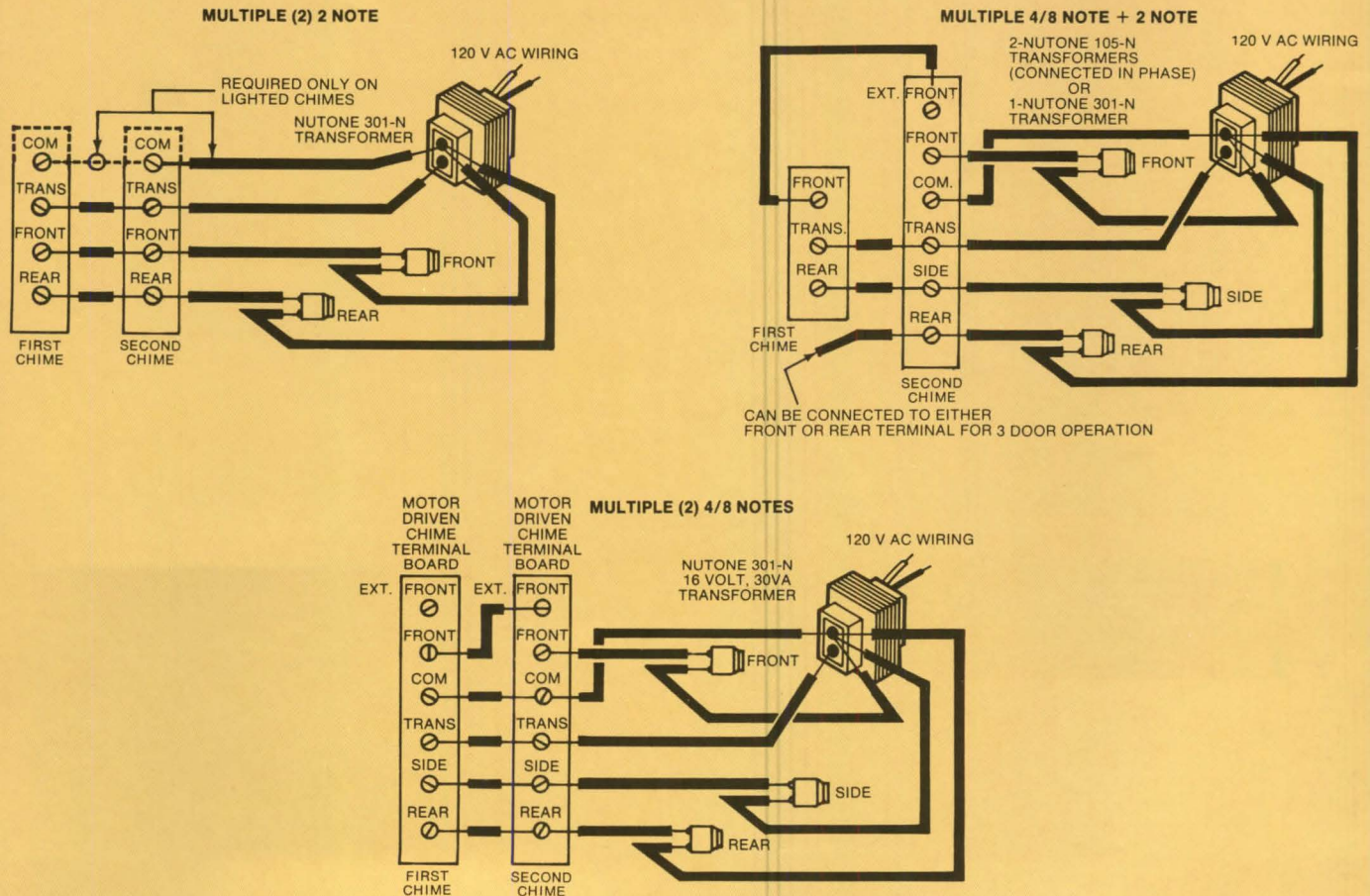
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For information circle 1

FORMERLY **HOUSE & HOME**

# housing

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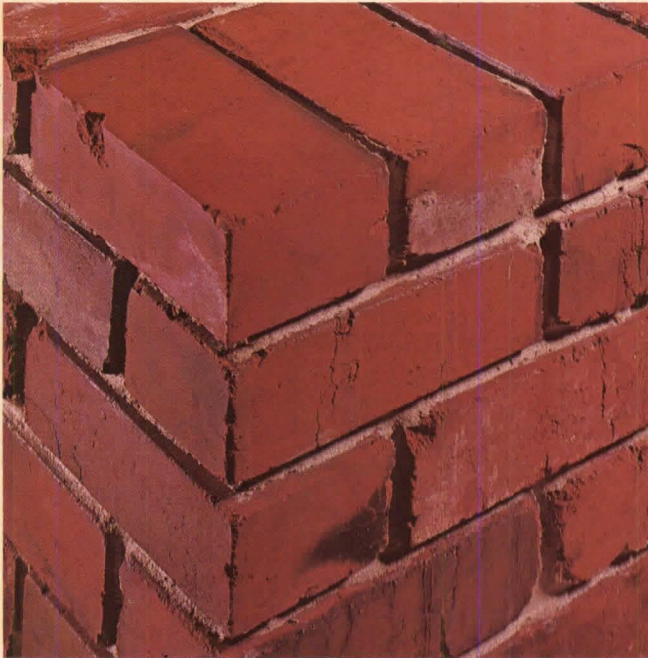
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## Builders vs. building inspectors: a step toward détente

Builders frustrated for years by the arbitrary actions of some building inspectors can now take heart. Changes are stirring in McLean, Va., where the National Academy of Code Administrators (NACA) is readying a program to test and educate the managers who hire and train inspectors. The ultimate goals are to:

- Give building inspectors the expertise to appraise innovative products that may cut construction costs.

- Prepare inspectors to understand new building systems more rapidly than in the past.

- Prevent inspectors from imposing antiquated standards on builders.

This is welcome news from NACA, a private group that was organized in 1970 with high hopes, but then seemed to achieve only so-so results. A new chapter began last January when architect James M. Hicks Jr. took over as executive director. Hicks, a former chief of codes and standards for the state of California, and official of the National Bureau of Standards, operates on the theory that "inflexible building officials are simply uninformed building officials."

The NACA tests are not pass-or-fail examinations. They are proficiency exams to spot the weak points in a code administrator's knowledge of law, management and technology. Once the administrator knows his weaknesses, he'll be urged to take brush-up courses, also developed by NACA. Courses will be offered essentially on a home-study basis, although testing will be monitored like a bar exam. Eventually, some of these courses will be taught at colleges and universities.

The entire program is voluntary. It is offered to model code groups, states and municipalities, which may make the exam mandatory if they wish. In any case, NACA will run the program and establish certification.

While the exam will be ready by next January, educational backup won't be completed for two to three years. Ultimately, however, this is the kind of program that should help the whole housing industry. The builder should have a better shot at putting money-saving materials and methods into use. The manufacturer should find it easier to introduce new products that have passed standardized tests. The buyer should benefit from housing that's built better for less. And that maligned character, the building inspector, could gain new respect from the industry.

—JOHN H. INGERSOLL

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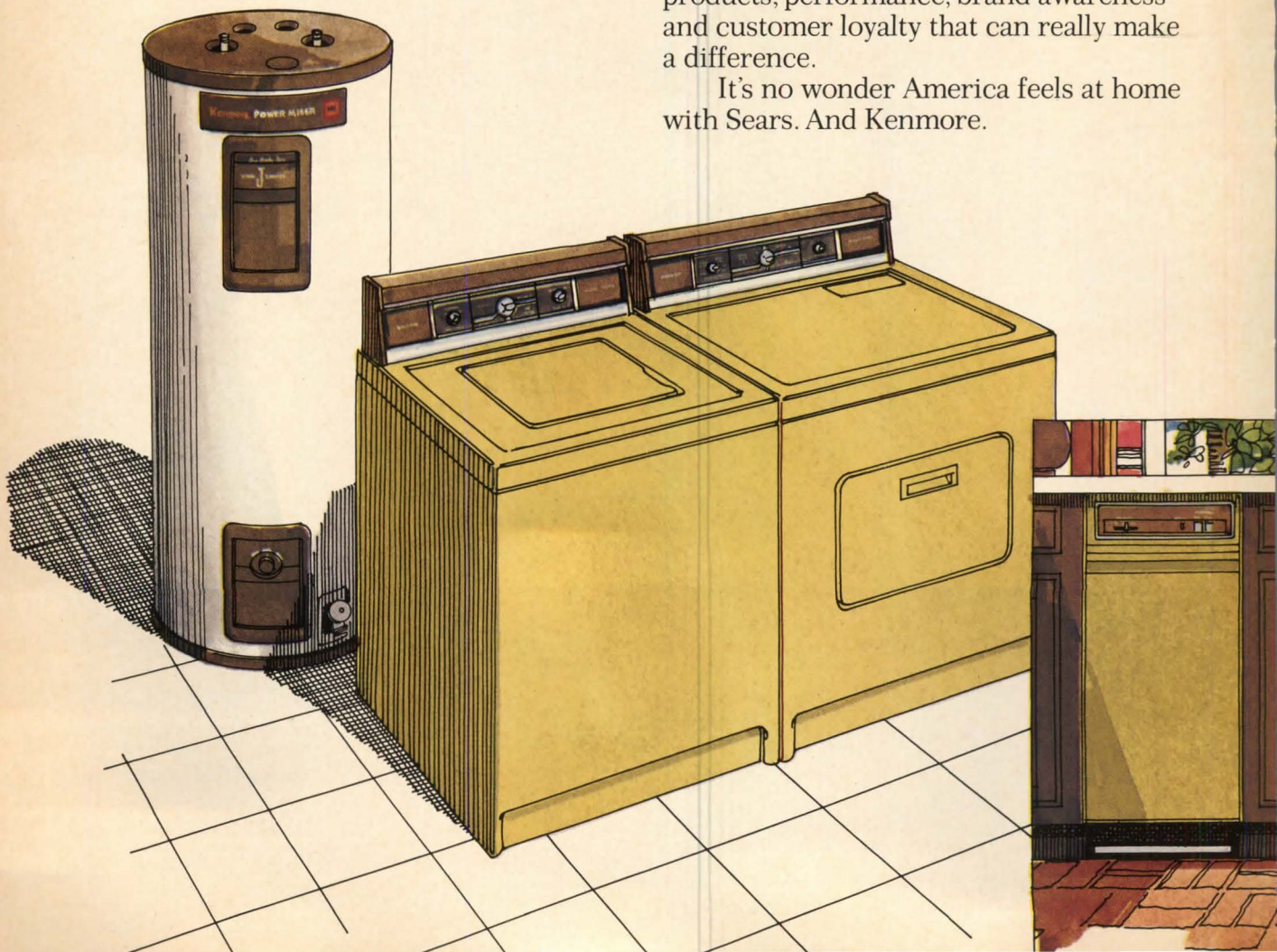
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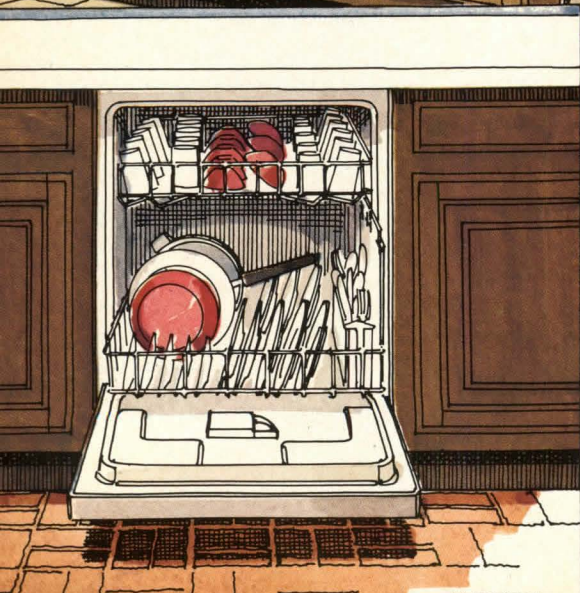
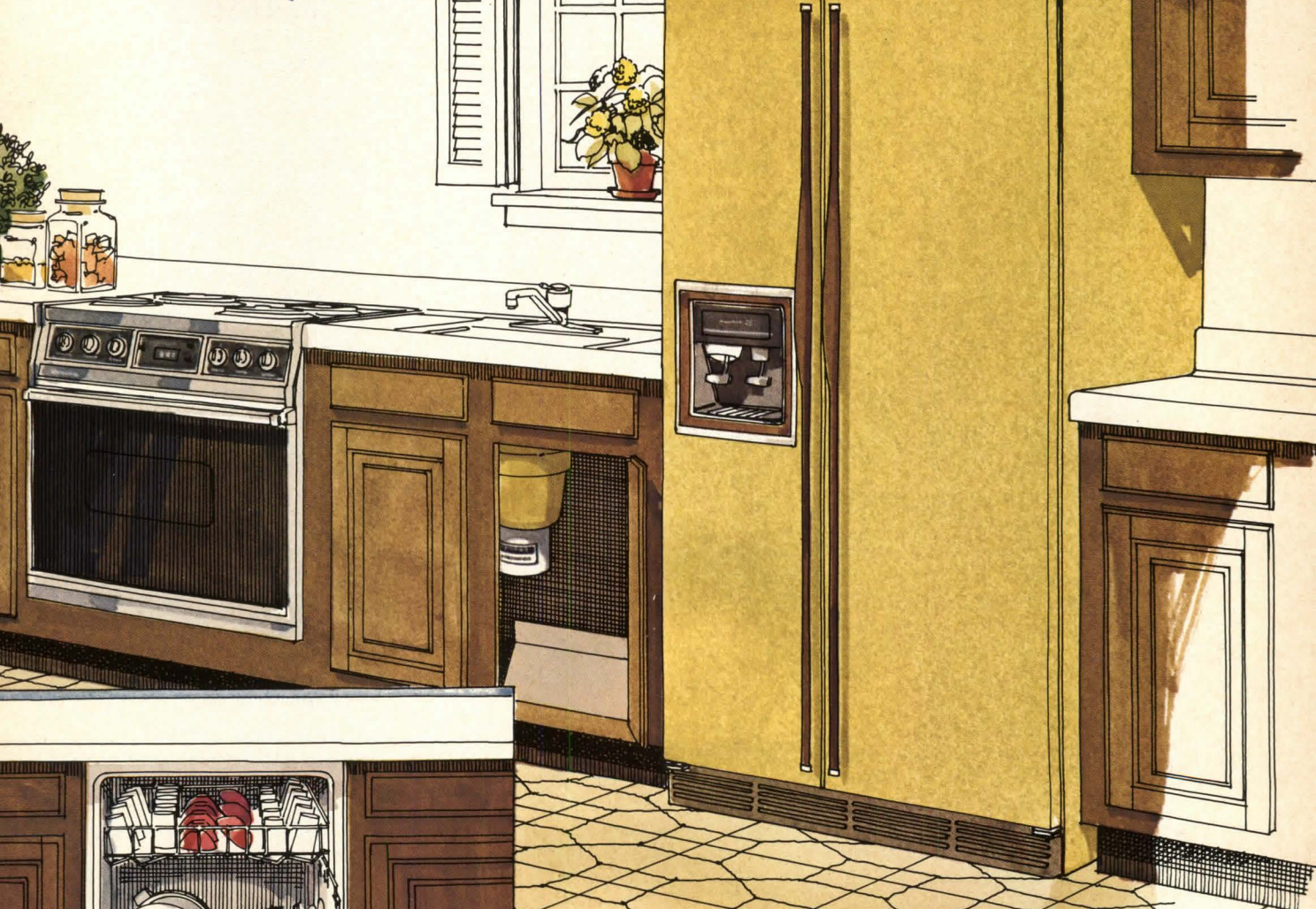
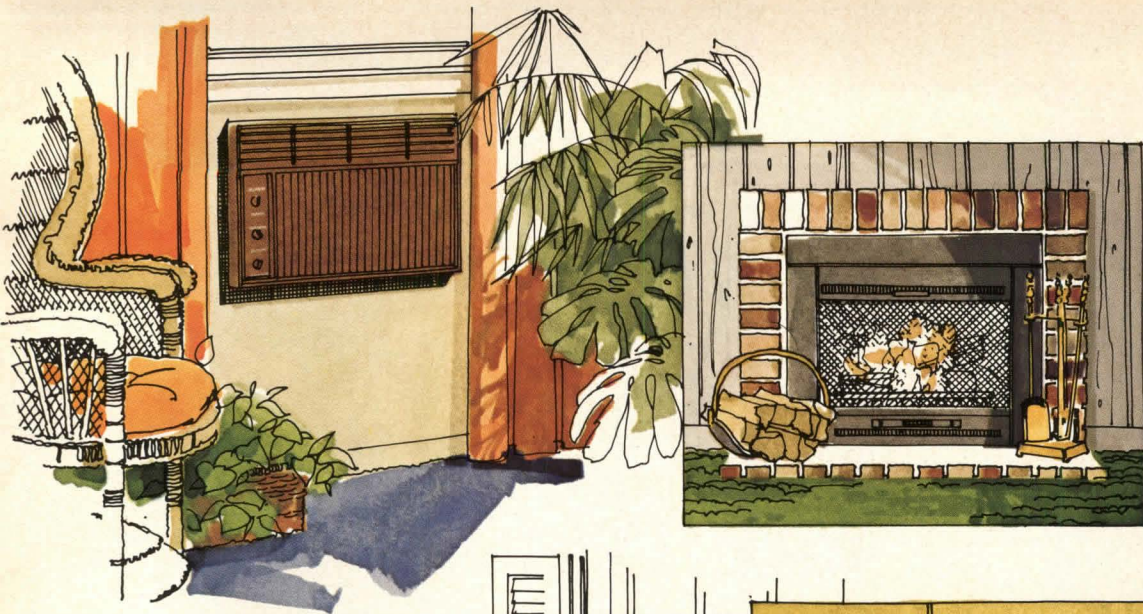
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# Mrs. Harris defies White House

She refuses to toe Carter line and forego an attack on Federal Reserve

Housing Secretary Patricia Harris is chalking up more points as one of the Carter administration's outstanding scrappers.

She has been trading punches with powerful critics in Congress—winning some and losing some.

She has also taken on the top White House staff, which is now busy trying to polish up Jimmy Carter's tarnished image.

At HUD, some officials figure Mrs. Harris "is on borrowed time, and may not last out the year."

Mrs. Harris cancelled an appearance before the House Banking Committee rather than change her testimony attacking the Federal Reserve Board's monetary policy.

Carter has been eliminating from his administration those officials who publicize views contrary to the White House line—which was what Mrs. Harris proposed to do.

**Enter Eizenstat.** Mrs. Harris' testimony would have challenged Fed Chairman William Miller's policy by saying (a) restrictive monetary policies do not cure inflation, (b) they increase unemployment and (c) they are disastrous for housing.

But Carter's position is to be kind to Miller, a recent Carter appointee. Carter's line is to give the Federal Reserve room, in fact, to take interest rates even higher if need be.

Mrs. Harris let it be known that Stuart E. Eizenstat, Carter's top domestic policy adviser, "shot her out of the water."

White House sources point out, among other things, that the housing industry's record does not show any disaster, what with starts booming at a two-million annual rate (2,099,000 in June).

**The veto dispute.** Congressional irritation with Mrs. Harris runs high—the outstanding congressional flare-up being the overwhelming House vote on an amendment giving either the House or Senate specific authority to block any HUD regulation from becoming effective.

The fight to trim back Mrs. Harris' authority was led by Rep. Garry Brown (R., Mich.), ranking Republi-



White House's Eizenstat  
*'Shot her out of water'*



HUD's Patricia Harris  
*She tees off against Fed*

can on the housing subcommittee but he had plenty of Democratic support.

Brown, among others, has been ticked off for months about Mrs. Harris' move to require that each locality receiving block-grant money put 75% of it into projects that help poor families and neighborhoods. Brown led a fight against this regulation that succeeded in getting Mrs. Harris to lower the figure from 75% to 51%.

**Defiance of Congress.** Brown's argument was that Mrs. Harris had violated the clear intent of Congress by giving one of the many purposes of the program a higher priority than all the others.

A community can put all its grant dollars into such projects if it wants to, Brown said. But he found nothing in the legislation giving Mrs. Harris authority to direct each community to put at least three-quarters of its grant into projects devoted specifically to the poor.

As Brown put it, regulations issued by the department "have the force of law," and in "too many instances" they have been "contrary to the clear intent of Congress."

**Reassertion of control.** Brown's proposal—which won by 244 votes to 140, with the help of 118 Democrats—would "return the ultimate writing of legislation to the legislative branch" by giving both House and Senate "a prompt opportunity to review and pass judgment on HUD's regulations."

Rep. Thomas L. Ashley (D., Ohio), chairman of the housing subcommittee, argued that adoption of Brown's proposal would dump onto the already

overworked housing committees a huge new legislative burden. But Brown argued that the department "will be much more circumspect in adopting regulations" and said he had no doubt "there will be very, very few regulations upon which action will be required by this House."

**Mrs. Harris' reaction.** In part, the House was reacting against a message from President Carter, who said he would veto any legislation that called for such a one-house veto.

But it was also anti-Harris. The Secretary has been doing her aggressive best to steer as much as possible of HUD's \$9-billion-a-year budget to distressed cities and families.

Mrs. Harris seemed to acknowledge that the action was aimed at her.

In a speech to the National Association for the Advancement of Colored People at the time the housing bill was under active consideration in both House and Senate, she spoke of congressional attempts "to take regulatory power away from me."

**Senate's action.** The Senate came down against the one-house veto, 65 to 29, on an amendment proposed by Senator Harrison H. Schmitt (R., New Mexico), who has been conducting his own running battle against a HUD reorganization that closes a HUD field office in Albuquerque. But the Senate did adopt an amendment requiring HUD to issue each January a list of regulations it expects to promulgate during the year. The Chiles amendment was adopted 93 to 0.

—DON LOOMIS

McGraw-Hill World News,  
Washington

# Mortgages peak — next move is down

Mortgage interest rates, after climbing to a record 9.57% nationally for conventionals, have probably crested and could actually turn down soon.

That's how many housing forecasters now see the mortgage market.

Not all forecasters buy the analysis, of course, and some think rates in such hot housing markets as California could tick up again. California's savings-and-loan associations had been holding to a threshold 10% rate on prime mortgages—a rate that is actually 10¼% or more on expensive houses—but the state's two biggest S&Ls, Home and Great Western, reduced their rate to 9¾% on August 15, and experts expected to see the old 10% line give way all along the Coast.

**Strong housing market.** Even if rates in California, Chicago and some southwestern markets were to edge up again, it is doubtful the change would affect housing sales.

And a distinct peak-out now will mean an even more bullish second half than was expected for housing, says Harry A. Schwartz, chief economist for the Federal National Mortgage Association.

But Schwartz believes the economy is stronger than many economists will allow at this point, and he wouldn't be surprised to see some firming in interest rates by fall. That could hold the mortgage rate at current levels or even push it up slightly in some parts of the country.

**Plenty of credit.** Housing markets will have little to fear from the outcome, says Schwartz, who is predicting 1.85 million to 1.89 million housing starts for 1978.

"For the year as a whole, you're going to see the slightest decline [in starts] that has ever occurred at anytime approaching a credit crunch," he says.

Other economists see a similar pattern. Housing has held up extremely well in the face of high interest rates because credit has been plentiful, says Kenneth M. Plant, chief economist of the Federal Home Loan Mortgage Corp. Plant points to the new six-month money-market certificate offered by the thrift associations and the \$9 billion in mortgage purchases so far



Economist Schwartz  
Housing has little to fear

this year by FNMA and the FHLMC as evidence of just how abundant housing money is.

**A record for commitments.** Mortgage-purchase commitments by Fannie Mae were actually at a record \$12.4 billion on June 30 compared to \$10.9 billion for all of 1977. That means that commitments ran at a whopping \$25-billion annual rate all the way through the first half.

Plant thinks mortgage rates are already heading downward, and he insists: "We expect to see rates declining through the end of the year."

The Federal Reserve Board's economists are generally optimistic about housing. They hold to projections of 1.8 billion starts this year.

"Construction activity will remain at a high level over the near term, but

it appears likely that building will begin to taper off later this year," says Fed Chairman G. William Miller.

**Inflation.** All of these changes are expected to take place against a background of accelerating inflation, and that worries forecasters who believe that inflationary expectations will cause lenders to keep rates high regardless of credit demands. They contend that the new money-market certificates, which now amount to about 2.5% of all savings-and-loan deposits, up from 1.5% in June, could be setting a new floor under mortgage borrowing costs. The certificates will build in higher costs for thrift lenders, says Michael Sumichrast, chief economist of the National Association of Home Builders.

Housing has so far held up very well in the face of high rates, however. Starts actually rose 0.9% in June from the May level and housing has remained a prime hedge against inflation in the opinion of most economists. That means that the good year for housing that forecasters saw this spring is still on track.

"Demand is as strong as ever," observes the FHLMC's Plant.

—BOB DOWLING  
McGraw-Hill World News,  
Washington

## Variable mortgages under heavy fire

A federal move to permit the use of variable interest rate mortgages nationally is coming under heavy attack from consumer and labor organizations. They maintain that the new mortgages pose too much risk for homebuyers.

The VRMs, as they are called, are widely used in California and account for half of the mortgages now owned by some of that state's big savings and loan associations and commercial banks. They permit lenders to raise mortgage rates as market interest rates increase. When rates fall, mortgage interest rates are to be lowered.

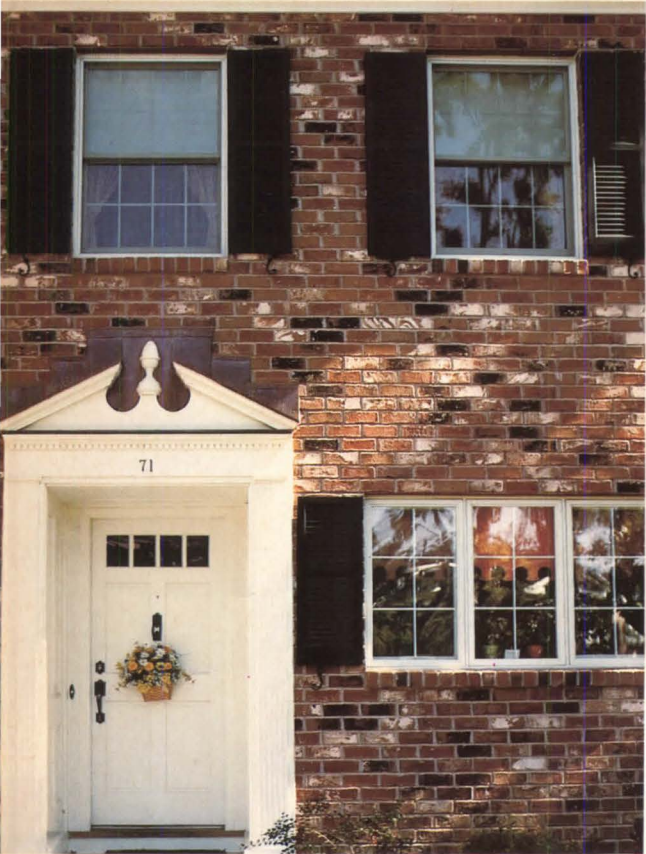
**Opposing sides.** Savings and loan associations, banks and the Federal Home Loan Bank Board are urging Congress to permit the use of the mortgages nationally. But a coalition

of labor and consumer groups, including the Consumer Federation of America and the AFL-CIO, are lobbying hard to stop the legislation. Congress is expected to settle the issue this month, when it completes work on a banking bill that would authorize VRMs for federal S&Ls in states where state-chartered lenders could offer them.

**Objections.** Labor and consumer groups say the mortgages would shift too much of the inflation burden from lenders to borrowers and higher rates would hit savers when utility bills and other costs were rising.

The legislation cleared the House Banking and Currency Committee, by a close 24-20 vote. The new consumer and labor opposition could thus kill the mortgage proposal this year, legislative sources say.

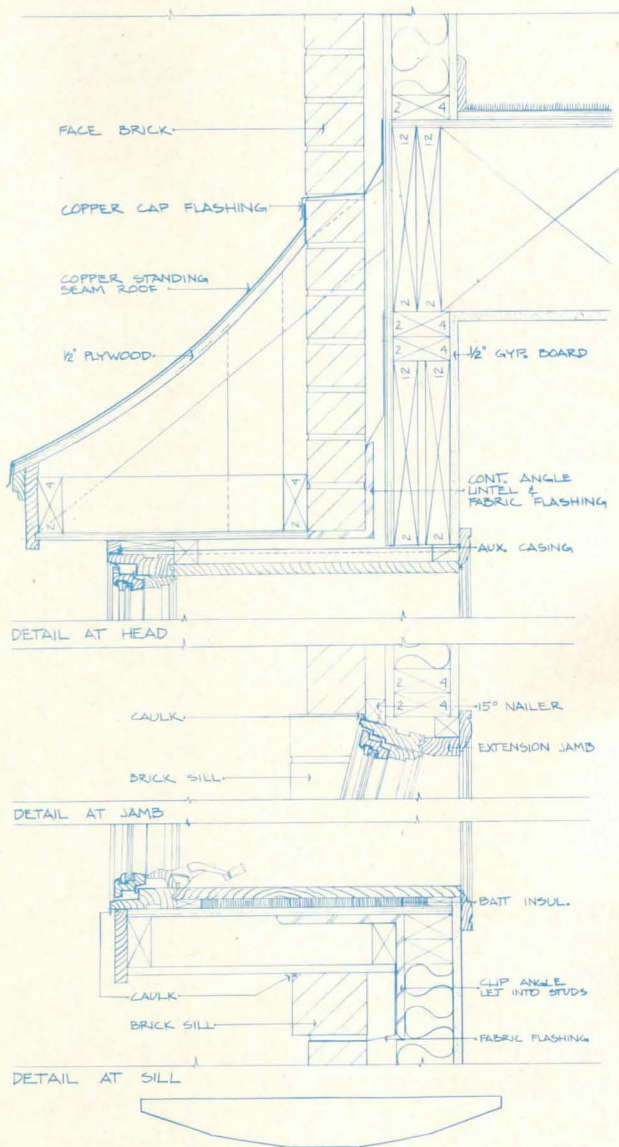
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New Britain, Connecticut

# Lots of warranties but spotty coverage

The Home Owners Warranty (HOW) program of the National Association of Home Builders has spread across most of the country since it was launched in 1974.

In the first half of this year HOW added 13 councils, bringing the total to 117. They cover 400 local home builders associations, about two-thirds of all HBAs.

But HOW's "market penetration" still tends to be shallow and spotty.

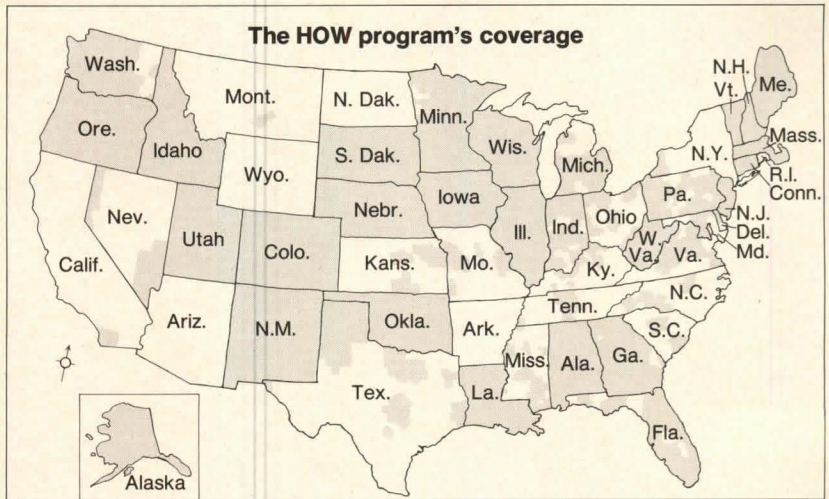
The HOW warranty is being offered in 44 states. But in a major housing market like California, for example, it is available only in the San Diego area. It's not available at all in Hawaii or in Arizona, Arkansas, North Dakota, Wyoming, or in New York state except for Buffalo.

**10,000 builders.** About 400 builders a month are joining the program, bringing the total to more than 10,000. But some of the biggest builders—such as Ryan Homes and Ryland—aren't in the program at all.

California, for example, already has its own programs in place to protect consumers and they give homebuyers plenty of leverage in pressing complaints against a builder. So large builders often see no value in creating still another warranty operation.

Then too, many builders elsewhere have opted to stay out of the program because (1) they think the quality of their product is such that they don't need a warranty and (2) they don't want another cost item that either has to increase the house price or reduce their profit.

**Some big names.** Many prestigious builders are in, however—Arvida Corp. in Florida, Kettler Bros. in the Maryland suburbs of Washington, Fox



and Jacobs in Dallas, Edward R. Carr in northern Virginia, Hillis Homes in Seattle, the Hoffman Group near Chicago and both Wood Bros. and Witkin Homes in Colorado.

Another member is Kaufman and Broad, which recently signed a Federal Trade Commission consent decree requiring it to make good on defects in any of the 20,000 homes k&b built since 1972 [HOUSING, Aug.]. A spokesman for HOW says that k&b, under new management in Chicago, where most of the complaints arose, was accepted by the HOW council there in 1975 only after being "thoroughly scrutinized in view of pending investigations."

**11% of market.** Figures for the year ended June 30, according to HOW's President Richard J. Canavan, show 165,000 units covered—about 11% of the 1.5 million single-family homes started in that period. But Canavan and his experts project a 40% rise to an "enrollment" of 220,000 units by next June 30.

Canavan suggest that eventually the HOW warranty might cover as much as 75% of the new units sold each year.

The HOW annual report does not publish budget figures. The program's revenues in the last year were around \$11 million. Premiums paid by the builder (\$2 for each \$1,000 of sale price of a unit) averaged \$100 per unit and the insurer—now INA Underwriters Insurance Co. of Philadelphia—gets half of that.

**Some builders ousted.** A sampling of

claims growing out of buyer complaints shows that they most frequently involved wood and plastic items, doors, windows and finishes.

About half the 450 insurance claims, those that aren't settled through conciliation between buyer and builder—have stemmed from a builder's going bankrupt. The failure of Westwood Development Corp. of Denver accounted for 60 claims.

Canavan says that "a fair number" of builders have been ousted from HOW membership, including some who refused to abide by an arbitrator's ruling.

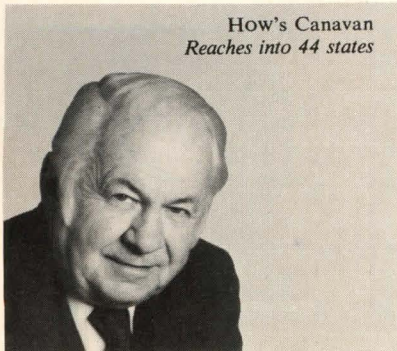
Insurance claims are certain to increase since, as Canavan points out, "the first house in the program is only four years old." Under the program, from the third year through the tenth, the insurer is responsible for paying valid claims against major structural defects.

—D.L.

## Buyer complaints show slight rise

Buyers lodged 1,347 more complaints against homebuilders in 1977 than in 1976.

The increase, just reported by the Council of Better Business Bureaus, was from 3,432 complaints in 1976—representing .87% of total complaints for all retail businesses—to 4,779 in 1977, or 1.16% of the total. Starts rose from 1,547,600 to 1,989,100 in the same year.



How's Canavan Reaches into 44 states

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Circle 17 on reader service card

# Princeton backs low-income housing

Princeton has gone other landed universities one better by developing a \$200-million office and research park that includes housing. And subsidized as well as free-market units at that.

The office park, Forrestal Center, is going up on 1,600 acres of Princeton's land in Plainsboro Township, N.J., three miles east of the main campus. In addition to 4.5 million sq. ft. of office space and 600 housing units, the park will have a hotel and convention center. Completion date: 1990.

But it's the housing that wags this pedigreed dog's tail.

So much so, in fact, that Princeton, which hopes to turn a handsome profit by leasing office-park land to blue-chip companies, broke with its basic game plan by selling 100 acres to the developer of its Forrestal Village housing project. It also gave the developer a long-term mortgage at below-market rates to produce low-cost housing.

**Why?** "Two reasons," explains John P. Moran, Princeton's vice president for facilities. "Our plans call for 120 of the 600 units to be subsidized apartments. But the developer was unable to get a federal loan to build these, thus holding up the entire center. Second, we needed a fee-simple situation to sell the other 480 units."

Clearly, though, timing weighed most heavily in the school's decision to finance the developer.

Recent Jersey court rulings have made it mandatory for many developing communities to provide a "fair share" of low and moderate-income housing. Indeed, Middlesex County has adopted a 20% formula for its municipalities, including Plainsboro Township, which in turn is pressuring Princeton to build those units—fast.

Princeton thus joins a growing list of colleges that are putting their surplus acreage to work. California's Stanford University and (in a three-school tie-up) Duke, North Carolina State and the University of North Carolina have leased out land for research parks. Rutgers recently put up the land for a rental housing project in New Jersey [HOUSING, Feb.]. And other schools are exploring similar deals.

**Many bidders.** Not surprisingly, Princeton's shelter plan attracted developers; in fact, 39 companies submit-



JOHN W. SIMPSON

**First subsidized housing units** go up as Princeton's John Moran (at left) huddles with Bill Nolan of K.S. Sweet at university's new 100-acre Forrestal Village construction site.

ted proposals. The job went to Sarshik & Edwards Inc., a joint venture that organized to build the housing. Principals: Harold Sarshik, who heads Twentieth Century Construction Co. of Cherry Hill, N.J., and Ernest A. Edwards, president of Fidelity First Corp. of Lawnside, N.J., a developer.

"We tried to get FHA/HUD funding for the 120 units," says Edwards, "but to meet their requirements we'd have to charge rentals well above market rates for comparable apartments in the Princeton area. That's when the university stepped in."

**Terms.** Sarshik and Edwards bought the 100-acre tract for \$3 million (with Princeton turning a profit). Along with the land, they get a combined construction loan and permanent mortgage for the subsidized units—\$3,300,000 for 40 years at 7.5%, the same rate HUD gives. Based on the difference between last year's conventional rate (9.5%) and by eliminating the time, labor and paperwork costs of a federal loan, "that's a \$300,000 saving," says Edwards.

A projected \$30 million in bank loans will finance the nonsubsidized housing.

The developer has agreed to take no profit—only a management fee—from the low-income housing. The mortgage is administered by a bank (it has a 10% participation in the loan) that will certify operating costs and set rents. Although the subsidized units will be operated on a break-even basis, Sarshik & Edwards stand to make a nice profit on the other 480 units.

Princeton retains full control of the developer. It has set strict architectu-

ral, environmental and even merchandising constraints.

**The mix.** Forrestal Village will have 292 for-sale townhouses (\$90,000-\$110,000), 138 apartments (renting at \$500-\$800) and 50 single-family detached zero-lot-line patio homes (\$135,000-\$175,000). The first section of 68 townhouses is sold out.

Subsidized-unit rents will go from \$255 for a one-bedroom flat to \$440 for four bedrooms. There will be 96 one- and two-bedroom garden apartments and 24 townhouses. Construction is under way and all tenants should be in by next March. Income requirements range from \$10,000-\$19,000 (one bedroom) to \$17,000-\$34,000 (four).

Collins & Kronstadt-Leahy, Hogan, Collins of Silver Springs, Md., a top architectural firm, designed the housing and site plan.

**Pressures.** In 1972, Princeton, concerned about both housing and industrial-growth pressure, called in K.S. Sweet Associates, the real-estate advisory firm in King of Prussia, Pa. Sweet's recommendation: a mixed planned-use development that would make money, let the university protect its environment and, at the same time, develop good relations with the corporate world.

Says Bill Nolan, vice president of marketing for Sweet: "Sure it's a specialized situation, particularly in terms of the school's response to local housing needs. However, any landowner working with a developer who can't get federal funding for low-income units could take the Princeton approach."  
—BILL MULLIGAN

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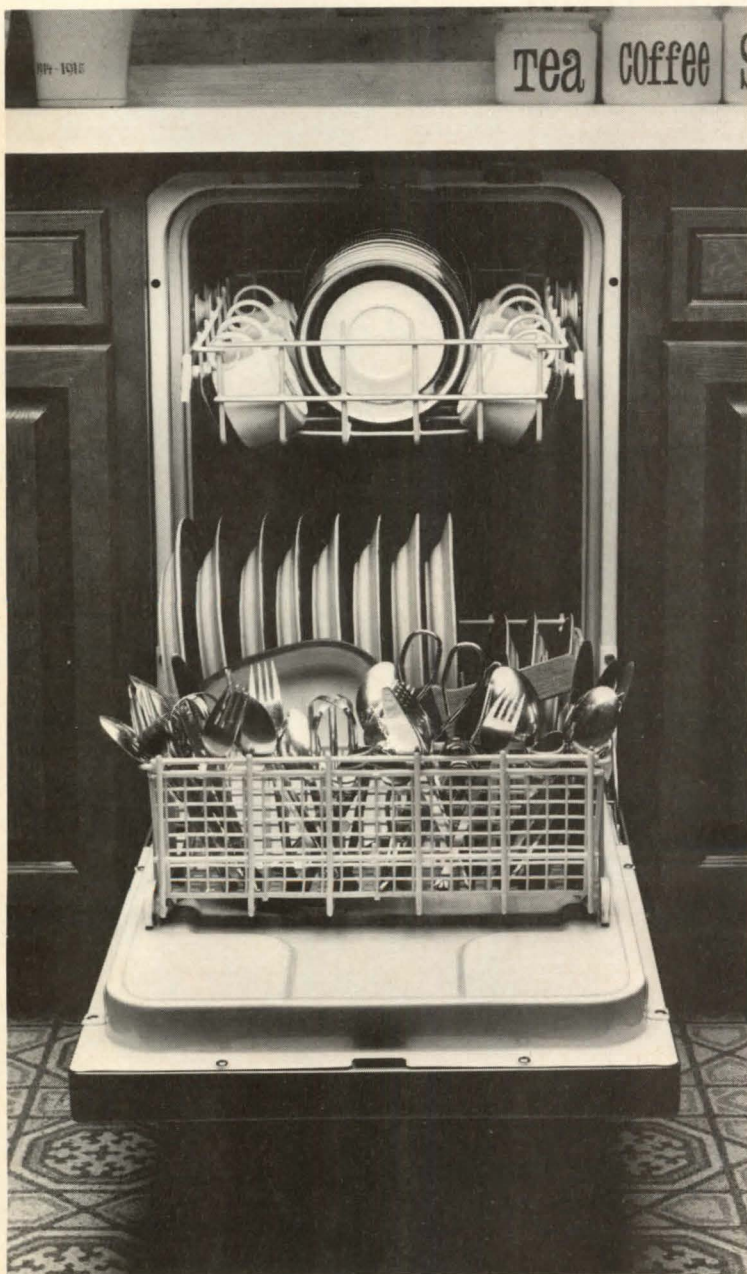
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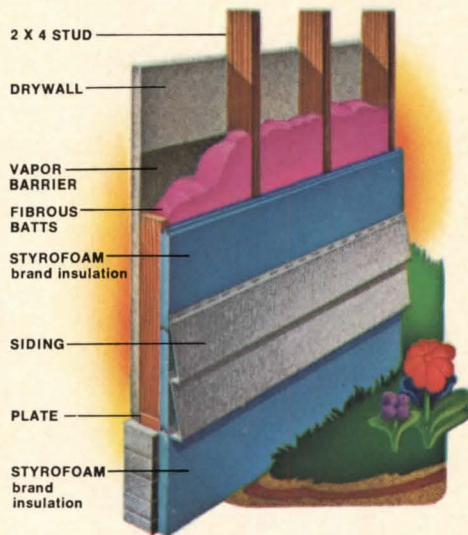
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# Prefabber charges executive piracy

Robert G. Sandler has assumed the role of the Charlie Finley of Midwest home manufacturers.

Sandler's best people, he says, are leaving him for big money he can't match, so he's gone to court to halt the exodus and strike a blow for small prefabbers everywhere.

In a \$1-million suit filed July 13 in U.S. District Court in Des Moines, Iowa, Sandler's company—U.S. Homes Inc. of Des Moines—accuses its former sales manager of "pirating" two U.S. Homes salesmen for his new company, Scholz Homes Inc. of Toledo.

U.S. Homes alleges in its court petition that Jack Piper—who spent nearly five years as U.S. Homes' sales manager before being named vice president and sales manager for Scholz—lured salesmen Floyd Sherry and Harlan Boeve to Scholz by "utilizing the confidential relationship" the three had developed while Piper was on Bob Sandler's payroll.

U.S. Homes asks \$500,000 in actual and \$500,000 in punitive damages and wants a court order restraining Scholz from recruiting more of its force.

**'I trained him.'** According to Sandler, the U.S. Homes president and chief executive, Piper was a "raw, inexperienced sales manager three years ago. I trained him, brought him along and he was the best we had when Scholz sent a headhunter after him."

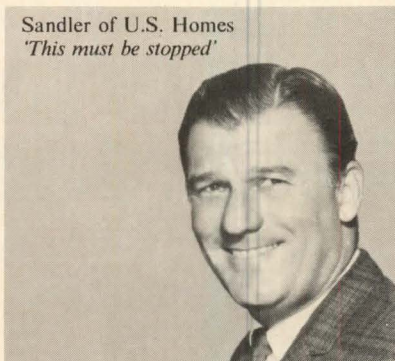
After accepting the Scholz offer, Sandler contends, Piper "came into my office and thanked me personally for helping him. He'd done a great job for us, but what could we do? We can't match Scholz and the big guys."

Piper then assured him, Sandler alleges, that "he wouldn't be coming back to Iowa for Scholz. He said he'd be working out of Toledo."

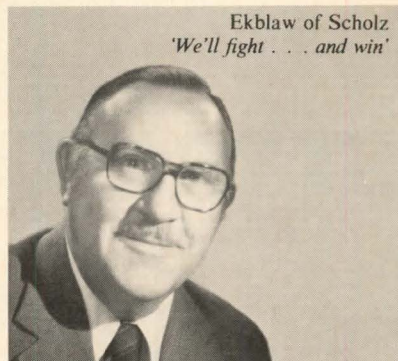
That, declares the U.S. Homes president, was not the case. "They [Scholz] sent him back here to get some of our people. It turned out that they were going to try to cut into our market here and Piper, with his intimate knowledge of our operations, was going to be the cutting edge."

**A friendly visit.** Shortly after Piper's departure for Toledo, Sandler left Des Moines on a business trip, he remembers. "While I was gone, Jack came to

Sandler of U.S. Homes  
*'This must be stopped'*



Ekblaw of Scholz  
*'We'll fight . . . and win'*



speak at one of our sales meetings. They let him in because he was so well-liked by everybody. He had a guy with him he said was 'just a friend.' As it turns out, the 'friend' was a Scholz sales manager. He and Piper then proceeded to go and woo about five of our best people. He got a couple and Scholz got our expertise and some very confidential information about our market and the way we do business."

**Loss.** By losing Piper, Sherry and Boeve, Sandler says, he lost "guys who sold over \$2 million worth of our homes. That kind of person, a good salesman, can't be replaced overnight. It takes years. I can replace an executive vice president in two weeks but not a good salesman."

For a variety of reasons, Sandler claims, Scholz decided not to enter the Iowa market to compete with U.S. Homes.

Nevertheless, Sandler admits, "I was hot. I called Walt Ekblaw [Walter E. Ekblaw, president of Scholz and chairman of the National Association of Home Manufacturers], whom I've known for years. He told me he didn't know anything about coming into Iowa or sending Piper to raid us. Bull---, I told him. Somebody is in charge over there; these things just don't happen."

"They [Scholz] offered some of these guys about 50% more than they were getting here. We can't compete with that. The only way we can retaliate is by a lawsuit."

**The Scholz response.** Ekblaw calls the charges "unfounded." Scholz, he declares, "acted in an ethical manner. These men [Piper, Sherry and Boeve] left Bob's employ voluntarily. They approached us. We did not approach them. We don't believe we raided

anybody."

Scholz, Ekblaw says, "categorically denies it did anything unethical. We will fight the suit in court and we are confident we will win."

Sandler, who insists he will not settle out of court, sees himself as a crusader for small home manufacturers everywhere. "This kind of thing has got to be stopped," he declares. "It's like baseball, where all the rich teams get the best players because they can pay them so much more. If Scholz can get away with this, what's to prevent the rest of the big boys from coming after smaller guys like us. I'll guarantee that a couple of more raids like this and I'll be out of business."

**The rivals in contrast.** Founded 26 years ago, U.S. Homes (no relation to U.S. Home Corp.) manufactures components for about 800 single and multifamily units that are assembled on site each year. Most of the single-family units sell for \$50,000 to \$75,000.

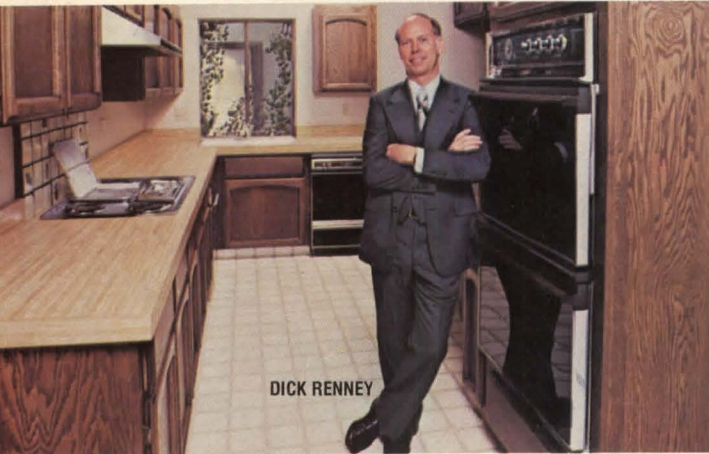
Scholz Homes, which builds paneled single-family houses, was founded in 1946 by the mercurial Don Scholz. Inland Steel—the nation's third largest steel producer with an \$87.8-million net in fiscal '77—purchased Scholz for \$87 million eight years ago [HOUSE & HOME, July '70]. Scholz, Shult Homes Corp. of Elkhart, Ind. (mobile homes) and the Inland Steel Development Corp. all operate under the aegis of the Inland Steel Urban Development Corp. (INSTUD) of Chicago. Last year the division, with \$111 million in sales and a net of \$74,000, turned a profit for the first time in five years. The parent would not reveal Scholz sales and profit totals.

—T.A.

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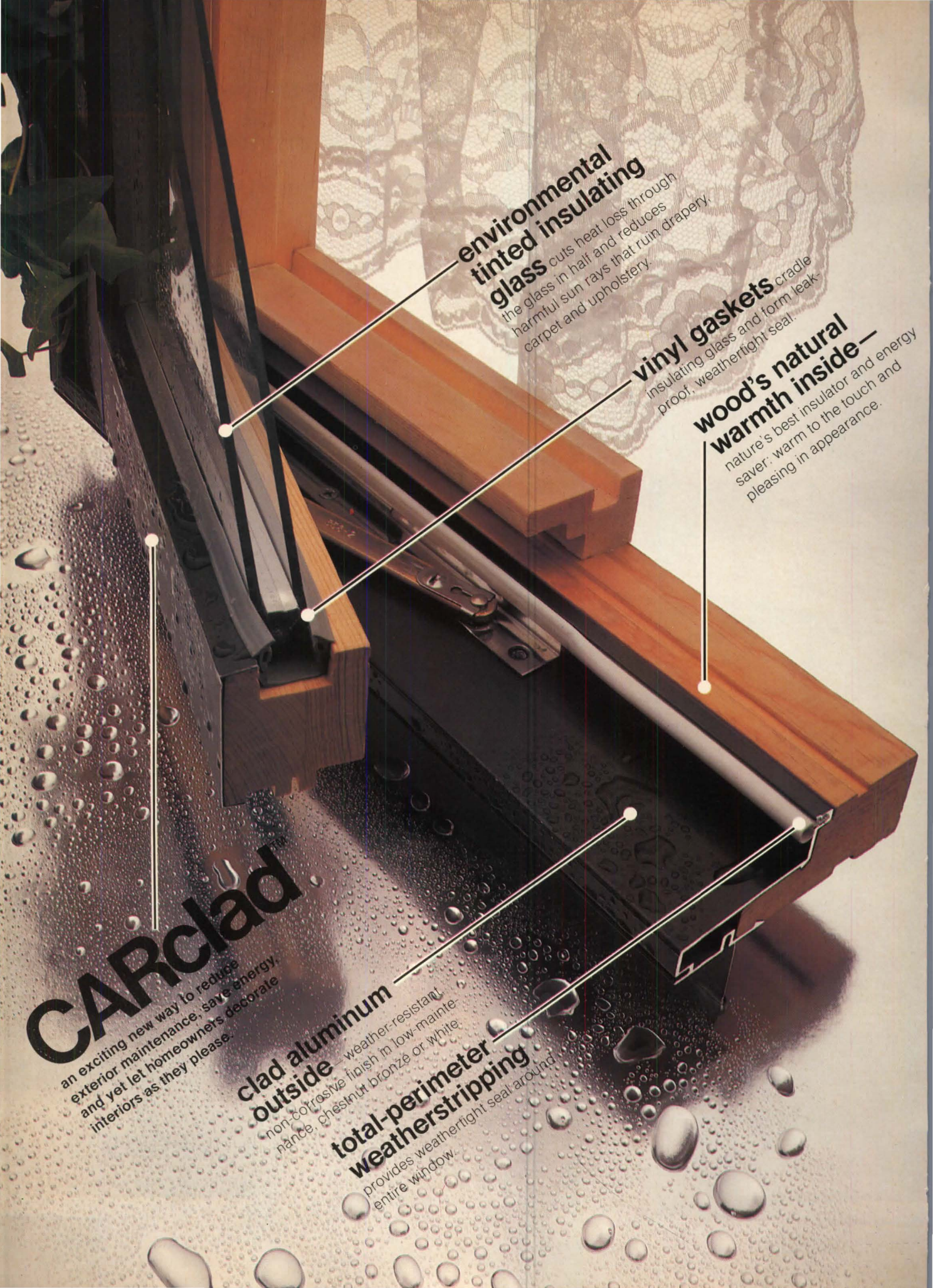
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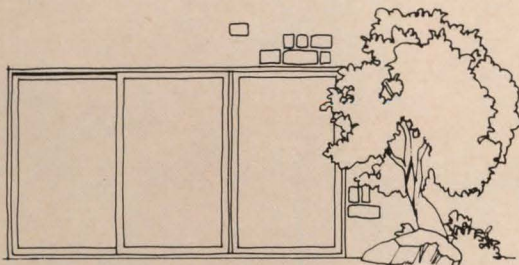
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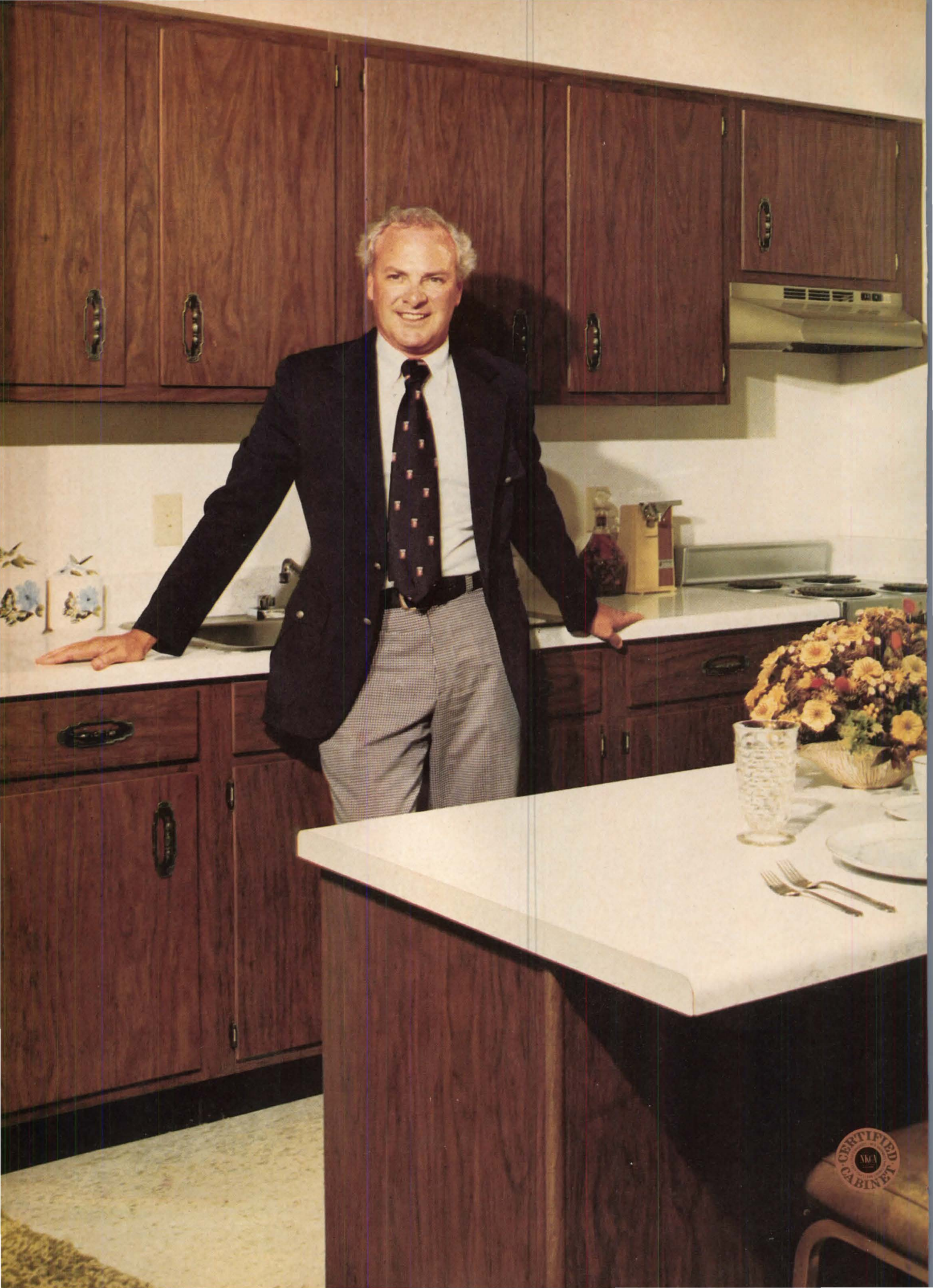
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*Warren House features 107 units, all completely furnished, in three sizes—studio, one and two bedroom apartments. The Warren House development also includes a swimming pool, tennis courts, barbecue, recreation room and sauna bath. Monthly rents start at \$169.*

# Guy Odom shakes, moves U.S. Home

The co-founder and former president of giant U.S. Home Corp., Robert Winnerman, ventured a prediction about his latest successor about a year ago:

"There won't be any immediate leap forward with Guy Odom. He won't rock the boat—for at least a year."

Now, 15 months after Winnerman's old partner, Charles Rutenberg, piped Odom back aboard the USH ship, Odom has not only rocked the boat; he's rebuilt it to his own liking.

Odom has acquired nearly absolute control. And Rutenberg, who brought the Texan back from self-imposed exile, was the first casualty.

After Odom merged his Homecraft Corp. into U.S. Home and became president and chief executive, Chairman Rutenberg brought him to New York to introduce him to the New York Society of Security Analysts. Regarded as a man of few words and iron discipline, Odom told a reporter that he planned no changes in policy or personnel. But, he added with a wink, "You should check back with me in about 90 days. You might be surprised."

**Surprise.** Asked if he approved of the Odom appointment, Rutenberg said, "Approve of it? I led the move to bring Guy back."

But in June 1977, almost 90 days after the luncheon, U.S. Home's board voted Rutenberg out as chairman [HOUSE & HOME, July '77]. Odom, the company said, would be chairman and president.

And last April, only days before the annual meeting, the other shoe fell. Three outside directors—David H. Jaquith, chairman of Vega Industries of Syracuse, N.Y., Philip Lowe, a Boston management consultant and Robert Stuart, chairman of National Can Corp. of Chicago—were not renominated. Joining them on the way to the exit was a fourth director—Charles Rutenberg.

Guy Odom had full command.

**Wall Street reaction.** "We were surprised," remembers Carmine Muratore of Blyth, Eastman, Dillon & Co., a New York securities firm. "We thought Charlie had more control than he did."

Another Wall Streeter, Morris



U.S. Home's Odom  
*In full command*

Mark of Goldman, Sachs & Co., was neither surprised nor disturbed. "I like Guy Odom and what happened to Rutenberg did not worry me. It showed that Odom was the boss, that he was in control. The other board members obviously agreed with him and there are some directors, such as (Marvin H.) Volk (chairman of U.S. Home's Tucson division) and (Jack A.) Witkin (USH senior group vice president and head of Denver's Witkin Homes), who hold substantial equity in the company. This, after all, is a company where nobody holds controlling equity. (Odom owns 134,078 shares, or 6.8% of the stock.)

Winnerman, reached at his home in Livingston, N.J., was not surprised by Odom's methods or success.

"Guy wants total control over the operation," Winnerman, 56, explains. There's no mystery about what happened to Charlie and the other directors. They were Charlie's directors. When Charlie was ousted, there was very little chance that they would survive for more than a few months.

"Odom is a smart kid and he doesn't want any steam put on him in board meetings and he doesn't want to haggle with just a couple of guys to get his programs through."

**Leader and followers.** Like Bill Levitt before him, Guy Odom, 46, has a management style that attracts and holds Young Turks eager to follow him. In the last year several have moved from his old company—Homecraft—to join Odom in Clearwater.

**Back to Texas.** With Odom and his cadre in control, the last symbol of Rutenberg's stewardship—the gleaming headquarters at #1 Countryside Plaza in Clearwater—will be phased out.

By next February the corporate staff of 108 will be ensconced in a new home in the chairman's favorite city—Houston.

**A return home.** Odom is a native of Groveton in East Texas and a former president of Norwood Homes, U.S. Home of Texas and Homecraft, all based in Houston.

Odom follows a precedent set by the co-founders who maintained separate offices near their homes. When the two split and Winnerman retired (H&H, June '73), Rutenberg closed his ex-partner's New York office and called the troops back to Clearwater.

The new U.S. Home base will have 50,000 sq. ft. of a new building hard by Houston's posh Galleria hotel and office complex. The structure had already been dubbed The U.S. Home Corp. Building."

**Life at the top.** Analysts may be disturbed by Odom's treatment of Rutenberg, but they are elated with the company's performance.

Says Muratore: "Guy is a good, smart builder and the Street is impressed. The numbers have been on target and new orders are up 73% over last year. In any entrepreneurial business you get a clash of personalities, and I've yet to see a homebuilding company where things run smoothly all the time."

The company's revenues were \$433,355,000 in 1977, up 5% from the previous year. Net was \$14,684,000, up 38%.

In first half 1978, revenues rose to \$309,135,000 and net leaped a whopping 93%—to \$12,143,000. On Aug. 2, a share of U.S. Home common was worth \$9.87 on the New York Stock Exchange—up from \$7.37 a share on Feb. 26, 1976, the day Odom officially returned to U.S. Home.

**And on the outside.** And what of Charles Rutenberg, a man without a company?

Rutenberg's home telephone is unlisted but, according to his old partner, Winnerman, "He's probably sitting under the palms counting his money."

When he walked out of #1 Countryside Plaza, Rutenberg took 160,000 shares of U.S. Home stock worth around \$1.5 million.

—TOM ALLEN



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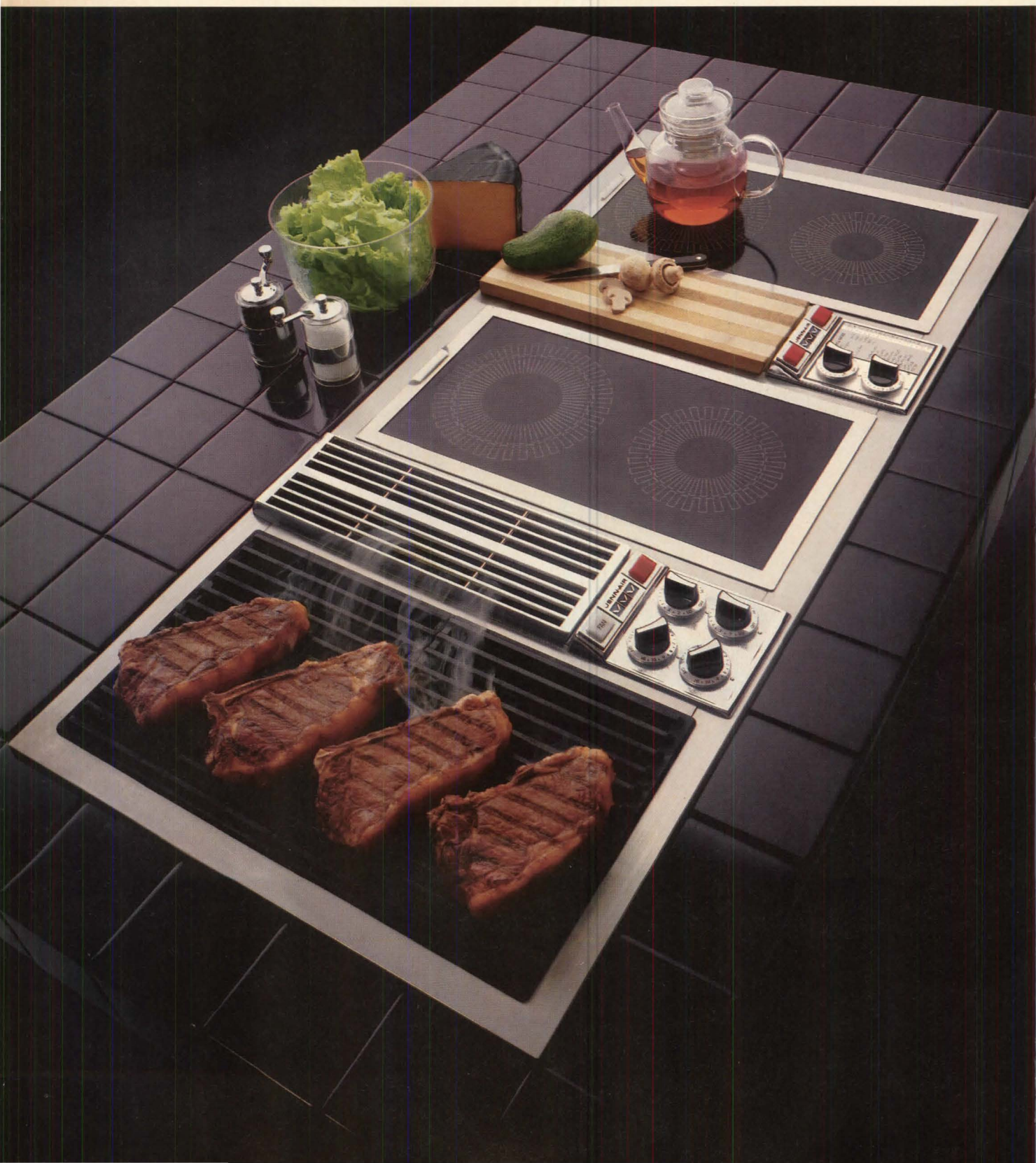
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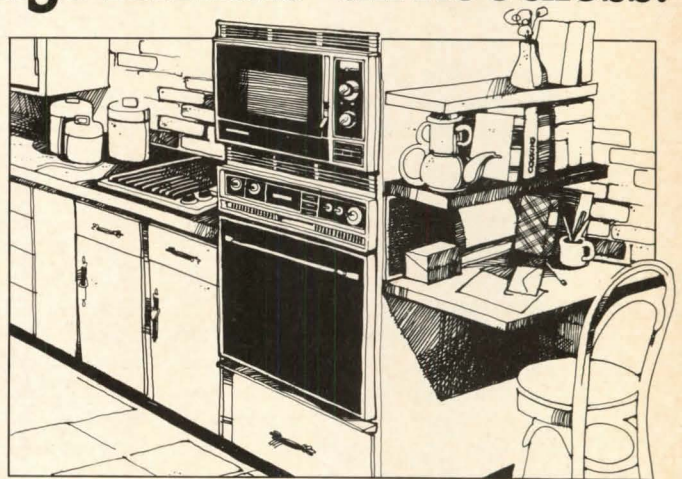
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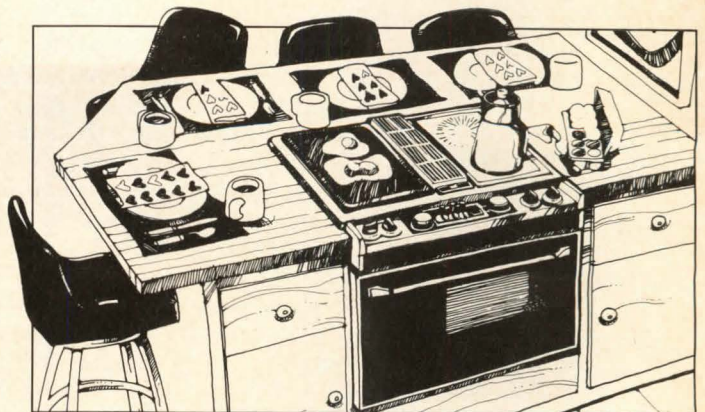


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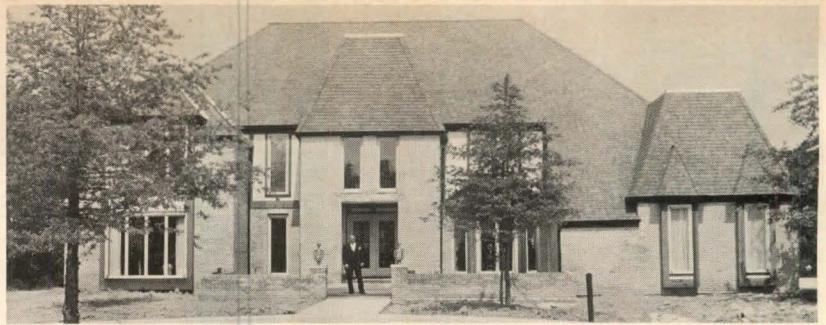
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# Cleveland looks at \$400,000 houses



Tudor offered at \$400,000 was built by Tony Latina for Queens Court in Westlake, a western suburb of Cleveland. It drew over 6,000 visitors during a recent weekend.

Hard by Lake Erie, Cleveland's builders are holding their own in a business climate as murky as the lake.

Despite political turmoil, high unemployment, deteriorating schools and interest rates that have touched 10.4% in some suburbs, Clevelanders continue to buy. Single-family starts in '78 should equal last year's 7,500 in the metro area.

"People are disregarding all the bad signs," explains Executive Vice President Jim Chiswell of the Cleveland Building Industry Assn. "They're willing to plow down a big chunk of money for a new home because they figure

that home isn't going to get any cheaper."

**The \$400,000 cachet.** The best sellers, Chiswell notes, are homes in the \$65,000-\$85,000 range on an acre. "It's almost impossible," he says, "to move anything under \$65,000. That makes us about average. But sometimes something happens that opens your eyes and makes you think."

What happened was this: In July, a builder named Tony Latina—president of Hickory Hill Building Co. of Westlake—opened some models. In one weekend 6,000 browsers visited. The price range: \$175,000-\$400,000.

"Tony tells me that only about 10% of the 6,000 were qualified buyers," Chiswell explains. "The rest were tire kickers, but 600 serious browsers in a climate like this is fantastic."

**The not-so-good-news.** Like other old cities outside the Sun Belt, Cleveland has suffered through a massive middle-class exodus. "But it's a little different here," claims Chiswell. "People aren't just moving out of the city. They're moving way out of it."

Buyer traffic, Chiswell declares, "has declined. But that's not all bad. It gives us a chance to catch up on unbuilt backlog."

## Louisville: The demand can't be met

High interest rates and spiraling home prices are not frightening buyers in Louisville, Ky. Shortages of subcontractors, materials and skilled labor are the only brakes on the new-house market.

"We haven't been able to keep up with the demand," says John Robinson, executive vice president of the Louisville HBA. "We thought that negative news stories about rising rates and housing costs would scare some of these people away. They haven't been scared and, frankly, I've never seen anything quite like this."

Area S&Ls, explains Robinson, are unanimously offering mortgage loans at the 10% plateau. "But people out here seem more than willing to assume the heavy financial burden."

**Best seller.** Homes in the \$60,000-\$70,000 range with three or four bedrooms on an acre or more are favorites. Also selling well, Robinson says, are townhouses and condos.

Robinson warns that the availability of rental units "is at the lowest point in some years and we don't expect that market to pick up this year."

By June 30 single-family starts had reached 1,938, up slightly from 1,926

in June '77. By year's end Robinson expects starts to approach the 3,600 mark, down from 3,821 last year.

**Inflation hedge.** Louisville buyers, Robinson claims, "are finally taking us

at our word. For years we've been advertising a new home as the best hedge against inflation. Now, when by all rights they should be sitting tight, they're buying."

## Florida reduces condo inventory

A new market survey notes that southeast Florida had only 14,550 unsold condominium apartments on April 30 as compared to 22,700 a year earlier.

A Miami market-analysis company, Reinhold P. Wolff Economic Research Inc., has just released the survey of Dade, Broward and Palm Beach Counties. The study found that sales of new condominiums in early 1978, while advanced over 1977, declined from the final months of 1977. A total of 4,738 new units were deeded during January-March 1978, up 1.3% over the same period of 1977 but 15.4% below the final three months of 1977.

**Rentals.** The tri-county market was found to be short of rental units. Only 1,504 new apartments were available.

Vacancy rates in buildings 18 or more months old stood at 2.7% in Dade, 1.3% in Broward and 1.8% in Palm Beach County in May. These

rates were up slightly from the February 1978 levels because of seasonal influences but were considerably below May 1977 levels.

The survey also showed that monthly rents are rising more rapidly because of the shortage, and this has stimulated rental construction. The study noted, however, that rental construction continues to run far under the rate needed.

**Single family.** The absorption of new single-family homes slowed only moderately in the three counties in the six months through April in comparison to the preceding six months. All counties, however, experienced absorption rates well above an acceptable level. Despite a tremendous increase in single-family construction, the new-home inventory is generally not increasing. Only Palm Beach County has experienced a modest increase.



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# Yeonas brothers out, Guinee new boss

As the **Yeonas brothers**—Gus, Jimmie and Paul— step down to concentrate on personal investments, **Jack W. Guinee Jr.** assumes the presidency of The Yeonas Co. of Vienna, Va.

Guinee had been the administrative vice president of the company from 1963 to 1968 but left to organize a small building company in Reston, Va. He later became vice president of Gulf Reston Inc., then executive vice president of Gulf Oil Real Estate Development, and finally executive officer of Continental Mortgage Investors in Miami, a post he held when named to head Yeonas. He had joined the mortgage trust in 1976 after it had declared in bankruptcy.

One of the largest residential builders in metropolitan Washington, The Yeonas Co. was purchased by Olin Corp. in April 1969 and became part of the homebuilding subsidiary, Olin-American Inc. Yeonas sales were \$31,160,000 in 1977, with \$37,830,000 projected this year.

Guinee's predecessor, **C.G. (Gus) Yeonas**, observes that "the company is stronger than ever, making it timely for us to step down." The brothers remain as consultants.

**BUILDERS:** Centex realigns top jobs in Dallas. **Frank M. Crossen**, chief executive since 1972, and **Paul R. Seegers**, president since 1972, become co-chief executives.

And in Houston General Homes promotes **Joe DeGoerge** to executive vice president and general manager. He started with the company October 1973, and most recently was division president of the DeGoerge division of General Homes, named for him.

The Christiana Companies make two changes in Santa Monica, Calif. **Frank P. Feron**, recently promoted to vice president/sales, becomes president of subsidiary Christiana Realty. **Nelson Gilbert**, formerly vice president/planning and acquisition, becomes vice president/corporate planning and development.

The McCarthy Co. rearranges its executive roster in Anaheim, Calif. **George B. Hershman**, formerly vice president, becomes senior vice president for operations. **K. V. Hansen** is promoted to vice president.



Yeonas' Guinee  
Back as top man

Kaufman and Broad Homes promotes **Paul Sadovsky** from controller to treasurer. He had previously been a fiscal control officer for the Maryland-based Ryland Group Inc.

**George Bergmann**, president of Century Village East in Deerfield Beach, Fla. and first vice president of Cenvill Communities, resigns after three years of service. **H. Irwin Levy**, Cenvill's president and board chairman, resumes the position July 31.

Abbey Homes of Michigan, a custom builder in West Bloomfield, gets a new president. He is **Richard L. Pifer**, former head of the real estate division.

Beacon Homes of New Port Richey, Fla. names **Charles A. Retchless** vice president for their northern division. Prior to joining the company, he was vice president of purchasing for U.S. Home Corp. in Clearwater.

**Kim Boutelier**, general sales manager at American National Housing Corp. of Newport Beach, is named director of sales and marketing. He succeeds **James E. Lenon Jr.**, who leaves to establish his own firm.

**LENDERS:** The Mellon National Mortgage Group in Pittsburgh ap-

points **Barbara Sullivan** vice president for HUD/FHA project (multifamily) mortgages. President **Edward A. Montgomery Jr.** says that "Mellon Mortgage has not been geared to government-insured or subsidy-secured loans . . . We now plan to . . . pursue that market nationwide." Barbara had been with the HUD office in Pittsburgh.

Senior Vice President **William F. Leahy**, who helped revolutionize the national mortgage secondary market, retires after a distinguished career of 46 years with Met Life. Leahy joined another Met mortgage leader, **Henry Miller**, in 1967 to develop the mortgage trust indenture, a security that could be traded in place of hundreds of bulky mortgages. The indenture was the forerunner of today's popular Ginnie Mae pass-through securities.

**ASSOCIATIONS:** **Donna Meidling**, Spokane, Wash., will be installed as president of the National Association of Women in Construction at the group's convention, September 13-17, at the Boston-Sheraton Hotel. She succeeds **Marcella Curry** of Corpus Christi, Texas.

**DIED:** **William R. Magel**, 44, senior staff vice president of the National Association of Realtors, in Sarasota, Fla. of a heart attack on July 19. He had been nominated to become executive vice president Jan. 1, 1979.

**Henry Doelger**, 82, of a heart attack while traveling in Italy. He built thousands of homes in San Francisco's Sunset District and acquired the 350 acres in Daly City that were to become the site for Westlake, a complex of homes and shopping areas that capped his career.



Mellon's Sullivan  
New mortgage officer



Met's Leahy  
A leader bows out

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| Baja Industries<br>Tucson, AZ                   | Lawndale Industries<br>Aurora, IL         | Tocomc Development<br>Atlanta, GA        |
| Boeing of Canada, Ltd.<br>Winnipeg 12, Manitoba | Madwayler<br>Mission, TX                  | Tomlin Industries<br>St. Jacobs, Ontario |
| Cloud Products<br>Folsom, CA                    | Powers-Fiat Corp.<br>Plainview, NY        | Universal-Rundle Corp.<br>New Castle, PA |
| Crane Canada, Ltd.<br>Stratford, Ontario        | Ramco, Inc.<br>Rapid City, SD             | Waugh & Company<br>Jacksonville, FL      |
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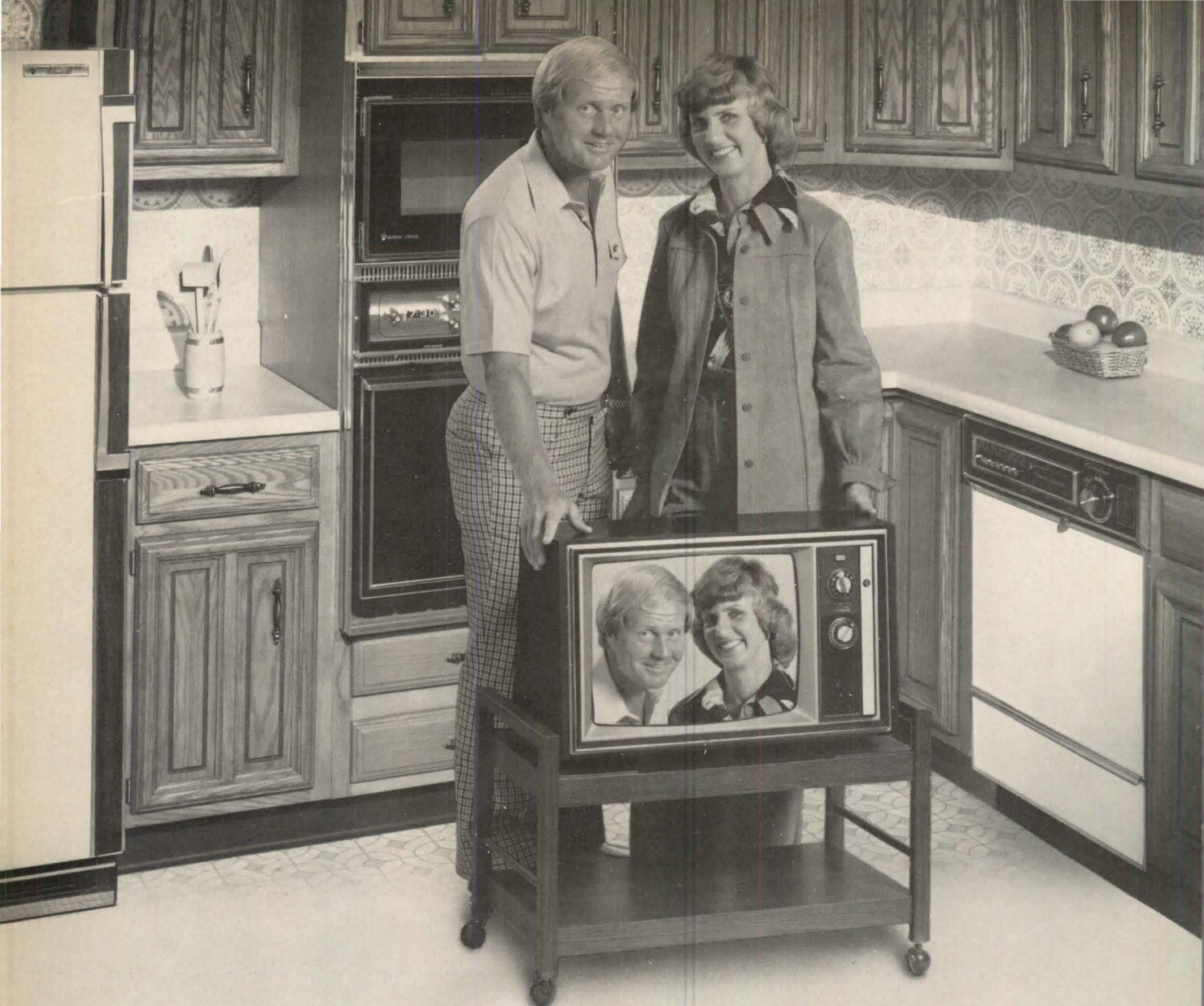
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**Eric B. Herr** is Vice President, Economics for the McGraw-Hill Publishing Co. Prior to joining McGraw-Hill he was Executive Vice President and Chief Economist of Lionel D. Edie, and before that, Senior Economist and Product Manager of Data Resources Inc. He has been a member of the President's Council of Economic Advisors, and is affiliated with the National Association of Business Economists, the American Economics Association, and the Federal Statistics User's Conference.

**Dr. Alfred A. Gobar** is President of Alfred Gobar Associates, the country's best known and most widely respected real-estate research firm. As both an economist and market analyst, he has particular expertise in the inter-related areas of both market and economic feasibility, and his company works with both residential and non-residential development. Dr. Gobar is the creator of THE HOUSING DEMAND INDEX which appears quarterly in HOUSING.

**Preston Martin** is President and Chief Executive Office of PMI Corporation, a mortgage insurance company which he founded. In the course of an illustrious and innovative career in the financing field he has served as California Savings & Loan Commissioner, a member of the Federal Savings and Loan Insurance Corporation and the Federal Home Loan Mortgage Corporation, and, before establishing his own company, Chairman of the Federal Home Loan Bank Board.

**George Fulton** is Senior Vice President, Marketing of Walker & Lee, Inc. a realty firm with the country's largest new-home sales volume. He directs an extensive research program which

surveys more than 1,000 residential developments each year, and has completed some 1,200 feasibility and consumer-preference studies from Boston to Honolulu over the past four years. Under his direction, Walker & Lee conducts the Homebuyer Preference Study with Housing Magazine; covering six U.S. cities, it will be published in the October issue of HOUSING.

**Richard Weiss** is a partner in the Richlar Partnership, a Southern California development company that combines homebuilding and non-residential development, and is known for its lean, efficient management. An attorney, Mr. Weiss has been in the housing field for 25 years, and was formerly Senior Vice-President of Levitt & Sons, Inc., and President of the Larwin Group, Inc.

**Edward N. Kelley** heads his own property-management consulting firm, which provides nationwide services in rental-property management and marketing for developers, investors, lenders, major corporations and universities. He is the author of "Cost, Rent and Profit Computer: Rental Apartments", published by HOUSING Press, and "Practical Apartment Management", published by the Institute of Real Estate Management.

**Wayne Ratkovich** is President of Wayne Ratkovich Associates, a firm specializing in both the development and rehabilitation of commercial and light industrial property. His company works with such major equity partners as Wells Fargo Mortgage Equity Trust, New England Mutual Life Insurance Co., North American Equity Holdings and Societa Generale Immobiliare.

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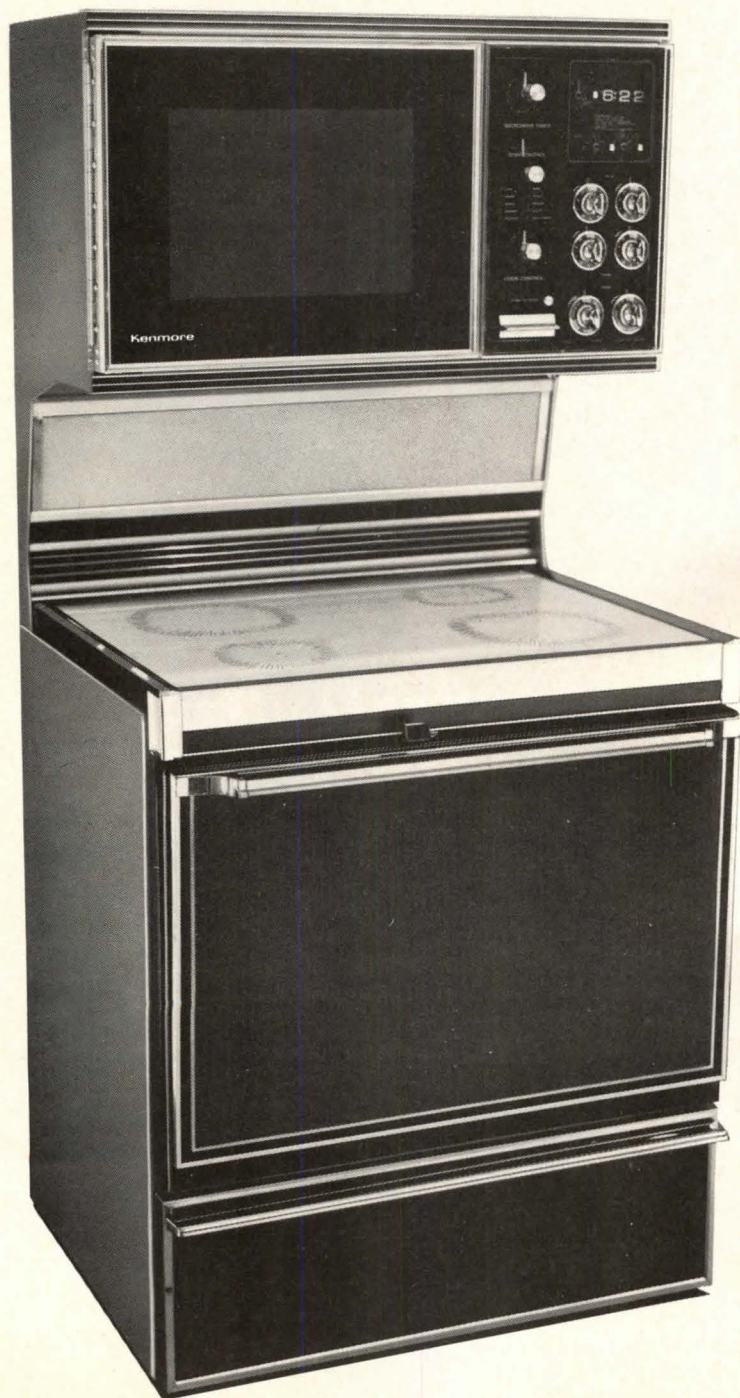
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## Condo conversion: Drop master meter first

Waiting to switch to individual electric meters after the fact can cause a raft of problems for the condo association.

So says Certified Property Manager W.T. Rhoten, vice president of the community management division, Brenneman Associates Inc.\*

His case in point: Plymouth Woods, a rental-turned-condo project in Rockville, Md. The Brenneman organization took over management in 1975—two years after the complex became a condo. That summer, soaring electric bills (*see background below*) forced the project's 272 owners to think about re-metering.

Here are some of the obstacles the condo association had to hurdle.

**Feasibility.** Plymouth Woods had eight master meters—five for 113 townhouses, three for 159 garden apartments. To find out if individual metering was financially and technically practical, the project managers called in the local utility and several electrical contractors.

Financially, there seemed to be no problem. Individual meters would save unit owners 10% to 30% in utility costs even though the complex would lose its cheaper commercial-rate structure. And the conversion could be done at reasonable cost.

Technical practicality, however, was another matter. Building plans showed that the townhouses wouldn't be too difficult to convert, but the apartments would require new individual feeder lines and some structural alterations.

**Legality.** Would Plymouth Woods' bylaws permit re-metering? The bylaw committee said yes—but only if every unit was included. (Townhouse owners had already supported individual metering whether or not apartment owners wanted to go along.)

The condo association's board of directors overcame this snag by determining that Maryland law gave the board power to approve re-metering if that decision didn't affect the percentage of ownership interest.

\*Brenneman Associates Inc. are condominium and cooperative housing specialists. This article is based on a speech given by W.T. Rhoten CPM® at the fourth national conference of the Community Association Institute, and printed in the May/June issue of the Journal of Property Management.

**Who pays for what?** The bylaw committee was asked to find out how the work should be paid for. They came up with four choices.

- Increase condo fees. This idea was rejected because fees already had been increased 50% to absorb a deficit caused by the soaring electric bills.

- Enact a special assessment. This wouldn't work, however, because the board believed that electrical service was not included in the definition of common elements, and special assessments were allowed only for major replacement or repair of common elements.

- Charge each owner the actual cost of switching his unit. This arrangement would have cost apartment owners two-thirds more than most townhouse owners. So it was turned down.

- Divide the cost of re-metering equally among the 272 owners. Since the board felt that individual metering would benefit all owners, it went along with this suggestion pending a two-thirds vote of the owners. And after a meeting where the pros and cons of re-metering were discussed in terms of its \$240 per-unit cost, 73% of the owners approved the idea.

**Implementation.** Plymouth Woods contracted for the re-metering work in January 1976. The job was to be completed by April.

However, the contractor reported that one apartment building was not wired according to plan, and could present a fire hazard if the problem wasn't corrected. The extra work added \$8,000 to the final bill. It also stretched the job out several months, causing another financial shortfall. To wit:

Since each owner was supposed to be paying his own electric bill by April, the association's monthly fee schedule included only funds for common electric expenses (hall lights, etc.). So there wasn't enough money to pay the full bill. Complex calculations finally produced a formula for allocating a fair share of the total bill to each owner.

There were other snags:

- Owners who had voted against re-metering were reluctant to allow electricians into their units. And many other owners didn't want work done when they weren't home.

- Since the job extended through the summer months, owners were running air conditioners while the complex was on half power. Circuit breakers were popping constantly.

- A decision on where to place meters was a molehill that turned into a mountain. Many townhouse owners didn't want a bank of eight to ten meters on the back of their units.

—J.R.V.

## Why Plymouth Woods was re-metered

The townhouse and garden-apartment complex was built as a rental job in 1961, when energy was cheap. As was common where utilities were included in the rent, the project was master-metered for electricity, including air conditioning. (Gas was used for heating.)

Installing master meters not only reduced the developer's wiring costs; it allowed him to take advantage of a low commercial rate structure offered by the local utility.

In the summer of 1975, two years after the complex became a condo, spiraling electric bills started taking a toll on the condo association's budget. The bills, averaging 40% to 50% above

the previous year's figures, were exceeding the association's monthly income. And it was calculated that if the trend continued, there would be a \$65,000 deficit for the current year.

To help solve the immediate problem, the association increased assessments by 50%, halving the deficit.

The association also instituted a strong energy conservation program. One facet was a request to owners to stop using air conditioners on September 1. Owners followed the program and saved an estimated \$11,000 during September and October.

But the association knew these were stop-gap measures. Hence the re-metering program.

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Sales Manager Dave Hedges tells why it works. "We have tapes of the computer's telephone conversations set up in our models. They tell exactly what the comparative heat costs would be with electric heat, oil, propane, and with the high-efficiency Carrier heat pump we're using.

"With the heat pump, the savings are \$500 or more a year in most of our houses. So a buyer can spend between \$4,000 and \$5,000 more for the house. It pays for the heat pump package and the insulation package, and adds some extra square footage besides."



Builders Dick Wehrle (left) and Tom Forrester.

Forrester & Wehrle are sold on the value of CLIC as a selling tool. "Most of our sales are made because of our presentation on the energy situation. When we show a read-out to our customers, and

when they hear the computer actually talking, it adds a tremendous amount of credibility."

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## Energy packets: Some help sell houses

Energy is a hot marketing theme. Some builders are cashing in; others wonder where the cash went.

Energy is working for the Scarborough Corp. in New Jersey. Since March the company has been ahead on sales of its Energy Plus Pac homes, behind on delivery.

"The difference," says John Hepe, president of the Scarborough housing companies, "is how you put it together. We have a total energy package from foundation to roof peak. We know it works for two reasons:

"First, during the late winter and early spring we swung from 60 to 70 deals on the strength of our Energy Plus Pac plan. The buyers who came had seen what the competition offered. These families had toured other models offering added insulation, or storms or double glazing. But we put it all together. And the buyers were impressed enough to put their money down with us.

"Second, not one complaint came in from Energy Plus Pac homeowners about excessive utility bills, uneven temperature distribution or faulty furnaces. That's unusual, because in past years, we've had our share." Early buyers of the energy houses, which went on sale September 1977, weathered the record-breaking 1977-78 winter.

**Safeguards.** The Energy Plus Pac includes foamboard wall sheathing plus 3 1/2" of fiber glass insulation; 12" of fiber glass in the ceilings; polyethylene vapor barriers; windows with insulating glass and thermal-break sash; caulking at all joints including corners; insulated steel doors and thermostatically-controlled attic fans.

Hepe explained that the Energy Plus Pac is standard in one townhouse and two single-family projects that sell for \$65,000 to \$90,000. It is offered as an option for \$1,800 to \$2,500 (depending on the size of the house) in 10 single-family projects with houses selling from \$36,900 to \$52,000.

**Savings of 40%?** "The Pac is chosen by 96% of the buyers who are given the option," Hepe notes. "We believe that fuel savings of up to 40% are enjoyed by owners of Energy Pac houses, but we haven't any confirma-



**Persuasive part** of Scarborough Corp. marketing program is an energy product cutaway. It is made up for each of the company's 13 sales offices so buyers can see what they're getting for their money. Chairman Bob Scarborough stands behind door.

tion."

"We tried to calibrate savings by having heating and cooling metered separately on some of the houses," Hepe said, but he added that it then became too difficult to coordinate utility, owner and Scarborough interests. So the measuring idea was dropped.

**Too soon for solar.** Will the company add solar equipment?

"Not now," says Bob Scarborough, chairman of the corporation, a Weyer-

haeuser subsidiary. "In this part of the country, we can't afford a hit-or-miss heating system. It has to be dependable, and I don't think solar heaters have proven themselves yet."

Hepe agreed, but he added: "Perhaps in 1980 or 1982 we'll add something to the package. That something could be a solar-assisted domestic hot water system. By then, we may be ready for one, and the system may be ready for us." —J.I.

## Ryland Group buys Crest Communities

The Ryland Group, shooting for a bigger slice of the single-family market, has acquired Crest Communities Inc. of Cincinnati for stock worth about \$8.39 million.

Crest, also a single-family specialist, earned \$2.1 million (equivalent to 19¢ a share) on 1977 sales of \$64.7 million as new-home deliveries rose to 1,530 (vs. 2,361 for Ryland). Based on '77 results, the merger boosts Ryland's net income to \$7.6 million, or \$2.31/share, and its volume to \$181 million, thus making it the nation's sixth largest publicly held builder.

William R. Ryan, founder and president of the Ohio company (and a brother of Ryland's Chairman James P. Ryan), was named senior vice president for Midwest operations for

Ryland. Crest builds in Cincinnati, Dayton, Columbus, Louisville and Indianapolis. Ryland's offices are in Columbia, Md.

## Phillip Kidd named to McGraw-Hill post

Phillip E. Kidd, former associate director of the economics department of the Mortgage Bankers Assn. in Washington, has been appointed as director of economic research for the economics department of the McGraw-Hill Information Systems Co. in New York City.

Kidd will supervise preparation of the company's annual construction forecast.

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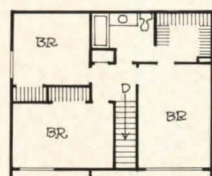
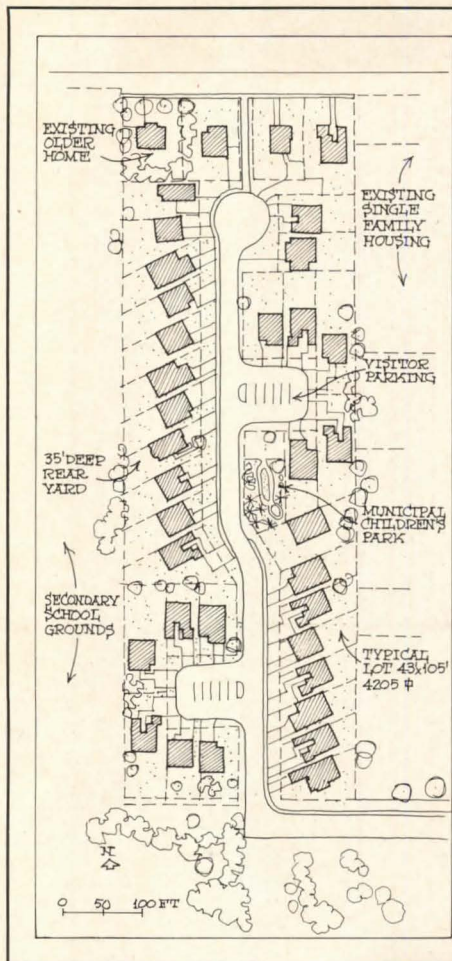
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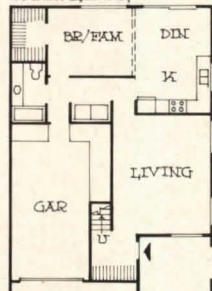
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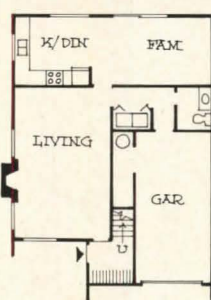




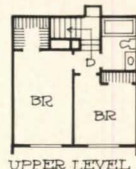
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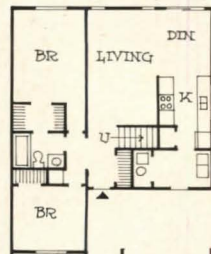
LOWER LEVEL, 1514 SQ. FT.



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Locked-in site (left) is squeezed between existing houses and a schoolyard. Cul-de-sacs give the effect of a single-loaded roadway and make room for visitor parking. The angled units in the photo above are sited on the lot line. They are designed without windows upstairs so owners can't look into others' backyards (plans above and right). The plan at right was the best seller. Price: \$49,200, or \$47,000 with upstairs only semi-finished.

## Prototype project on passed-up land

It consists of 36 zero-lot-line houses on 5.84 acres. It's in the middle of an existing neighborhood in Surrey, B.C. And it was a six-week sellout.

What's more, the project's planning so impressed the executive board of the Greater Vancouver Regional District that the board played host to tours for municipal planners, politicians and the newspapers.

Here's what impressed both buyers and the board.

\*The Assisted Home Ownership Program (AHOP) is now being phased out. It offered to buyers of new, moderate-priced homes: 1) a loan that reduced monthly payments for the first five years of the mortgage and 2) a subsidy to those prospective buyers who, even with an interest-reduction loan, found that mortgage payments plus taxes equaled more than 25% of household income. The maximum subsidy for the first year was \$750; it was reduced by 20% of the initial amount each year for five years. A current program provides first-time buyers with either 1) a \$2,500 grant to increase their down payment or 2) \$52.50 monthly for five years to decrease mortgage payments.

Most prices were low enough for buyers to qualify for the Canadian Government's Assisted Home Ownership Program (\$47,000 or below).\*

The project, called Shadow Wood, was small enough to be integrated into a large-lot, single-family neighborhood. (Most local low-end projects have been much larger, according to project architect Rick Hulbert, and there has been concern about overconcentration of a single housing type.)

Angled lots and varied setbacks avoided monotony in the streetscape (see site plan and photo above). And the houses are built as close as possible to the front property line—in some cases as near as 5 ft. This allows for maximum backyards.

A 6,375-sq.-ft. children's park was included. Not only does the park create a community atmosphere; it gives buyers more flexibility in planning for the use of their yard space. They need not turn backyards over to the kids.

Houses are designed so the main living areas don't overlook neighbors' backyards (plans above). In fact, most plans have no rear upstairs windows at all. Result: increased privacy.

Buyers have a choice of six house plans, some with alternate layouts (see 1,514-sq.-ft. plan above), and there's a wide variety of color, carpet and fixture options. Furthermore, houses are offered with some rooms only semi-finished if the buyer so requests. Explains R.C. Miller of Pacemaker Homes, Surrey, the builder:

"Such flexibility just isn't typical at our end of the scale, even though making choices really gets the customer committed to the project."

Purchasers are moderate-income first-timers, mostly young families with one child. And they're so pleased with their houses that they've been referring friends to Shadow Wood North, a new Pacemaker project with similar characteristics.

—B.B.G.



**"I can't imagine using anything less than a red cedar roof on this Scholz home."**

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The Tahoe Pines by Scholz Homes, Toledo, Ohio.

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Asphalt Shingles	.44
Built-Up Roofing, Smooth	.33
Asbestos Cement Shingles	.21
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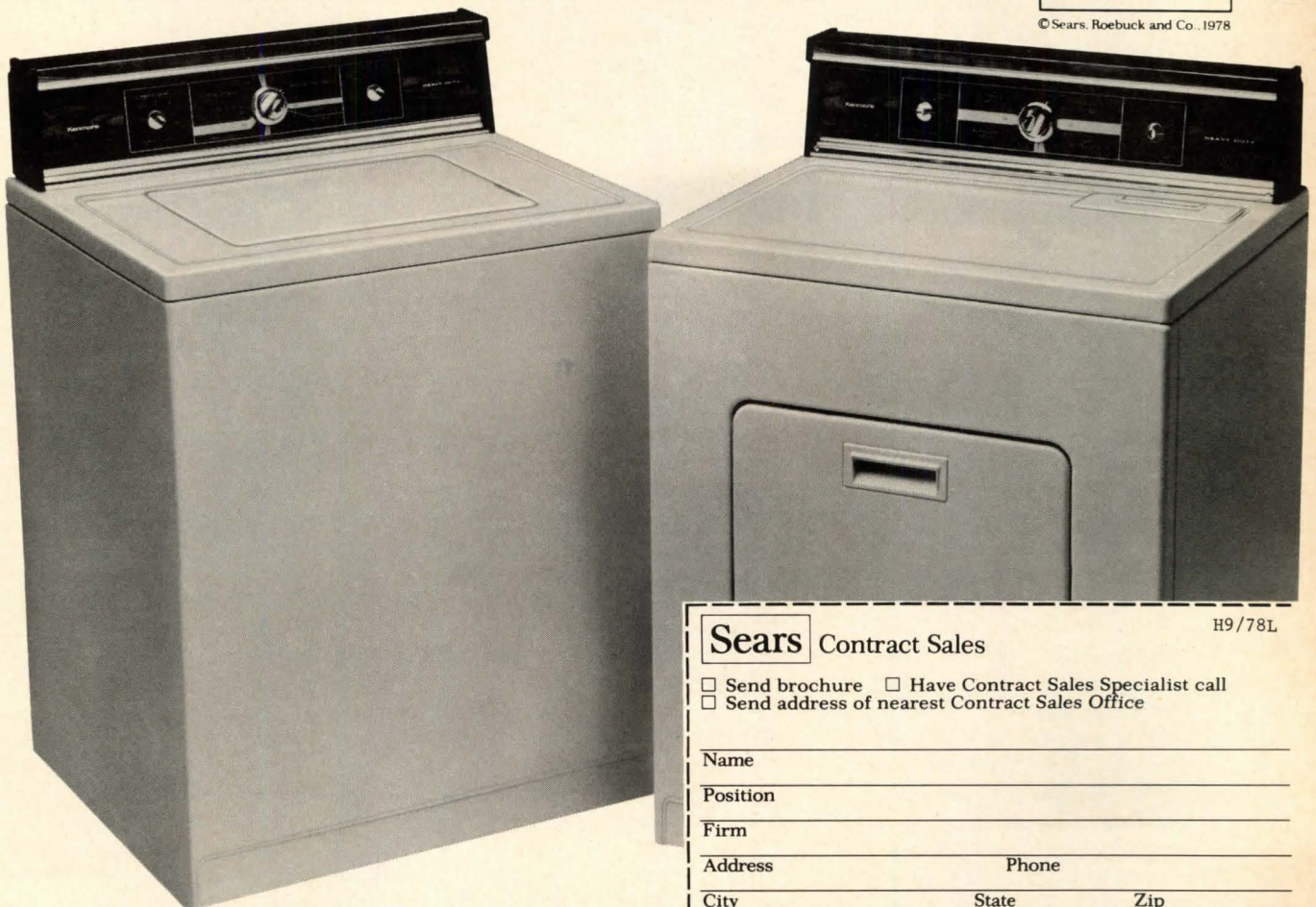
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**First phase** of Baltimore's in-city housing project is cluster of 124 townhouses. Modernistic condo units (shown at right are front and rear views) use conventional building features such as masonry-bearing walls, precast concrete floor system and all-wood roofs to hold down construction costs.



## Baltimore's in-town townhomes:

# Where a city subsidizes its middle class

The modernistic townhouses shown here can be purchased for as little as \$33,170.

Moreover, buyers can secure mortgage terms unheard-of in today's marketplace: 10% down and 30 years to pay at 7½% interest.

Such pricing and financing are possible because the privately built and sold condo units are supported by heavy municipal subsidies. They represent the latest effort by a city to hold onto its middle class.

**Second effort.** The townhouses are the first construction in Coldspring, a 3,780-unit project of middle-income housing planned for a bucolic, 375-acre tract in northwest Baltimore.

Like Norfolk, another Atlantic port city that is developing urban for-sale townhouses [HOUSING, Feb.], Baltimore is counting on its project to lure middle-class homebuyers back from the suburbs. But where Norfolk is leaving the financing to conventional

lenders, Baltimore's Department of Housing and Community Development is stepping into the operation to reduce construction costs and mortgage charges. Specifically:

- The department has become the project's construction lender, advancing \$4.7 million of city investment funds to the developer, the F.D. Rich Housing Corp. of Stamford, Conn. The money will cover the first 124 units, and the builder says the 7½% is three percentage points below the rate on any construction money offered privately.

- The HCD has also become the mortgage holder after selling revenue bonds to create a pool for permanent financing. Almost \$12 million has been raised—enough to cover the first 252 sales.

"Buyers will owe mortgage payments to the city," says Lawrence H. Merrill, the department's project director. "Their interest rate is at least

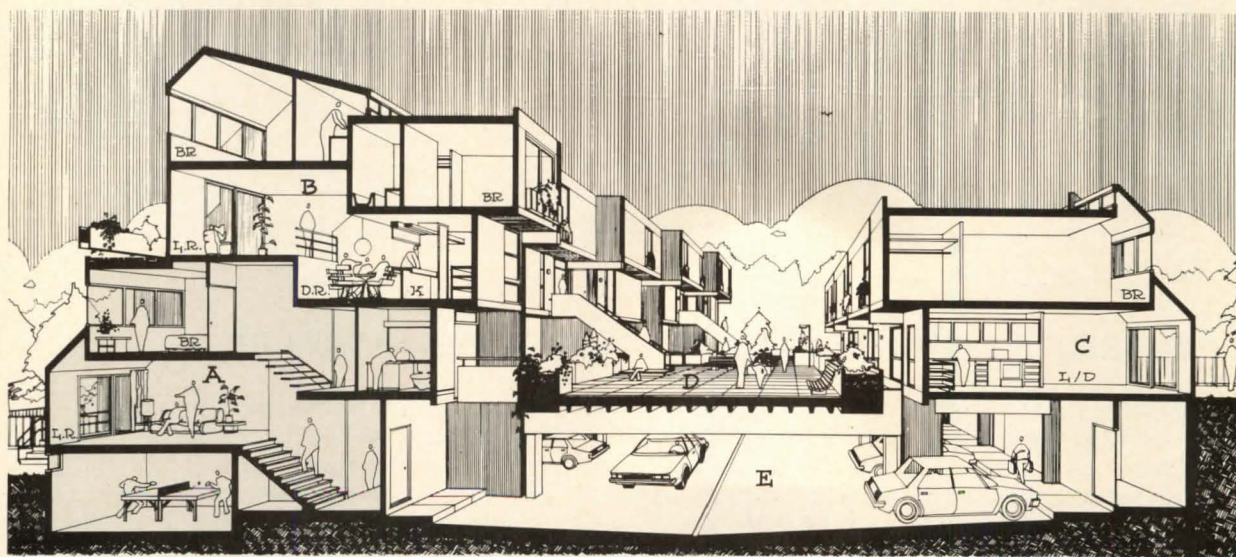
two percentage points below what they can get privately. And private lenders want a lot more than 10% down."

**Federal help.** Large doses of grant money from HUD and the Department of Commerce also help to keep down costs.

More than \$5 million has been used to acquire the land, which had lain undeveloped for years because of grades up to 45% and fractional ownership. The Baltimore HCD got the tract by declaring it an urban renewal area. The agency is now selling the parcel to F.D. Rich in stages.

"That makes the city our land bank," explains Irwin Silver, the developer's vice president. "It cuts our front-end costs."

An additional \$6 million of federal funds has gone into grading and landscaping, building roads and providing underground utilities in the project's first construction phase. And almost



## How Coldspring's development scheme works

Split-level townhouses (*A and B in sectional drawing above*) are stacked two-high in buildings containing from three to 20 units. They face conventional two-story townhouses (*C*) across a landscaped pedestrian mall (*D*).

All units are entered from the mall system, which winds through the phase on various levels that are connected by bridges, ramps and steps (*photos above*). Parking areas (*E*) are hidden under the malls, but these areas receive natural light through open spaces between the walkways and the units. The spaces serve another purpose: They keep pedes-

trians away from mall-level windows.

The townhouses feature clerestory windows, skylights and lots of glass to open up rooms that tend to be small. Fenced rear yards or second-floor decks (depending on unit location) provide an extra measure of privacy.

Twelve differently sized townhouse plans are offered in the project's first phase. Additional phases will include more of the townhouse designs, mid- and high-rise flats, offices, shops and support facilities.

Land planners: The Delta Group, Philadelphia.

## Mix-&-match plans spur condo sales

Builder Arnold Pollack's buyers in Rockland County, N.Y. have an interesting townhouse option. They can take not only Model A or Model B (plans at right), but also combinations of the two: the A first floor with the B second floor or the B first floor with the A second floor.

Each model or any combination of the two is the same size—1,620 sq. ft. Prices are also the same; they started at \$55,900 and have since been boosted by \$2,000.

Pollack has sold 65 units in four months to young families, childless couples and empty nesters. His best seller—accounting for 50% of sales to date—combines the A first floor with the B second floor.

Pollack tells why:

"Buyers like the well-defined dining area, the kitchen in the rear and the private master-suite dressing area."

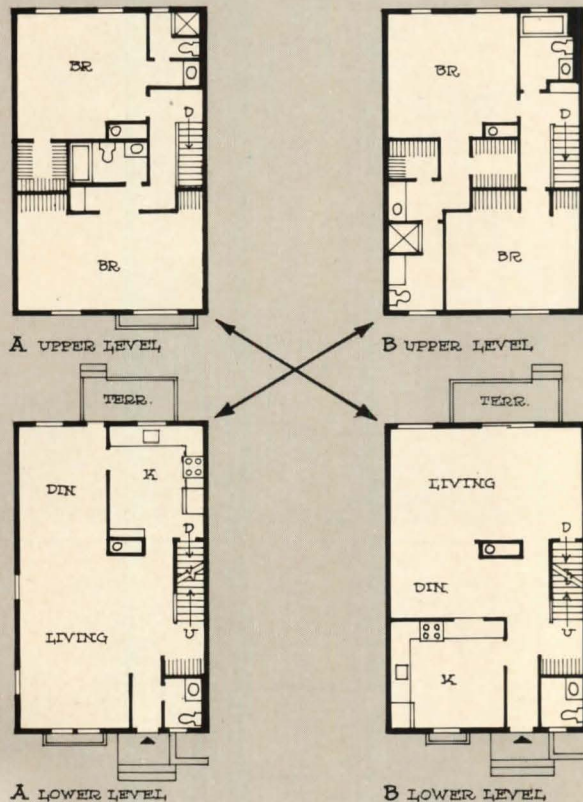
The plans are being offered in Sussex II, a 222-unit condo project in Suffern, N.Y. Pollack is one of five principals developing the project.

—J.G.C.



Spanish style (right) sets project in Suffern, N.Y. apart from other townhouses in the area.

JEFFREY GOLDSTEIN



## Company X options controversial New Jersey site

What corporate giant is about to write finis to one of the longest zoning fights in New Jersey history?

The guessing game started last February. That's when developer Round Valley Inc., which had just won a four-year fight to get zoning clearance for its proposed 3,559-unit PUD in Clinton Township ["Marathon Victory Over Snob Zoning," HOUSING, May], celebrated its court victory by giving another company an option to build a research facility on the contested property.

That option was exercised last month (at a cost of \$500,000) and, barring any last-minute snags, the land-sale should close by September 1.

**Smokescreen.** The principals, how-

ever, have played this hand close to the vest. Identified only as "a Fortune 500 petrochemical company," the purchaser remains a secret. To keep it so, Company X set up a realty concern to acquire the 470-acre tract and hired a law firm to handle the negotiations.

Despite all the James Bond security, it appears that the mystery buyer is none other than Exxon Corp. The tip-off: Many employees of its research unit in Linden, N.J., have started to place orders for housing in the Clinton area.

**Site shrinkage.** Where does this leave Round Valley's PUD? Sharply scaled down—from 790 acres to 320—but apparently still in business. "We remain committed to the project and have, in fact, already begun to revise

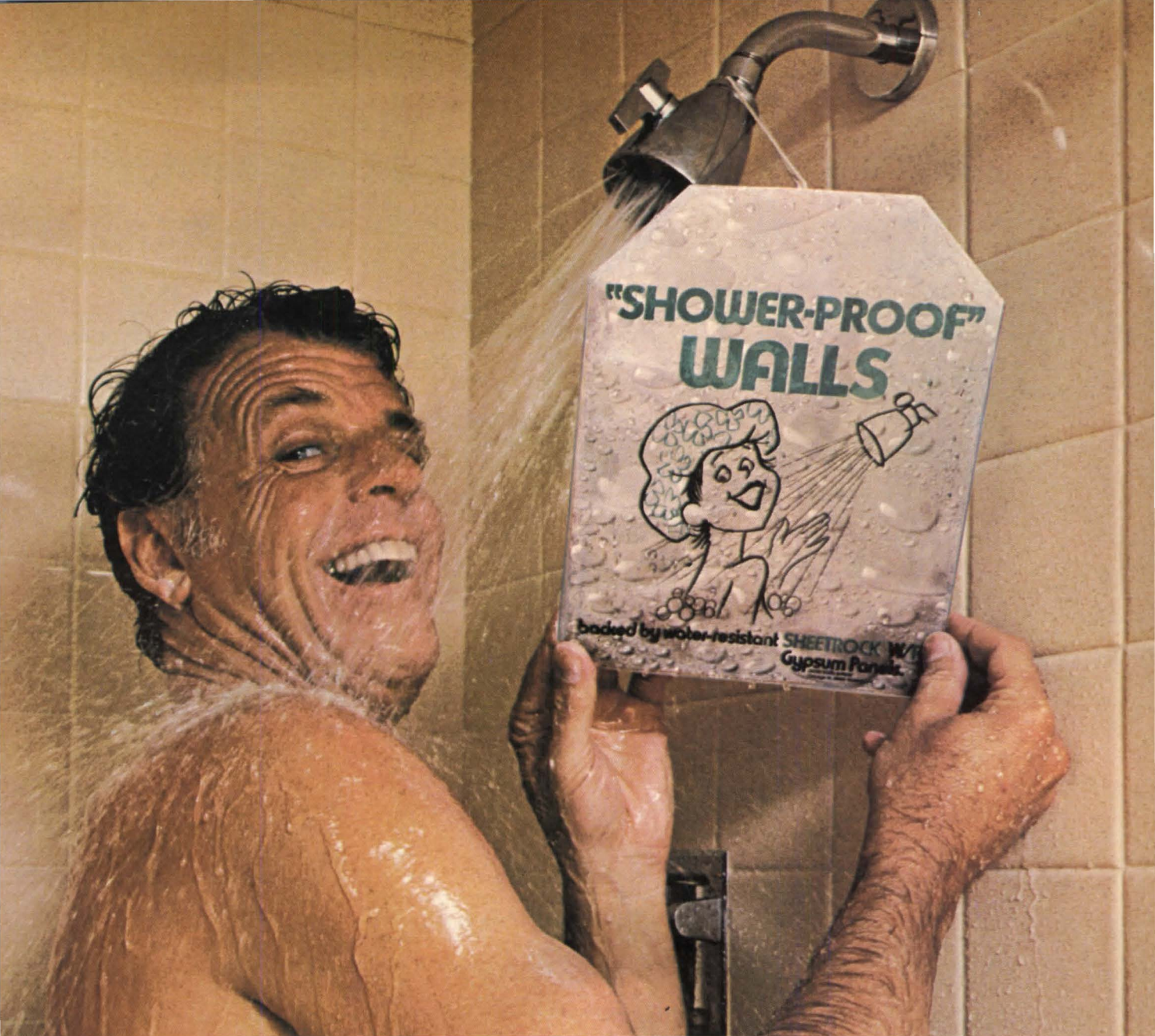
our building plans," a company official says. No numbers are mentioned, but one thing is certain: The re-jiggered plan will call for a lot less housing.

Which means an early Christmas for the Clinton zoning board. —B.M.

## Three-bedroom tops resales again

The three-bedroom home has led all single-family house resales for the tenth year in a row. Such houses represented 55% of the total in 1977.

Houses with four or more bedrooms claimed a slightly larger share of the resale market, up from 22.4% to 26%. Houses with two or fewer bedrooms dropped from 21.1% to 18.3%.



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## Here's a switch on energy-saving advice

Builder to buyer: "Don't forget to turn down your thermostat at night in winter." Right?

Wrong, if you sell a house with a heat pump.

"For heat-pump homes, a night setback of the thermostat can be an energy-waster," warned Charles Bullock, Carrier Corp., before the annual meeting of the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) in Albuquerque, N.M. in June.

Bullock explained that when the outdoor temperature hovers around the balance point of the heat pump (the point at which an electric resistance element kicks on to help deliver heat to the house), a night setback can drain electricity needlessly. "This is especially true in the morning," Bullock said, "when the pump is working to raise house temperature to its daytime setting. Controls call for heat from the resistance element."

**'Set it at 68.'** Bullock said if the outdoor temperature is more than 15° below the balance point, controls will call for resistance heat anyway, and a night setback could make sense. Again, if the outside temperature is considerably higher than the balance point, a night setback could save money.

"But the best advice builders can give buyers of a house with a heat pump is: 'Set the thermostat at 68°F, or lower, and leave it there.'"

Bullock said that most industry suppliers are working now to overcome this problem. "Heat pump makers are

developing highly sensitive controls to monitor outdoor and indoor temperatures and automatically signal the most advantageous setting possible," he said. Bullock estimates these controls will be a part of heat pumps by 1980.

## Ryland's survey belies solar sales

Ryland Homes has found that home-buyer prospects say yes to paying for solar-energy extras until it's time to write the check. Then the answer for most is no. It's yes for only a few.

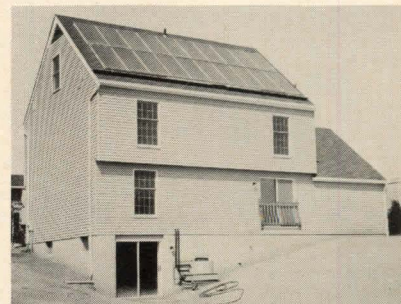
Last year Ryland built six models with solar-assisted heating and hot water in six of its east-coast subdivisions. The models pulled crowds, and questionnaires were distributed. Ryland got 344 usable replies.

More than 92% of the replies were yes to the question: "Do you believe that solar-assisted space and hot-water heating, as demonstrated by Ryland's Solar Home, is a promising method of reducing fossil fuel usage?"

And 84% still said yes when asked: "Would you pay for solar?"

Asked how much, more than 50% said "up to \$10,000" for heat and hot water.

But did any prospects order a copy



**Twenty solar panels** nearly cover south roof of otherwise straightforward Ryland model in Stonegate, in Frederick, Md.

of the model?

"No," says Frank Martin, Ryland's area marketing manager.

"But we were encouraged enough to offer solar hot water as a \$3,000 option in the southeastern division. So far, two houses have been sold with the option."

## 60 marketing

\$2 million more has been spent to build the project's extensive pedestrian malls.

"We have to build only the housing," Silver points out. "Were we required to supply everything, it would increase prices by \$35,000 on each house."

**Two initial products.** The architects, Moshe Safdie & Associates of Montreal, designed two townhouse types for Coldspring's first phase:

- There are conventional two-story units, sized from 1,615 to 1,739 sq. ft., which opened from \$47,080 to \$58,850.

- And there are split-levels, stacked two-high and sized from 1,073 to 1,540 sq. ft. They opened from \$33,170 to \$58,315.

All of the precast concrete houses

are entered from wide, landscaped malls that wind through the project. Parking is tucked under the brick and concrete malls.

"So you'll be able to walk the entire project without seeing a car," says Ed Hord, an architect in Safdie's Baltimore office.

**Buyers.** Coldspring has attracted singles, couples, small families and empty nesters. F.D. Rich has virtually sold out the first 124 units, which opened last year. And there is a long waiting list for an additional 128 townhouses, which go on market this fall.

"Buyers range from professionals and corporate executives earning \$50,000 and more to blue-collar workers with incomes under \$20,000," says Silver. "And significantly, more than half of them are moving back to the

city from the suburbs."

Future Coldspring housing, expected to be developed with similar subsidies, will include more of the townhouse designs, mid- and high-rise apartments, retail and office space and support facilities. During its ten-year build-out, the project will require an estimated \$70 million of public assistance. (F.D. Rich's equity may total as much as \$140 million.)

But Baltimore housing officials are confident that their investment will be more than repaid in the form of additional ratables.

"We've done an econometric model of Coldspring's after-completion phase," says Merrill. "It shows that the net increase in tax return to the city will run around \$2 million a year."

—JOEL G. CAHN





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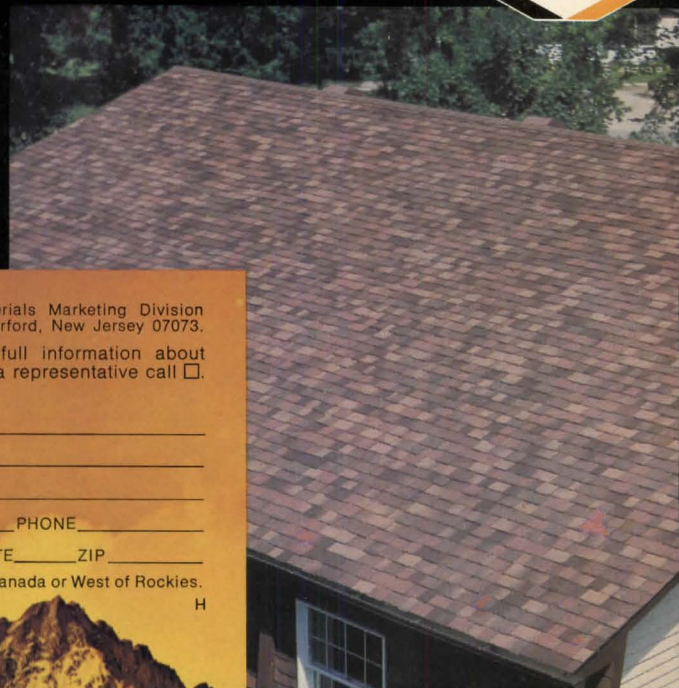
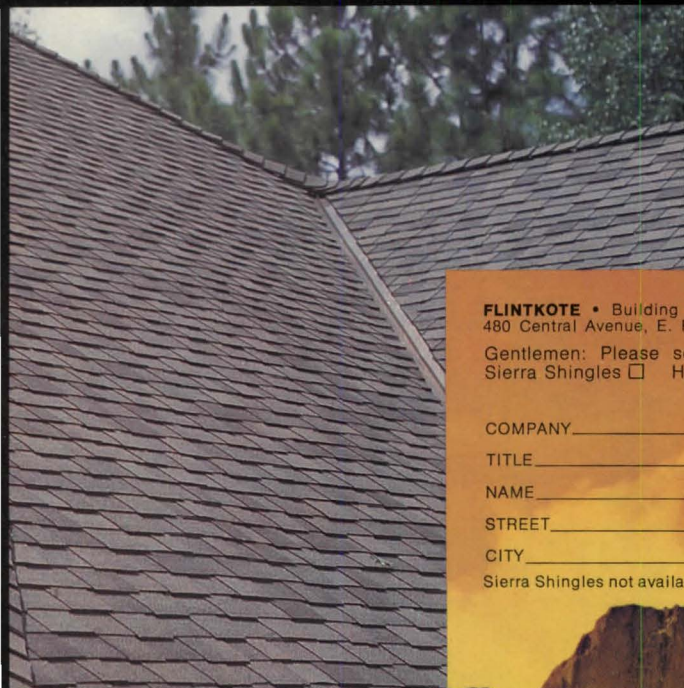
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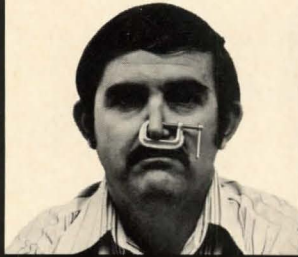
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## LETTERS

### Cheers and jeers for HUD editorial

HOUSING: I have read your editorial, "HUD cost report: less than meets the eye" [July], with interest, disdain and surprise.

In my opinion, the HUD Task Force Cost Report, while not solving the builders' problems, did a credible job of airing governmental bureaucratic dirty linen.

You state that government has never contributed to the reduction of construction costs—"that's the job of the private sector—the builder, the architect, the engineer and the building-product manufacturer. . . ." And you are absolutely right. It is their job. I must then ask why you are suggesting it is the government's role to solve problems for the builder.

You mention that the HUD report breaks no new ground—that it goes over what has already been covered by other groups (you refer to the NAHB May 1977 Cost Conference). If NAHB is breaking new ground, what are they doing to correct the problem of high building costs?

A major segment of our industry cries that there is too much government interference, but when an attempt is made by government to delineate the problem the immediate reaction is to plead for government assistance in solving the builders' problems.

We have an overabundance of governmental agencies because we have allowed them to come into being. When financing tightens up, we run to the government and ask for a new program. When environmental issues are raised, we try to stem the tide of public opinion through a few selected lobbies.

I would suggest you reread the HUD Task Force Report and . . . excerpt the positive portions.

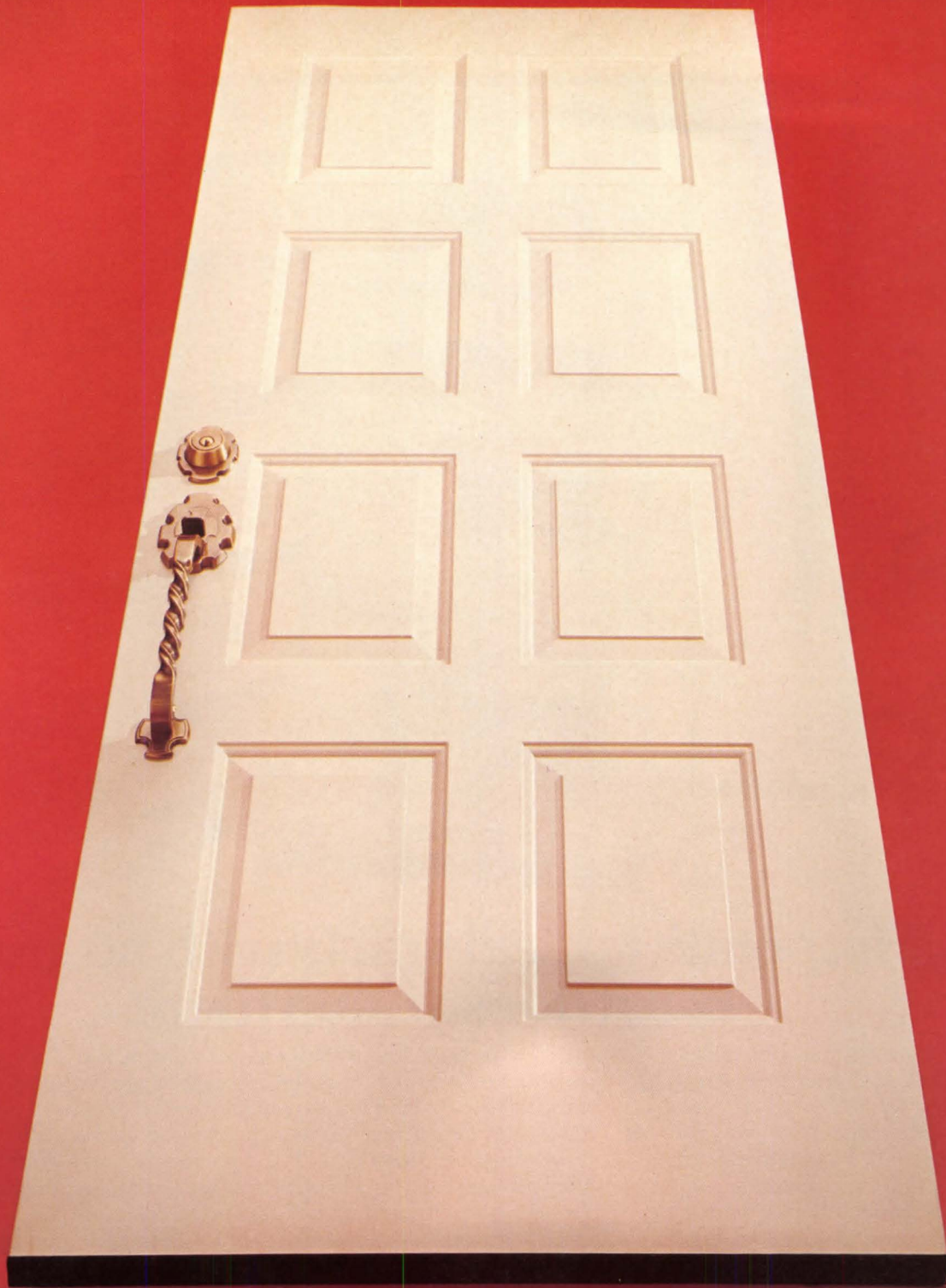
W.R. EFFINGER,  
president  
Shapell Industries of San Diego Inc.  
San Diego, Calif.

HOUSING: Your editorial in the July issue is precisely on point.

Specifically, your statement that "government has never contributed to the reduction of construction costs and never will." The proof was demonstrated by the almost complete failure of Operation Breakthrough to produce cost-saving materials or methods in spite of the hundreds of millions spent.

Anyone who understands our economic system knows we do not need incentives from government to find ways to reduce costs. The conclusions arrived at as a result of the HUD cost report will, if implemented, suffer the same fate as did Operation Breakthrough.

EDWARD RAVITZ,  
vice president  
Edward Rose & Sons  
Kalamazoo, Mich.



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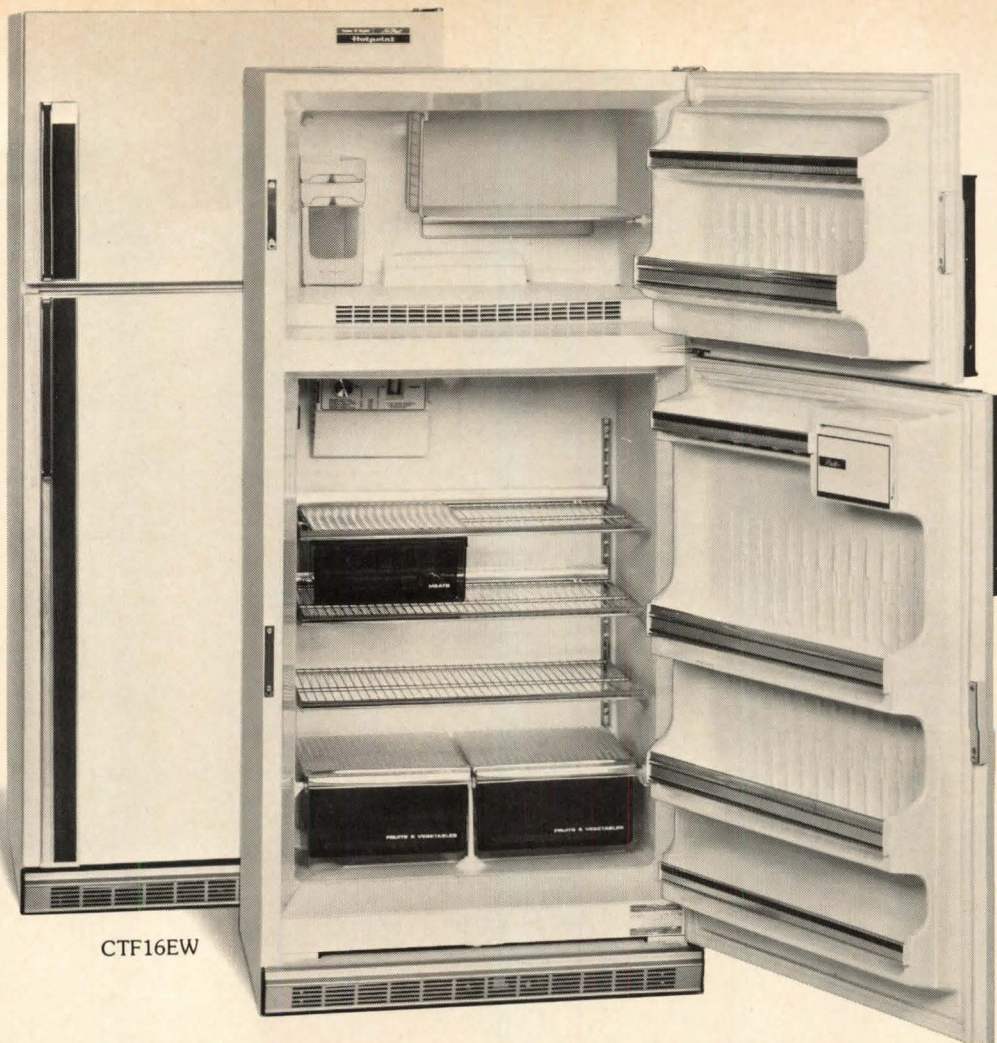
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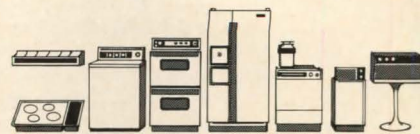
Hotpoint no-frost capacities range from 14.2 to 20.8 cubic feet. And we offer both base and deluxe models in each capacity. For example, we have a 15.7 cu. ft. base model. Then there's the deluxe version shown above that rolls out on wheels for added convenience. Hotpoint no-frost refrigerators are packed with

other features to interest buyers and renters too. For example, all models (except CTF14CW) have adjustable cantilever shelves, Easy-Release™ ice trays and come equipped with a Power-Saver switch. And many have an ice storage bucket, adjustable meat storage compartment and an optional automatic ice maker (available at extra cost).

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no-frosts, like all Hotpoint appliances, are backed by Customer Care® Service—a network of factory service centers in over 800 cities plus over 5,000 franchised service organizations across the country.

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a housing briefing

How to develop

**Rental**

**Apartments**

that make  
economic sense

Chicago, Oct. 16  
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How to develop

# Rental Apartments

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Over the past 20 years Mr. Kelley has had executive management responsibility over more than 75,000 apartment units in 30 states in addition to hundreds of shopping centers and office buildings. He is a Certified Property Manager, holds the designation of Counselor of Real Estate, and is president of the Chicago Chapter of the Institute of Real Estate Management. He served for three years as Regional Vice President of the Institute of Real Estate Management and a member of the Governing Council. He is past Chairman of the Chicago Real Estate Board's Renting and Management Division and was named "Manager of the Year" in 1969 and 1970. He has won the Journal of Property Management's coveted award for the best article published in the journal in both 1970 and 1976, making him the only CPM to ever win this award twice.

Mr. Kelley is the author of "Cost, Rent and Profit Computer: Rental Apartments," published by HOUSING Press, and of "Practical Apartment Management," published by the Institute of Real Estate Management.

# a housing briefing

How to develop

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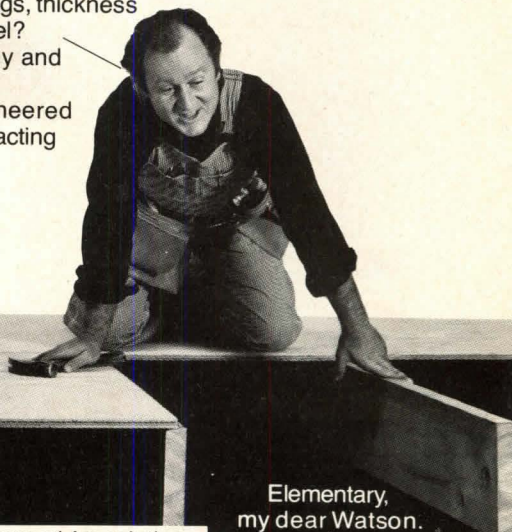
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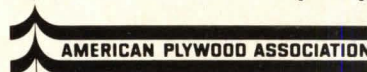
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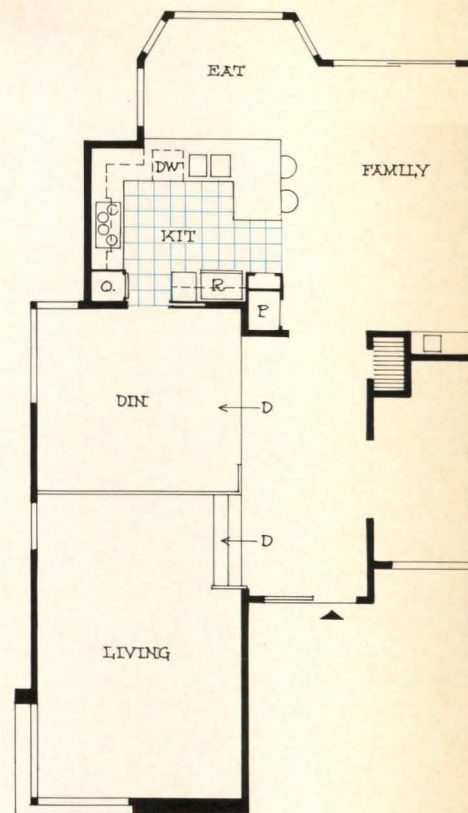
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# WHAT'S COOKING IN **K**ITCHEN **D**ESIGN



**Versatile garden kitchen** (left) is at the hub of the house. It's wide open to informal areas—nook, family room and patio. And it's convenient to the well-defined and formal dining room. This is an ideal layout for all sorts of entertaining—one reason that buyers, affluent empty nesters in their late 40s and early 50s, like this kitchen. It's in a 1,993-sq.-ft. detached house that sells from \$117,000. The project: The Island, Fullerton, Calif. Builder: The William Lyon Co., Newport Beach, Calif. Architect: Hales-Langston, Orange, Calif. Interior: Carole Eichen Interiors, Fullerton.

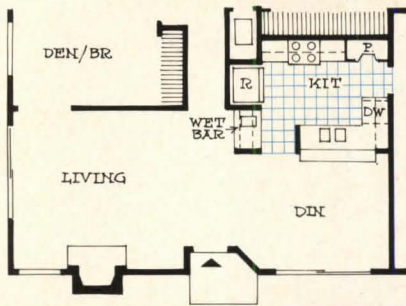
GEORGE SZANIK

Kitchens that are wide open to family rooms or the outdoors. Kitchens with soaring ceilings. And kitchens with greenhouse windows for indoor gardeners. Kitchens that are, in short, a lot more than just a place to prepare food.

One reason: Today's buyers are canny shoppers. They appreciate the intensive use of square footage provided by a versatile kitchen setup. And they enjoy the informal. They're apt to eat most of their meals in or around the kitchen—so it's got to look inviting.

To show you what these buyers like, we've collected a dozen kitchens from fast-selling projects. You'll see them above and on the following eight pages. And turn to page 108 for the latest in kitchen products. —BARBARA BEHRENS GERS

## An inside kitchen that's not shut in



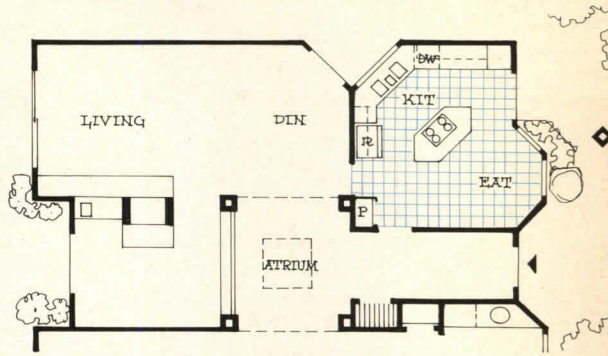
It's wide open to the dining room. It's brightened by the light from clerestory windows. And it features a volume ceiling. So this relatively small kitchen seems quite spacious.

Even though the kitchen is in full view of diners, the pass-through shelf hides the sink and work space behind. The kitchen, which includes a wet

bar, is in a 1,314-sq.-ft. zero-lot-line house that sells for \$80,990. Buyers are empty nesters, singles or young couples. The project: Park Paseo, Irvine, Calif. [HOUSING, Aug.]. Builder: Ponderosa Homes, Irvine. Architect: Bates-Bassenian-Pekarek, Newport Beach, Calif. Interior: Color Design Art, Santa Monica, Calif.



GEORGE SZANIK



## Pass-through packs sales punch

A pass-through window to the patio helps render this small-house kitchen more saleable. For one thing, it lends versatility to a plan with a single indoor eating area—the 18'-deep shelf makes it easy to serve meals outdoors. For another, the pass-through, which is wider than a standard window, helps expand the kitchen visually. And the integration of indoor/outdoor living spaces that the pass-through promotes helps make the house seem larger than its 1,284 sq. ft.

Note too the ceramic tile countertop. "It's not common in our price range," says Scott Woodward of The Woodward Companies, Newport Beach, Calif., which built the house. "But buyer resistance to rising prices eases if we include some quality features that are highly visible."

The house price is \$74,990. Buyers are half young couples and half older couples whose children are grown. The project: Corona La Costa, San Diego, Calif. Architect for floor plans: Newton S. Leichter Associates, Los Angeles. Interior: Carole Eichen Interiors, Fullerton, Calif.

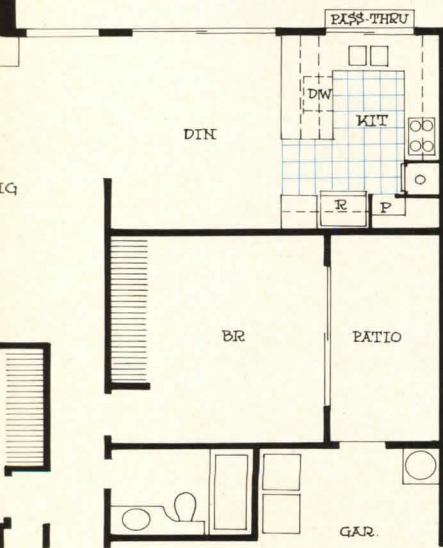
## Angled island saves steps

The reason: It brings the range closer to sink and refrigerator than the L-shaped layout would otherwise permit. And it's oversized, so there's plenty of adjacent counter space. "We didn't want the cook to have to turn around constantly between the range and other work areas," says Joe Smith, director of sales and marketing for the builder, Avco Community Developers, Laguna Niguel, Calif.

Another way the island saves steps: It serves as a traffic director. People passing through the kitchen tend to walk to the outside of it, so the cook's work pattern isn't interrupted.

A bay window is another of this kitchen's features. It defines the table space and also provides views of the 1,634-sq.-ft. house's private entry patio.

The house is a zero-lot-liner priced from \$140,000. Eighty percent of buyers are couples over 45 whose children have left home. The project: The Villas, Laguna Niguel. Architect: Ed Hom and Bob Jones, San Diego, Calif. Interior: Yeiser/Garland and Associates, Costa Mesa, Calif.



## A kitchen that's above it all

And because it is, two common kitchen problems are solved.

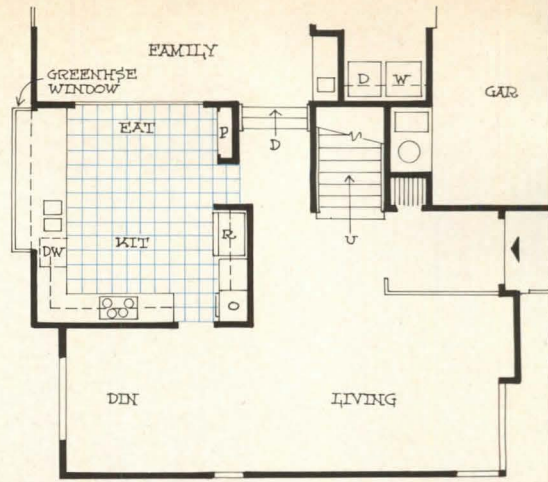
First, unwanted traffic is eliminated. Yet the kitchen is not cut off. The overlook keeps cook and breakfasters up on family-room activities.

Second, oft-cluttered work spaces aren't on view; sink and counters are above the eye level of people sitting below.

The greenhouse window is an-

other of this kitchen's attractions. It brings in extra light and provides space for plant displays.

The kitchen is in a 2,416-sq.-ft. detached house that sells for \$127,990 at Woodside, Irvine, Calif. Buyers are predominately young families. Builder: J.M. Peters Co., Newport Beach, Calif. Architect: Bates-Bassenian-Pekarek, Newport Beach. Interior: Gary Donaldson and Associates, Irvine.





DAVE ROSS

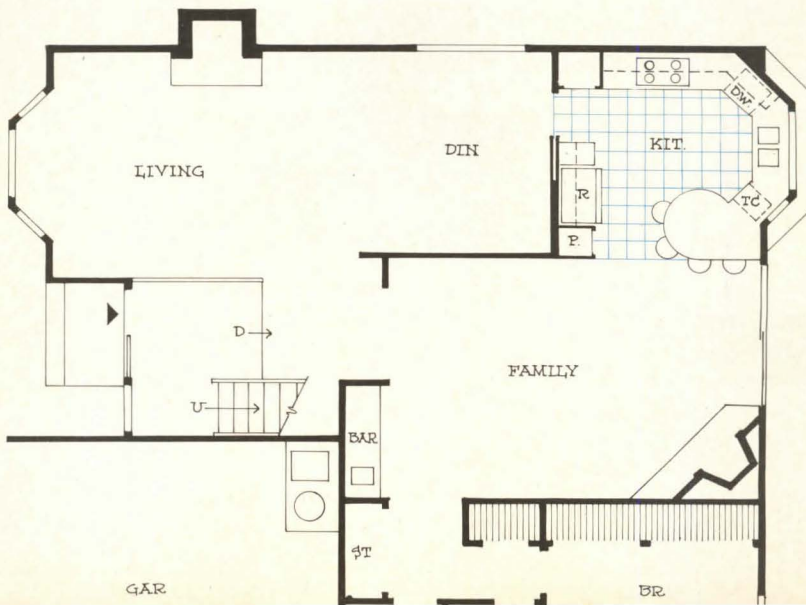
## Curved bar conserves space

Here's how: The rounded bar provides more supplementary work space than a conventional, rectangular bar of the same length. And because it's wide enough to seat four, a table need not be fitted into the family room. (Four place settings for informal meals are sufficient; most buyers are semi-retired empty nesters.)

Angling out the sink area also increases counter space. And the

view-broadening, angled windows help make this kitchen, which is in a 2,369-sq.-ft. detached house, seem light and open.

The house is priced from \$112,950. It's offered at Influential Homes of Vineland Hills, a San Diego project built by Butler Housing Corp., Irvine, Calif. Architect: Architecture West, Orange, Calif. Interior: Mel Grau Inc., Newport Beach, Calif.





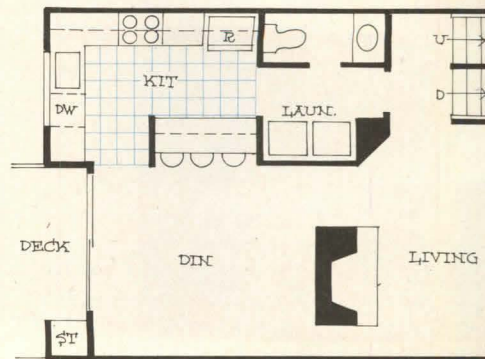
## Do-it-all bar makes kitchen a winner

"Our buyers want the formal dining room, but they're not forced to use it for quick meals because we've included the eating bar. And since these people are second-home buyers who entertain frequently, they appreciate the fact that the bar can be used as a buffet or as a pass-through when they're serving dinner to guests." So says John Protus, assistant sales manager at Summerwood, Old Saybrook, Conn. (see story page 84). And he adds:

"Another thing buyers like is the way the bar opens up the kitchen. The kitchen is really not very large, but it doesn't feel closed-in."

The laundry room is close by, but out of the line of sight.

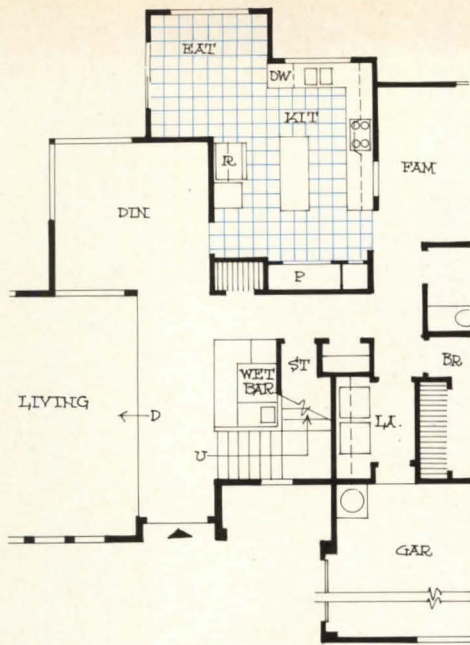
This kitchen's in a 1,550-sq.-ft. townhouse that sells for from \$66,500 to \$81,000. Builder: Summerwood Associates, Norwalk, Conn. Architect: Zane Yost and Associates, Bridgeport, Conn. Interior: Dorothy Karg Inc., Westport, Conn.







TED EASTWOOD

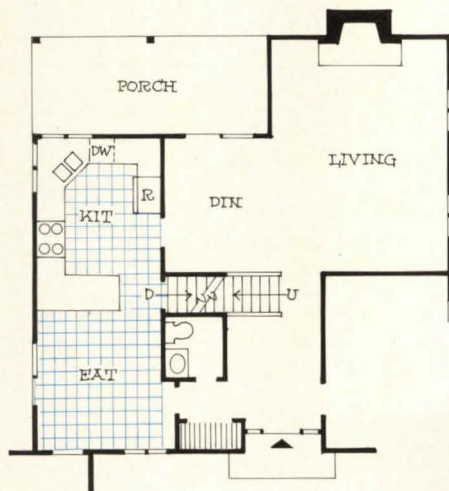


## Corner caper catches the eye

Angling the sink in this kitchen adds a point of interest to a straightforward layout. And placing the window in the corner gives the cook views of both back porch and sideyard. What's more, it's a touch that's in keeping with the traditional look that buyers want in Columbus, Ohio. (Note the custom-built oak cabinetry and multi-paned windows.) The kitchen is in a 1,950-sq.-ft. house that sells to move-down families. Price: \$114,900. The project: Weatherstone, Dublin, Ohio. [HOUSING, Mar. p. 60]. Builder: Bob Webb Builders, Columbus. Architect: Trott & Bean, Columbus. Interior: McVays, Columbus.



JOHN HULING

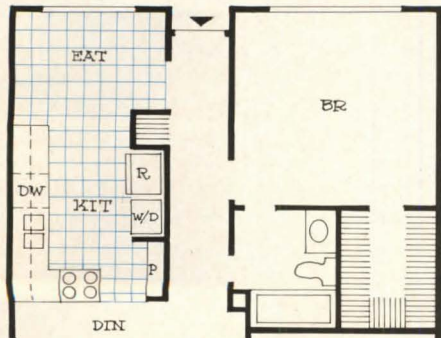


## Nook takes kitchen outdoors

In fact, breakfasts are practically poolside. The reason: The nook juts several feet from the rest of the house. So backyard activities flow around it—and they're highly visible because of the sliding glass doors and generous window space. One advantage of this arrangement: Parents in kitchen or nook can easily supervise children's backyard play. And cook won't feel cut off from adult activities outdoors. This kitchen is in a 2,650-sq.-ft. detached house aimed at the family market. Price: \$126,900. The project: Stratford Ridge, Laguna Hills, Calif. Developer: Moreland Development, Los Angeles. Builder: Ehrlich Co., La Mirada, Calif. Architect: Levitt-Turner, Century City, Calif. Interior: Far West Interiors, Santa Ana, Calif.



DAN FORER



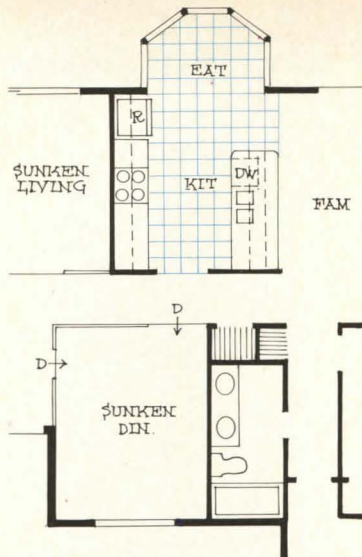
## Wraparound livens up minimum kitchen

"It's meant to give the feeling of an island—a feature buyers associate with larger kitchens. So says builder Stephen Kapelow of The Kapelow Organization, Miami. "And the floating hood draws the eye up to the volume ceiling—vertical space that makes the narrow kitchen open."

Because the kitchen is compact,

there's room for a small nook. And young buyers want an informal eating space.

It's in a 1,200-sq.-ft. townhouse priced from \$41,900. The project: Cedarwood, Pembroke Pines, Fla. Architect: Charles Sieger, Miami. Interior: Cindi Mufson Associates, Miami.



## Breakfast bay brightens corridor kitchen

And so does the white-painted oak cabinetry. The overall effect is of lots of light—which draws attention to the outdoor orientation of the 2,150-sq.-ft. Florida house. In fact, because the bay extends out into the patio, there's almost a feel-

ing of eating outdoors.

Buyers use a formal dining room only a few times a year. So the bay is large enough to take care of most family meals.

This kitchen is a part of the smallest plan offered at Thornhill

Green, Boca Raton, Fla. The house is priced from \$85,600 to \$94,000. Builder: Costain Florida Inc., Boca Raton. Architect: Peabody & Childs Architects Inc., Pompano Beach, Fla. Interior: Colour and Contrast, Toronto, Canada.

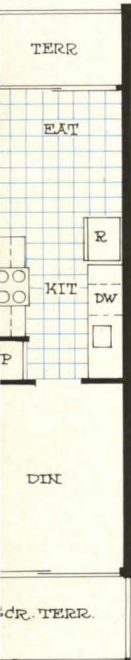
TOM KNIBBS

## A special touch: terrace for two

It's just the thing for northerners wintering in Florida—the market for the 1,680-sq.-ft. flat that features this kitchen.

These buyers aren't impressed by a big kitchen; they're interested in golf, not cooking for gourmets. Therefore the kitchen is compact and easy to clean. And it's oriented to the sunny terrace (or balcony in a second-floor unit).

Most purchasers are in the 40-to-50 age group and they spend \$89,900 for this flat at the Gardens of Lakewood, Boca West, Fla. Builder: National Building and Development Corp., Boca Raton, Fla. Architect: Isaac Sklar, Miami Beach. Interior: Lynn Wilson Associates, Miami.





PHOTOS: TED EASTWOOD

Builder Nolan Kerschner steps up his growth with

# Fail-safe tactics for a risky market

The market is Connecticut, which has seen more than its share of condo starts and failures, giving prospective buyers and zoning boards alike a strong sense of buyer beware.

Yet in the last three years Nolan Kerschner has grown from being a general contractor and small builder to the developer of three successful multimillion dollar condominium projects, with two others now in the works.

The first, Sunrise Hill in Norwalk, was a 156-unit, \$8-million project that sold out in five months [H&H, Dec. '76].

The second, Newbury Crossing in Brookfield, was a 44-unit, \$3.9-million community that sold out in two weekends at prices averaging \$20,000 more than condos had ever sold for in that area.

The third is Summerwood on the Sound in Old Saybrook (*photo opposite and on following pages*), a \$5.4-million waterfront community with 75 primary and vacation homes. The first section sold out the first weekend, and succeeding sections have done equally well.

Two new projects got under way in August:

The Village at Glen Lochen in Glastonbury, which will consist of about 100 fee-simple attached homes on an urban renewal site; and a 262-unit workout in Branford.

For good measure, Kerschner has in the works some ski condominiums in Ludlow, Vt., another workout. And he has proposed to the redevelopment agency in his hometown of Norwalk to rehab six old buildings into a mixed-use project with residential, commercial and office space.

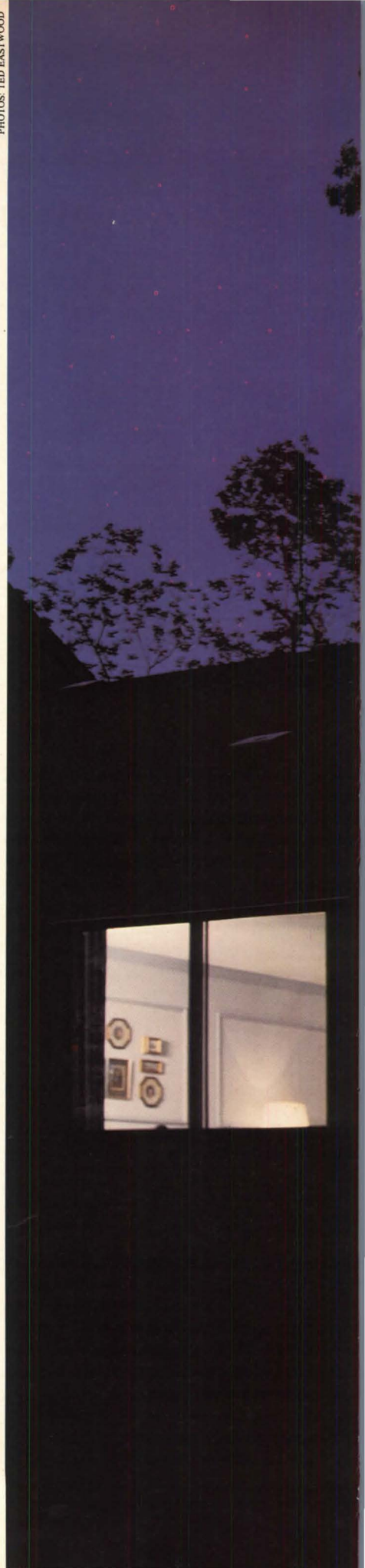
Thus in three years Kerschner has grown from a small local builder to a multi-project developer with statewide standing. Here are the tactics that have guided his growth.

## **Tactic No. 1** **Keep your staff** **small and flexible**

"I don't want 50 people in the office," says Kerschner. "That would start the tail to wagging the dog."

So his organization consists of a development company, Merrimac Associates, and a number of construction companies that act as general contractors. Total payroll: 12, including secretaries and field personnel.

And although he has had three proj-



Night-lit model at builder Nolan Kerschner's latest project.



ects under construction and dozens under study at the same time, Kerschner has added only two key members to his staff: a general superintendent to relieve him of the day-to-day supervision of jobs, and a controller to take over the books from wife Barbara.

The real development team is not on the payroll. It consists of:

- The financial consultants, Andrews & Co. of New York. Andrews raises money, gives financial advice and plays a key role in negotiating land deals.

- The research and planning consultants, Development Research Inc., a division of the Kagan Co. of New Haven. These consultants evaluate proposed projects, identify their target markets and recommend the development program. They are also responsible for marketing management of the finished project.

- The project architects, Zane Yost & Associates of Bridgeport in the case of Sunrise Hill and Summerwood, and Mario Polizzotti of New Canaan in the case of Newbury Crossing. The architects work with DRI and with the interior designer to develop unit and site plans appropriate for the target markets.

- The interior designer, Dorothy

Karg Inc. of Westport, which develops the plans and decorates the finished models.

Temporary members of the team include legal counsel, engineers and environmental and other consultants who may vary by project.

When the team concept was developed for Sunrise, Kerschner and his full squad met weekly and made all the necessary decisions. "That was fine early in our operation when we didn't know each other that well," says Kerschner. "But after you have confidence in people, you don't have to watch everything they do."

So the group meetings have broken down into smaller meetings among two or three members of the team and most of the problems have been worked out before they are presented to Kerschner.

"It's not only a refinement of the process, but we're getting a little more sophisticated, a little more sure of ourselves," he says.

Kerschner still has the final say, however. "You can't run a development company by committee," says DRI's John Scott, a key member of the team. "It has to be a benevolent dictatorship, and Nolan fills that role better than anyone I could think of. He has an encyclopedic memory, he knows everything that's going on and he carries the respect of everyone on the team."

For an operation the size of Kerschner's, the team concept may not offer the cheapest way to operate. It is, however, the most flexible: Without much hiring or firing, it can expand to handle several projects under construction or under study, and it can contract when those projects are built out or when the studies say no-go. It also makes it easier to get the best person for the job.

**Tactic No.2  
Do what you must  
to get prime land**

If that means going through the rezoning hassle, Kerschner is willing and able. If it means taking over a distressed project, Kerschner will do that too.

Summerwood, which is shown on these pages, took two years to rezone. Kerschner and his team participated in the hearings, and their credibility was so great that the town made the rezoning contingent on Kerschner's being the developer.

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**Summerwood:  
projecting an air of  
exclusivity**

The idea of creating an exclusive image grew out of the market research. It showed, according to researcher John Scott, that "this was the most awful area in which to build multifamily for-sale housing."

The strategy was to go after move-down buyers with accumulated equity and people affluent enough to afford vacation or retirement homes.

An important decision was to resist the temptation to overvalue the site and build 2,000-sq.-ft., \$100,000 homes. These would not be competitive with detached homes in the area and would narrow the market too much. As it turned out, the most expensive unit prompted the most cancellations, al-

TO PAGE 88

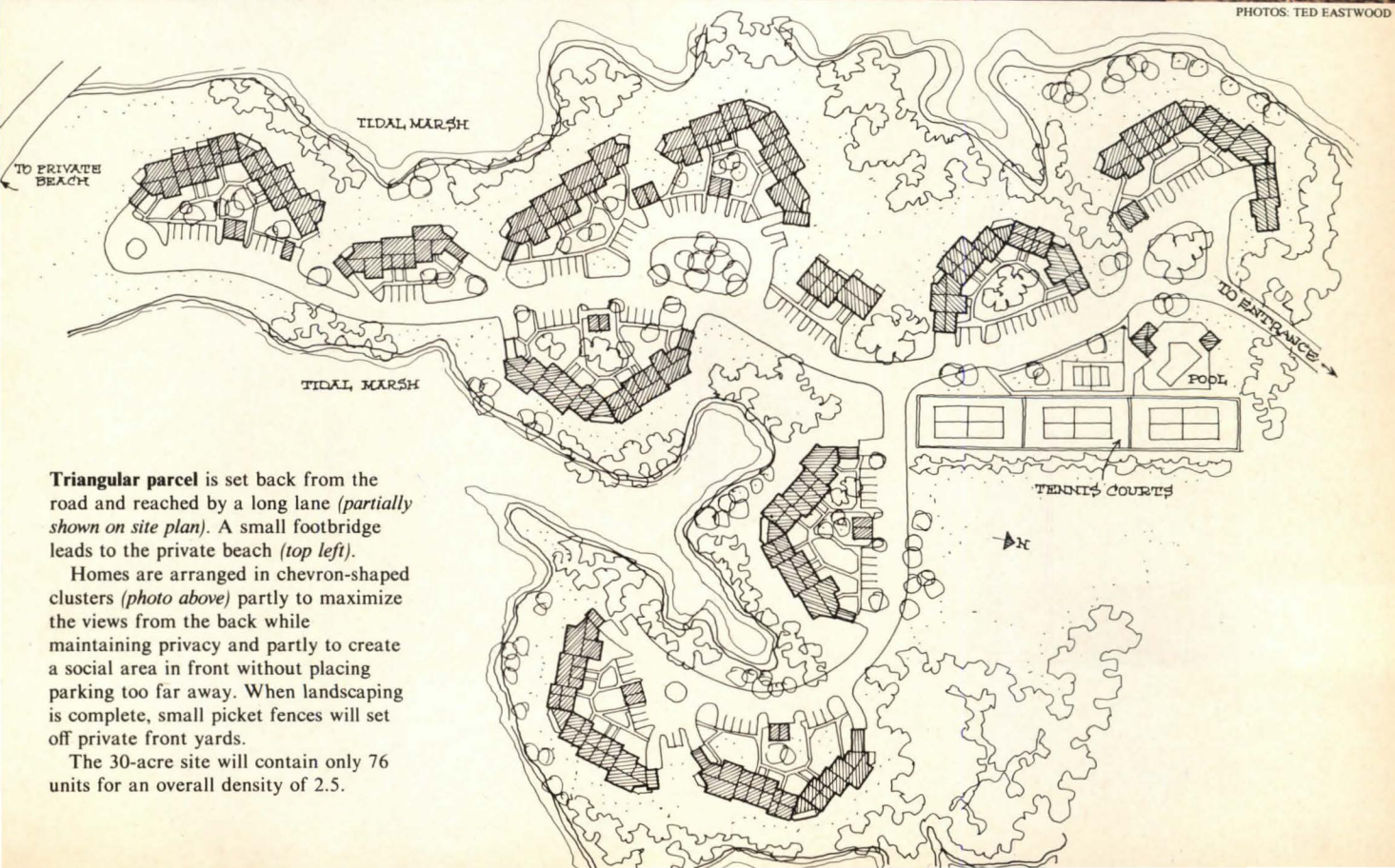


Planning sessions are held in office of architect Zane Yost (at right below). For a closer look at team, see p. 132.





PHOTOS: TED EASTWOOD



**Triangular parcel** is set back from the road and reached by a long lane (partially shown on site plan). A small footbridge leads to the private beach (top left).

Homes are arranged in chevron-shaped clusters (photo above) partly to maximize the views from the back while maintaining privacy and partly to create a social area in front without placing parking too far away. When landscaping is complete, small picket fences will set off private front yards.

The 30-acre site will contain only 76 units for an overall density of 2.5.

Newbury Crossing had already gone through zoning under a different developer. When Kerschner bought it, he had to work with the architect to tailor the plans to his target market, still keeping within the same general building guidelines.

The Branford workout will offer a real challenge, for Kerschner must sell 33 units built by the previous developer before beginning on the remaining 225. Even before closing, Kerschner had invested a year's work in the property, for a complicated mortgage had made it necessary to resubdivide it.

In Glastonbury Kerschner is building on a filled site—the former city dump—now part of a renewal area.

"Wherever possible we want to be in an existing residential neighborhood," he says, "but that's getting harder and harder to find. So we're looking at land in remote areas."

Another criterion for land purchases: The parcel must not be too large. The ideal is a project that would take from one to three years. "Massive projects can have a negative impact on a community," says Kerschner. "And they're often the ones that get into trouble."

Kerschner is now beginning to look

for single-family land. "I'd love to do some clusters and maybe some patio homes," he says. "And I don't want to have all our eggs in one basket. Small as we are, I'm trying to diversify. If something should happen to condo requirements or whatever, I don't want us to be without work."

It is in negotiating land purchases that the association with the Andrews Co. gives Kerschner a competitive edge, for the land sellers—most of whom participate in the project with a purchase-money mortgage—know that their position won't be wiped out by poor financial management.

**Tactic No. 3  
Make full use  
of market research**

When DRI produces a market feasibility study, Kerschner doesn't regard it merely as something to impress bankers with; it's an integral part of the development process.

And DRI manages to think like a developer. John Scott often walks the land with Kerschner, and he can even set aside negative market research and look for a creative solution when he thinks there's something special about the land. That's what happened at Summerwood.

"We took a shotgun approach with four very different models to appeal to both primary and secondary markets," says Scott. "I must admit to a lack of confidence that any one market segment was going to be strong enough."

Still, it's Kerschner who makes the final decision. At the moment he is considering a piece of land that Scott considers too remote and rural. He will probably option it and proceed very carefully, despite Scott's objections.

Once DRI defines the basic concept, that, essentially, is what gets built. The details are hammered out between DRI and the architect, but the size and amenities of the various units seldom vary from what was proposed.

With Kerschner, DRI works under a series of retainers. One, with Merrimac Associates, covers preliminary studies on all the proposed projects. When land is acquired, that project is pulled out of the general retainer and a separate contract set up.

"This eliminates a lot of confusion," says Scott. "We don't bill for expenses and we don't keep track of everybody's hours. We say this is the service we will deliver and this is what it will cost."

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PHOTOS: TED EASTWOOD



SUMMERWOOD CONTINUED

though each was resold as soon as it came back on market.

Although Summerwood is only about 2½ hours from New York or Boston, most buyers came from Connecticut and from within 75 miles. Many, in fact, came from nearby towns. Most are businessmen, executives or professionals.

The project has a gatekeeper's cottage, which not only reinforces the exclusive image but could serve the practical purpose of discouraging off-season vandalism. Whether the cottage is actually used for a caretaker or put to some other use is being left for the owner's association to decide.

Seven Summerwood units will have solar heating and hot water, with a heat pump back-up. There's a waiting list for these units.



Decision makers Kerschner (above left and photo below) and Zane Yost (above right) discuss new floor plans.



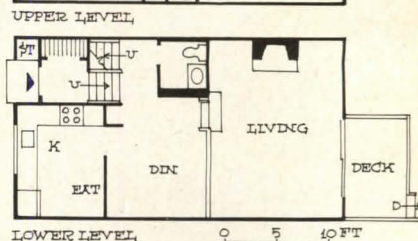
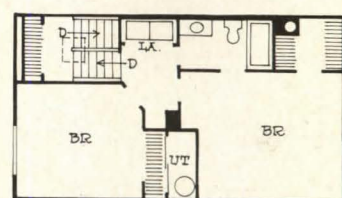
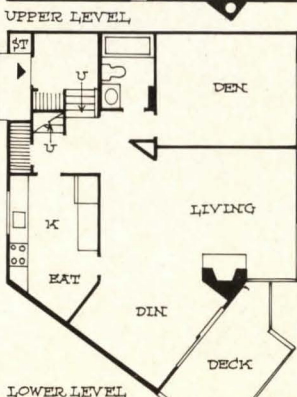
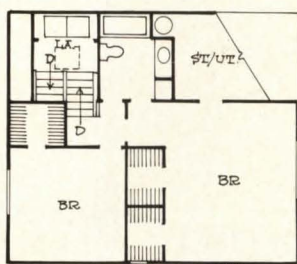
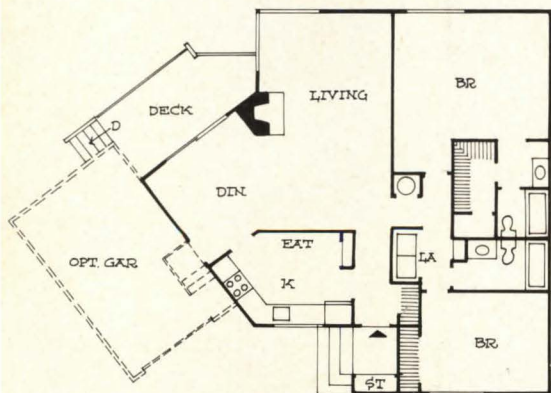




**1,320-sq.-ft. Guilford** is a two-bedroom ranch (photos above and plan below) designed for move-down and retirement buyers. It opened at \$67,500. Optional garage is \$3,600.

**1,650-sq.-ft. Saybrook**, a two-bedroom/den townhouse, was designed for move-down families and second-home buyers who wanted top of the line. It opened at \$72,500.

**1,240-sq.-ft. Essex**, a two-bedroom plan priced at \$55,500, was designed as a vacation home as was the Madison (not shown), a 1,525-sq.-ft. two-bedroom/loft plan priced at \$62,500.



# Sparking up sales

"Talk to your buyers," advises Peter C. Muty, president of the Rhode Island Land Co. "They can often spot the problems before you can."

Muty went to his buyers because sales were lagging at North Farm, the Providence-based developer's 400-unit condominium on Narragansett Bay.

The project had opened auspiciously in Bristol, R.I., with buyers responding well to the spectacular water views and traditional architecture [HOUSE & HOME, Feb. '75]. But sales soon tailed off, and it took almost three years to sell all 86



Front yards (above) feature fenced patios and sheds for storage, garbage cans and utility meters.

# In a stalled project

townhouses and flats in the first two phases.

"Part of the problem was the general housing slump of 1974-75," explains Mutty. "But we also knew that buyers were unhappy with some of our designs and amenities. So we asked what they didn't like."

Almost everyone surveyed cited three major faults: The units cost too much to heat and cool, common walls did not keep out noise, and front-yard patios lacked privacy. Some buyers also said their homes had insufficient storage and closet space, while others faulted the quality of fixtures

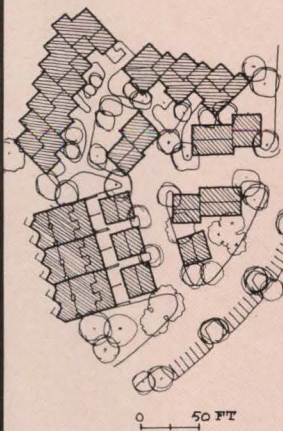
and equipment in kitchens and baths.

These and other buyer complaints were reflected in a redesign of North Farm's third phase, which opened this year. The new units have moved well: RILC sold the first 20 homes in three months at prices from \$62,000 to \$94,000, and expects to sell 28 more by year's end.

The architect, Peter Gisolfi Associates of Hastings, N.Y., has redesigned the project's site plan, floor plans and materials and systems. Details of these changes appear below and on the following two pages.

—JOEL G. CAHN

## 1 They changed the site plan



"Our patios have no privacy."

So stated the condo owners when questioned about North Farm's land plan.

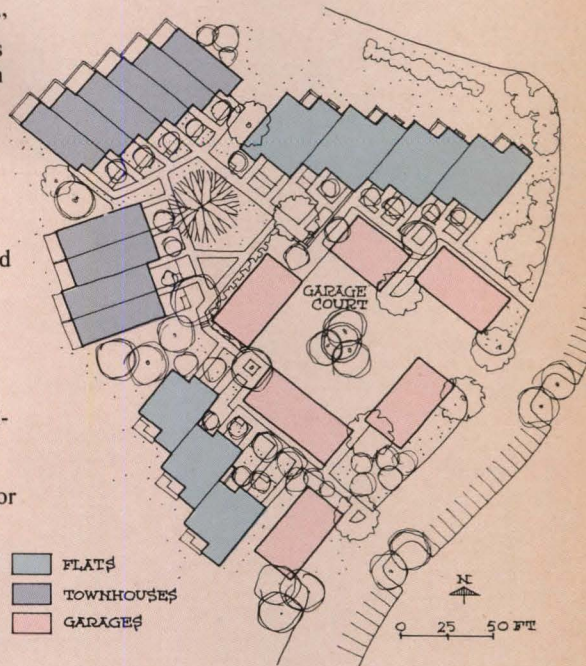
In the original cluster scheme at left, the garages were only 14 ft. from the units' front doors. So the front-yard patios had to be small (224 sq. ft. at best), and they were exposed to vehicle noise. Many buyers found such patios almost unusable.

"We thought that buyers wanted a short walk to their cars," says architect Peter Gisolfi. "But almost 80% said they would walk farther if they could have more room for their patios."

In the redesigned cluster (plan at right, photo at left), garages are moved back to a minimum of 30 ft. from the units, and they surround a garage court. Results:

- Less traffic congestion in front of the units.
- Larger patios—some as much as 40% larger.
- More common area between driveway and homes.

The original plans for this third phase called for 72 units in four clusters. One cluster is dropped and the others are enlarged in the new plan. So there is more open space between clusters.

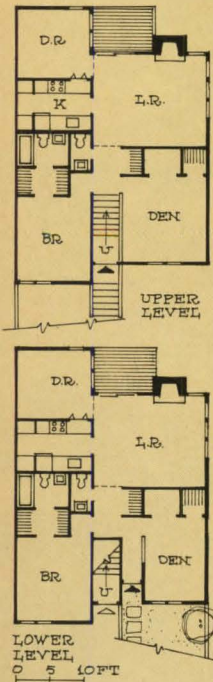


CHRISTOPHER WADSWORTH



CHRISTOPHER WADSWORTH

## 2 They redesigned the floor plans...



These stacked flats got low grades from buyers because, in the original design at left, the private stairway to the upper unit stole 60 sq. ft. from the lower unit.

"The upper and lower units were almost identical," says architect Peter Gisolfi. "But the lower units were smaller, and that made them tougher to sell."

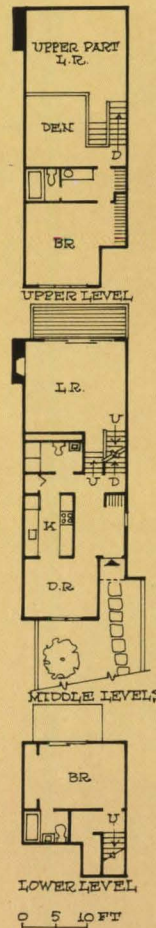
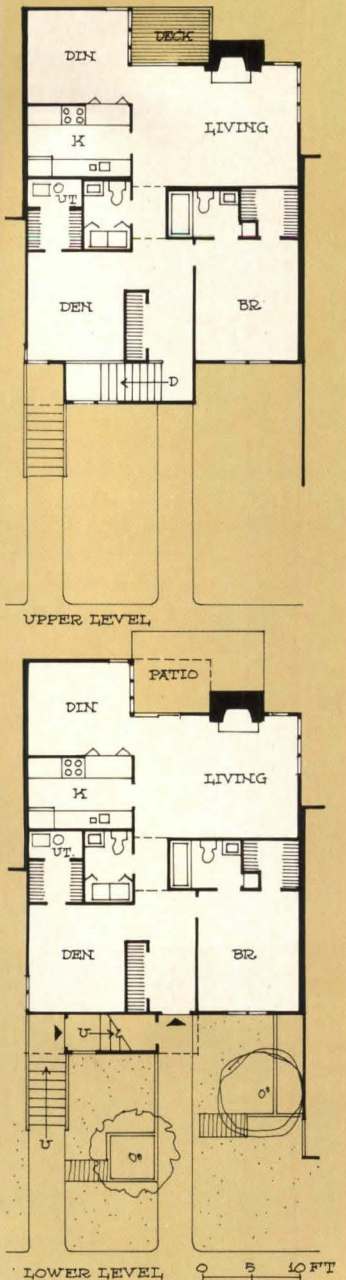
There were other complaints:

- The kitchens were cramped—mainly because the washer and dryer were located there.
- Closet and storage space was inadequate.
- And the powder rooms were too narrow.

In Gisolfi's new layout at right, the stairs are pulled back to the building's edge to equalize space in the upper and lower units. To accommodate this change, the architects reversed bedroom and den.

The washer and dryer are moved to an expanded powder room, so there is more working space in the kitchen. Closets are 60% larger, and more storage is provided under the stairs.

The units shown are the smallest in the third phase (1,150 sq. ft.), and they opened from \$62,000 to \$65,000. A two-bedroom version (1,345 sq. ft.) sells from \$73,000 to \$76,000.



This split-level townhouse was criticized for poor planning of space around the entry (see original plan at left).

"Buyers said that the foyer was too large and badly proportioned," says Gisolfi. "And they felt that the kitchen and dining room were too small."

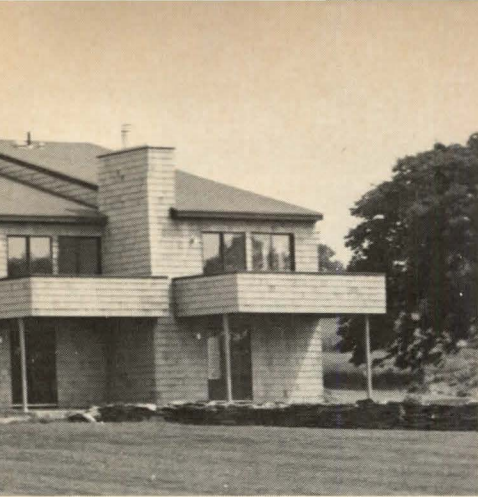
In the redesigned plan at right, the foyer area is smaller, and it has been straightened out for better circulation. The dining room is slightly larger and there is a new eat-in kitchen.

Other changes:

- An open railing improves the view from the balconied study on the fourth level to the living room below.
- A shower stall replaces a tub in the first-floor bath.
- Plumbing fixtures in the second-level bath are realigned to hide the toilet from the entry.
- And extra storage space is provided under the stairs.

The unit shown is the largest in the third phase (1,700 sq. ft.), and it opened from \$92,000 to \$94,000. A second townhouse has 1,413 sq. ft. and sells from \$76,000 to \$78,000.

Three split-level flats built in the earlier phases were eliminated in the new construction; the developers felt they were offering too many plans.



Rear view of cluster pictured on page 90 shows skylighted townhouses on right and stacked flats on left. Staggered attachment gives rear decks more privacy and better view of Narragansett Bay.

### 3... And added new materials and systems

These changes were made to answer buyer complaints about high fuel bills and poor sound insulation.

The developers had used an electric HVAC package in the project's earlier phases, but the system proved costly for homeowners faced with rising utility bills. So buyers got heat pumps in the third phase.

"We also lowered energy costs by installing double-glazed wood casements and thermal-break sliding glass doors," says RILC's Peter Mutty. "And we increased fiber glass insulation from six to ten inches in the attics."

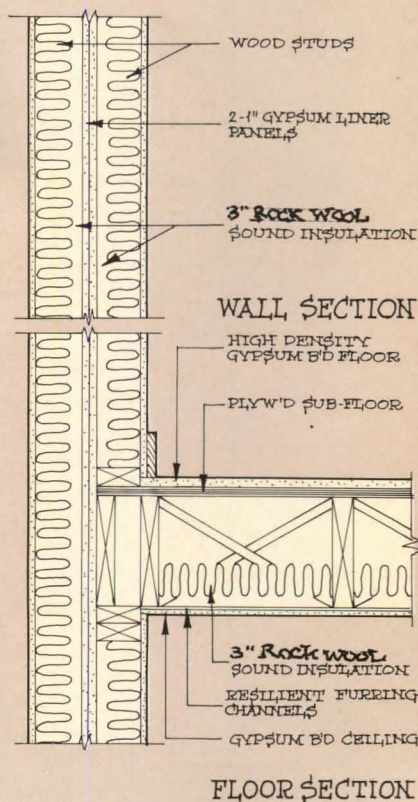
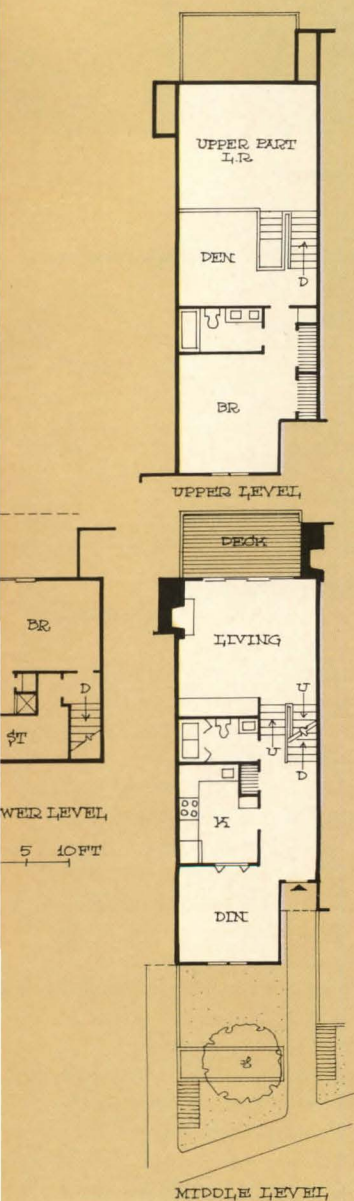
The noise problem was solved by the system diagrammed at right.

Wood joists and studs are packed with 3'' batts of rock wool for sound insulation. The joists support high-density gypsum board flooring and metal-resilient furring channels to carry the ceiling. The 3½'' studs are separated by two 1'' gypsum liner panels and are covered with ½'' drywall. Every panel is caulked at its perimeter.

"The system has a sound transmission coefficient rating of 55 in the floor and 53 in the wall," says architect Peter Gisolfi. "That's an estimated 20% improvement over the ratings in the earlier phases."

Third-phase buyers also received upgraded doors, kitchen cabinets, hardware, fixtures and carpeting.

"The upgrades raised prices by almost \$1,800 a unit," says Mutty. "But buyers told us they were quite willing to pay for them."





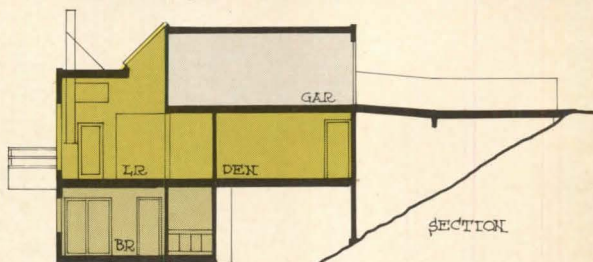
# TWO SPEC WINNERS

The HFBL\* winner shown at right is a one-of-a-kind house with a custom-like design that's especially suited to a steep site. In contrast, the winner shown on page 96 is a straightforward design for weekend cabins that could be duplicated almost anywhere except on steep land.

— JUNE R. VOLLMAN

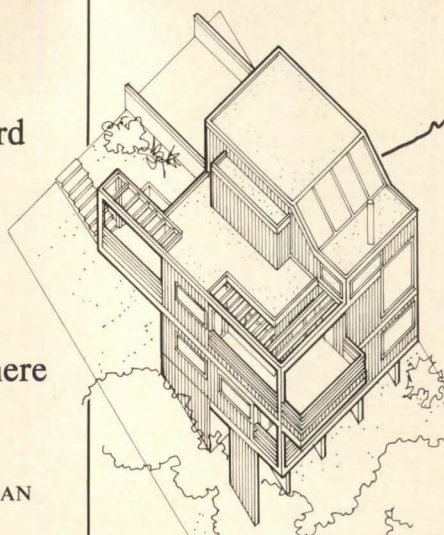
\*The Homes for Better Living Awards Program is sponsored by the American Institute of Architects in cooperation with HOUSING. The full list of HFBL winners appeared in May. More individual winners will be featured next month.

PHOTOS: JOSHUA FREIWALD



## AWARD OF MERIT

Architect: Robert Swatt AIA/Bernard Stein;



**Tri-level house** is entered at mid-level via a trellis-covered deck (*drawing above*). The trellis is repeated above an L-shape deck that wraps around the kitchen, living and dining rooms.

**Quasi-custom house**, constructed on concrete pier and grade beam foundations, seems to grow out of its steep, 8,500-sq.-ft. site (*photo above*).

Tucked among mature trees and surrounded by heavy vegetation, the three-story house could have been gloomy inside. Yet, as the photos on the facing page show, skylights, clerestories and volume space open the public areas to light, air and broad views.

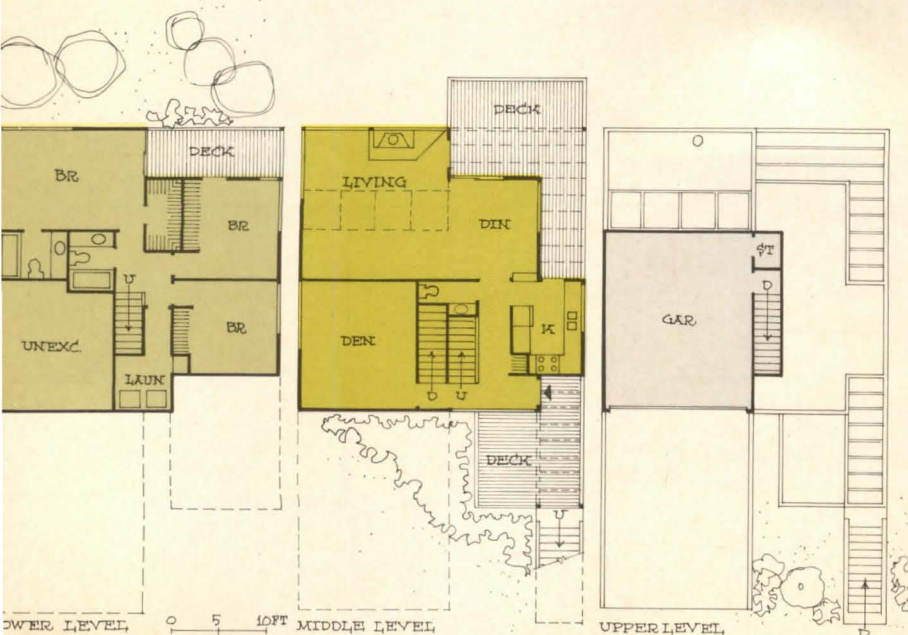
The floor plan is zoned for maximum privacy: The top (roadside) level is devoted to garage and storage space; all bedrooms are on the lowest level; and circulation on the mid (entry) level separates the public areas from the den.

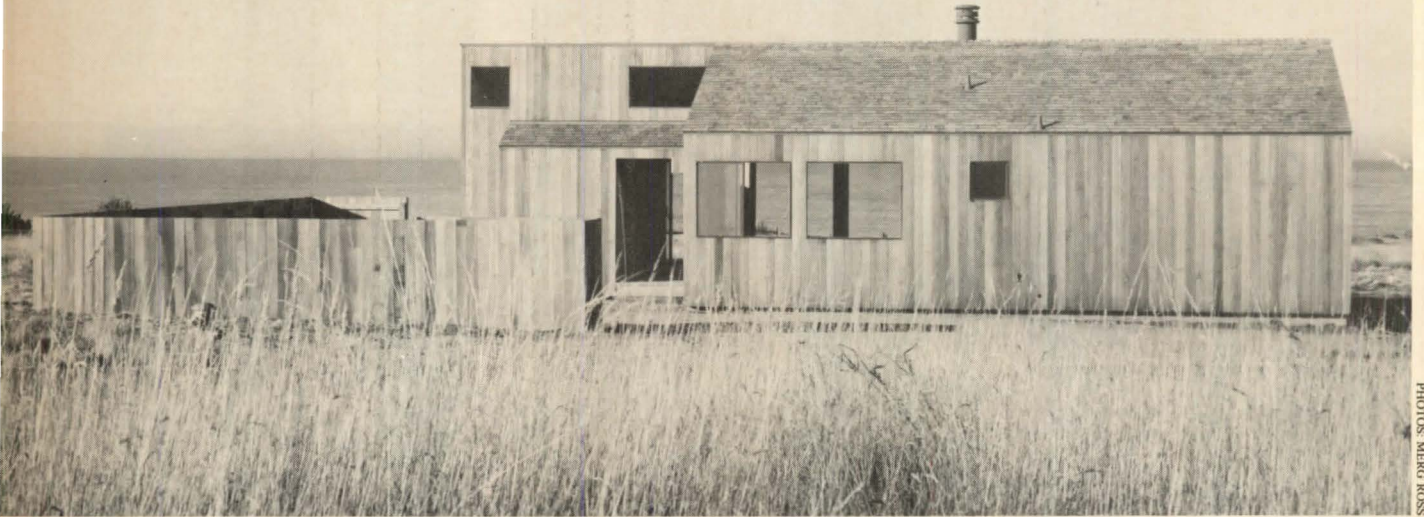
Built for \$35 per sq. ft., the 1,650-sq.-ft. house sold for \$112,000. Siding is redwood plywood; interior walls are gypsum board; preglazed windows are of black, anodized aluminum.



Developer: Paganelli Enterprises Inc.; Builder: Specialty Building; Location: Oakland, Calif.

**Skylighted living room** offers views in three directions (photos above and below). The dining room is open to the living room; but its space is defined by lowest of three ceiling heights (section, facing page) in the house's public spaces.





PHOTOS: MERG ROSS



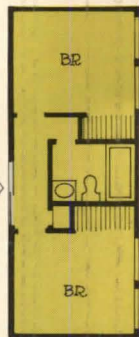
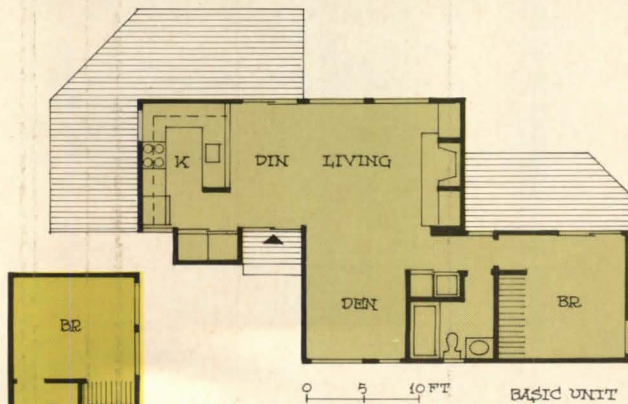
**AWARD OF MERIT**

Architect: Donald Jacobs AIA  
 Builder: Matthew Sylvia  
 Owner: Oceanic California Inc.  
 Project: Ranch House  
 Location: The Sea Ranch, Calif.

**Low-cost weekend cabins** (\$55,000 with half-acre lots) are stick-built. But they were originally slated to be factory-built and transported to the site on 60' x 12' trailers. Hence the basic unit consists of two 30' x 12' modules. They are joined in a Z shape (*top plan, right*) that allows the entrance to be recessed and provides space for a fairly secluded deck off the bedroom. (The developer switched to on-site construction for the units shown above because a remote location made it too expensive to ship them.)

The 740-sq.-ft. cabins can be expanded with one- or two-bedroom additions (*plans right*). These are designed as free-standing units that can, if a buyer desires, be linked to the main cabin with decks (some suggested methods of joining the basic unit and additions are shown at far right).

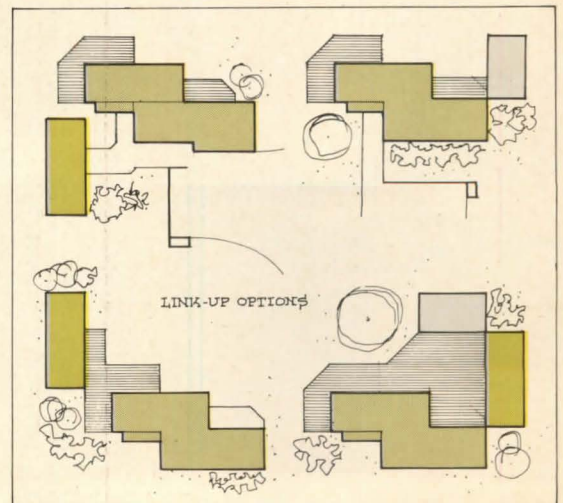
The cabins are constructed on flat or slightly sloping lots.



2-BEDROOM ADDITION



1-BEDROOM ADDITION





# A new look at changing buyer attitudes

And buyer attitudes do change, as can be seen from this new study of home shoppers conducted by the Orange County chapter of the Building Industry Association.

One reason is a changing market. The percentage of young and single shoppers more than doubled, from 2% in 1977 to 4.6% in 1978. But the percentage of young marrieds with children, the traditional first-time buyers, dropped from 10% to 6.4%. In fact, the only family market that gained significantly this year was the move-down family, which jumped from 8% to 10.5%.

Other changes: Active shoppers were prepared to pay this year's higher prices. Fifty-four percent were interested in homes costing \$80,000 or more versus only 31% in 1977. That alone raised the median price range in which they were interested by \$11,000.

This year's shoppers were less concerned about energy than last year's. They were also more choosy, giving fewer "excellent" ratings for design, location, floor plans and for the overall project.

A study of this sort can serve as a model to other builder groups, researchers and individual developers. It asks questions everyone should be asking so as to target his product to a changing market. And there is no question that markets across the country are changing as higher prices knock many of the traditional buyers out of the market and leave others with large amounts of equity to reinvest. Further, the baby-boom generation has now reached homebuying age, and it will behave differently from its predecessors.

The study gives some clues as to what's happening in a pace-setting market, but it does not give the final answers. For if there is one thing it shows clearly, it is the complexity of the market: how the shifts in composition and attitude take place at different speeds in different places. Here are some of the highlights . . . —N.G.

## ENERGY

Less of a worry for consumers, so you must know how to sell benefits of energy-savers

Only 17% of the shoppers viewed the energy situation as extremely serious and 42% as serious, down from 22% and 45% in 1977. And only 36% expect it to be a serious problem two or three years from now, as opposed to 44% in 1977.

The report blames decreased media coverage of the problem for this decline in concern, and it warns that consumers will resist extra costs for energy-saving devices unless the builder's sales force is prepared to sell their benefits.

Shoppers did perceive benefits in two energy-savers: double-glazed windows and extra insu-

lation, both of which have received much promotion and publicity. So 32% of those surveyed said they would pay an extra \$500 for additional insulation.

When it came to \$4,000 for solar-assisted hot water, however, only 17% were very willing to order. But the \$4,000 figure is high, and other studies have shown that 30% to 40% would pay \$2,000.

"Since this is more in line with the actual cost," the report concludes, "the system may be a reasonable benefit to those builders offering this feature . . . at the \$2,000 figure."

## PRICE

An \$11,000 jump in what shoppers expect to pay—and they still blame it on the speculators

As Table 1 (below) shows, shoppers were surprisingly realistic about California's out-of-sight housing prices. The report also shows that the price they expected to pay varied widely according to where they were shopping, from a high of \$93,300 in Orange County to a low of \$59,800 in Riverside.

And these were fairly serious shoppers: More than half said they planned to buy either immediately (21%), within three months (13%), within six months (13%) or when their present home was sold (8%).

The report points out that the apparent low demand for homes priced under \$65,000 merely means that shoppers know it's futile to expect to find anything at those prices. And it warns that with only 23% interested in the over-\$100,000 price range, there is a chance of

overbuilding for the luxury market.

When it came to assessing blame for home prices, the rankings were similar to last year's:

	1978	1977
Increased wages for labor	27%	26%
Increased because of speculative buyers	23	20
Increased land costs	22	19
Increased cost of materials	20	18
Increased builder profit	9	10
Increased cost of government requirements	8	5
Increased cost of financing	5	4

As in 1977, shoppers ranked speculators second only to labor as the cause of higher prices. Yet by the time this survey was made, other market information showed that nonoccupant buyers had dropped by 70% or 80% from the 1976-77 levels.

**Table 1**  
Assuming you were going to purchase a home now, what price range would interest you the most?

	1978 by market segment							
	Total 1978	Total 1977	Young singles	Adult singles	Young marrieds	Growing families	Mature families	Adult families
<b>Under \$30,000</b>	*	2%	3%	2%	—	*	*	1%
<b>\$30-\$39,999</b>	1%	4	9	8	8%	5%	2%	3
<b>\$40-\$49,999</b>	5	10	26	26	19	20	13	12
<b>\$50-\$64,999</b>	17	24	32	30	23	25	18	21
<b>\$65-\$79,999</b>	23	28	22	26	35	29	32	35
<b>\$80-\$99,999</b>	31	20	5	6	13	14	18	16
<b>\$100-\$124,999</b>	14	7	2	2	—	5	10	5
<b>\$125-\$149,999</b>	5	2	2	—	1	1	4	5
<b>\$150-\$199,999</b>	3	1	—	—	—	*	2	1
<b>\$200,000+</b>	1	1	—	—	—	—	—	—
*Less than 1%								
<b>Median</b> (in thousands)	\$81.3	\$70.4	\$72.0	\$72.0	\$80.0	\$80.0	\$90.6	\$87.4

## The study: 'A snapshot of the market'

The 1978 consumer attitude study was conducted at more than 100 model complexes on a March weekend to produce what its authors term "a snapshot of the market at the time of the survey."

This year's survey has the advantage of comparison with the first survey, conducted in April 1977. And changes in many of the results show clearly how dynamic and complex the market is.

A refinement in the 1978 study: The results were tabulated by the county in which the consumers were surveyed. And the study uncovered

some dramatic differences in buyer attitudes in, for example, Los Angeles County and neighboring Orange County.

Of the shoppers surveyed, only 17% were considering their first home purchase; 83% already owned homes. This was reflected in a median equity position of \$40,000. Thus the \$81,300 median price range of interest was not unrealistic, even though it was about 2.84 times the median before-tax income of \$28,600.

"The homebuilding industry continues to be dependent upon the 'discretionary' relocating public, and the

vitality of the current new-home market is directly related to the whims and emotions of that highly mobile population," the report says.

Because so many shoppers must sell old homes before buying new ones, the health of the resale market is particularly important. But there is also competition from resale homes: 44% of all shoppers were shopping resales. This percentage was higher among the family markets and lower among the single and adult-family market segments that would be more interested in townhouses or condominiums.

## COMMUNITY FACILITIES

High marks for parks; lower for swimming and tennis

The parks were a surprise: They were ranked as very important by 37% of those surveyed, and as somewhat important by another 33%.

This made them far more important than swimming pools (22% very and 22% somewhat important) and tennis courts (16% very and 26% somewhat important), two of the traditional must-have amenities.

As can be seen from Table 2 (below), park appeal was strong for all market segments. It reflects a desire for open space. "But that's only part of the reason," says Ken Agid, of Market Profiles in Irvine, who also contributed his research expertise to the study. "A park is

an outdoor living room, and it is a place to be with people and to meet them."

Agid points to studies he did of two communities at Irvine, one with a high proportion of park land that was merely left as open space, and another with a lower proportion of park land that was used for many small parks scattered among the homes, each with different amenities that would appeal to the type of family that lived nearby.

"In the first community the average family used the parks 5.5 days a week," says Agid. "But in the second, they used the parks a total of 12.6 days a week—which is phenomenal."

**Table 2**  
Percent of shoppers who rated community facilities as very important

	Total	Young singles	Adult singles	Young marrieds	Growing families	Mature families	Adult families
<b>Parks</b>	37%	31%	30%	29%	53%	41%	24%
<b>Gym</b>	23	22	22	21	21	26	22
<b>Pool</b>	22	28	26	16	16	24	22
<b>Jacuzzi</b>	20	35	22	18	16	14	25
<b>Rec building</b>	19	15	20	11	17	22	21
<b>Tennis</b>	16	15	18	17	14	17	13
<b>Wading pool</b>	6	5	8	4	13	5	3

## FEATURES

There's no question about the importance of family rooms and fireplaces

Seventy-nine percent of all market segments rated family rooms as very important in their decision to purchase, and 76% gave high marks to fireplaces. Most of the others rated these items as somewhat important; in fact, only 6% rated family rooms as not too important or not important at all, and only 4% gave these low ratings to fireplaces.

Other features that ranked high: self-cleaning ovens (51% of the shoppers ranked them as very important and 25% as somewhat impor-

tant); two sinks in the master bath (41% very and 26% somewhat important); and, as might be expected in southern California, air-conditioning (59% very and 23% somewhat important).

Features that ranked low included wet bars (19% very and 30% somewhat important) and trash compactors (13% very and 24% somewhat important). The study comments: "Based on this result, the trash compactor, now a

TO NEXT PAGE

## What the market segments mean

<b>Young singles</b>	An unmarried adult, under 35, with no children.
<b>Adult singles</b>	An unmarried adult, 35 or older, with no children.
<b>Young marrieds</b>	A married couple without children, with the household head under 35.
<b>Growing family</b>	A married couple with children. The household head is under 35.
<b>Mature family</b>	A family with children and a head of household 35 or older.
<b>Adult family</b>	A married couple with no children (or none at home) and head of household over 35.

Other findings: Today's shoppers are more mobile, having lived in their present homes for a median 2.3 years. The historical average was 4.5 years.

Eighty-five percent are married; 2% fewer than in 1977.

Two-thirds of the market consists of small households, including 46% with no children living at home (65% of these had never had children) and 20% with only one child at home.

Many are two-income households. Of the families with two adults in the home, 54% have working wives; among the young marrieds, 83% of the wives work.

## FEATURES

CONTINUED

common feature in all housing priced over \$80,000, appears to be a competitive feature rather than a consumer preference."

Table 3 (below) shows how the various market segments ranked the different features. This table gives a good idea of the must-have features for each segment and those that might be added for competitive reasons.

"It's not necessarily the absolute number but the degree of difference by segments that's critical," says Agid. So even though only a small percentage of the shoppers rank an item as very important—which indicates they would be willing to pay for it—if that small percentage is significantly larger than the norm, that item would be a good turn-on feature.

**Table 3**  
Percent of shoppers who ranked features as very important

	Total	Young singles	Adult singles	Young marrieds	Growing families	Mature families	Adult families
Self-cleaning oven	51%	48%	40%	43%	47%	57%	57%
Trash compactor	13	8	6	11	10	18	15
Air conditioning	59	54	46	57	56	66	63
Microwave oven	23	17	14	19	21	27	26
Fireplace	76	63	70	77	76	81	74
Wet bar	19	15	18	17	16	23	20
Two sinks in master bath	41	28	32	40	37	46	46
Family room	79	58	58	70	87	91	72

## DESIGN DECISIONS

There's no right answer to what goes where

The tables below show that you must know which market you're aiming at before you can make the right design decisions. Knowing, for instance, that 62% of all consumers wanted the fireplace in the family room doesn't help much

if your target market is young or adult singles, the majority of whom wanted it in the living room, den or master bedroom.

Tables 4, 5 and 6 show what the various segments said about three key items.

**Table 4**  
In which room would you want the fireplace?

	Total	Young singles	Adult singles	Young marrieds	Growing families	Mature families	Adult families
Living room	32%	45%	52%	40%	25%	23%	33%
Family room	61	43	40	58	66	73	58
Den	7	6	10	3	10	6	10
Master bedroom	4	15	2	3	3	2	3

**Table 5**  
Which room would you most like to have open to the rear yard?

Living room	5%	8%	12%	5%	1%	4%	9%
Dining room	4	3	2	5	5	3	3
Family room	62	54	46	70	69	65	52
Den	6	9	6	3	5	6	9
Master bedroom	5	5	—	6	5	3	7
Kitchen	20	25	38	14	16	19	23

**Table 6**  
Near which room would you like the laundry facilities?

Family room	3%	2%	2%	3%	4%	2%	2%
Master bedroom	4	3	4	3	4	5	3
Kitchen	42	38	44	42	42	40	42
Secondary bedrooms	6	2	6	8	4	7	8
Garage	40	58	44	42	41	35	38
Other	6	3	—	5	7	9	8

## SPACE TRADE-OFFS

Again, no clear-cut right and wrong

The answers to the questions about space trade-offs (see Table 7 below) are valuable not only because of what the consumers indicated they wanted, but because their answers reflect their attitude about how they want to live in a house.

A group that chooses a combination living room/dining room and a large family room is more likely to have an informal life style, for

example, than a group that chooses a separate living room, dining room and small family room.

And knowing whether a target market tends to live formally or informally is important to the developer for everything from the floor plans right on through the decoration of the models and the design of the merchandising and promotional materials.

**Table 7**  
If you had to choose between two rooms or areas in a new home from the following groups, which would you prefer to have?

	Total	Young singles	Adult singles	Young marrieds	Growing families	Mature families	Adult families
A combination living room/dining room and a large family room	50%	37%	54%	48%	57%	52%	46%
vs.							
A separate living room, dining room and small family room	49	63	46	52	43	47	54
A large master suite with additional space for a small sofa or chairs	58	51	62	63	58	53	63
vs.							
A smaller master bedroom with a den separate from the bedroom area	42	49	38	37	42	47	36
The laundry area in the house	61	45	50	66	66	67	57
vs.							
In the garage	38	55	50	34	33	33	43
A living room and a dining room	51	65	62	57	44	44	56
vs.							
A large family room	48	35	38	42	54	53	43
A den	44	62	52	52	34	36	50
vs.							
An additional bedroom	55	37	46	47	65	62	47
A den and dining room	44	62	52	52	34	36	50
vs.							
A large family room	55	37	46	47	65	62	47

### How to get the complete survey

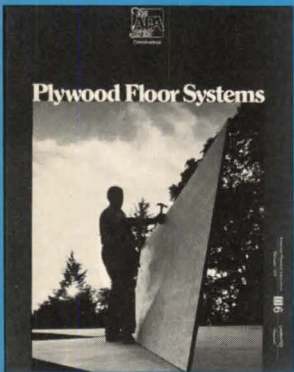
The 1978 consumer attitude study, with text by some of southern California's most respected housing analysts, a copy of the questionnaire and instructions on how to compare your own project to the results, is available for \$175 for members and \$275 for nonmembers from:

Orange County Chapter  
Building Industry Association of California Inc.  
2001 East Fourth Street, Suite 224  
Santa Ana, California 92705

It was prepared by a committee of volunteers chaired by Lester Goodman, principal of Lester Goodman Associates and Pete Mayer, vice president of Hubbert Advertising. The committee staff included: Ken Agid of Market Profiles; Steve Auld of Walker & Lee; Mike Dwight of Homebuyers Guide; Howard Englander of Residential Concepts; Mark Gram of The Irvine Co.; Jerry Hofmaister of Hofco Engineering; Philip Kunisch of First American Title Insurance; Matthew Mihaylo, CPA; Bill Mitchell of Weatherfield Homes; Jacqueline Schaar of the B.I.A.; Hank Smith of Mason-McDuffie; and Earl Timmons of The Irvine Co.

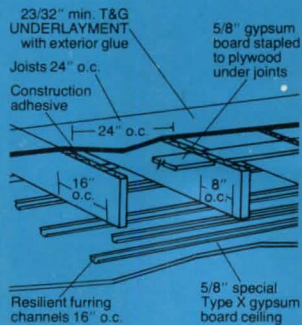
# FREE COST CUTTERS

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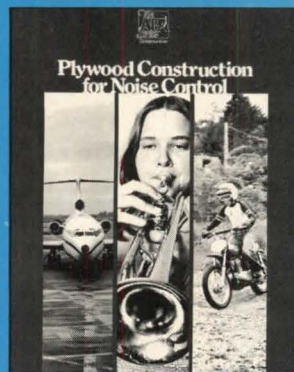


1

## One-hour fire rated floor assembly

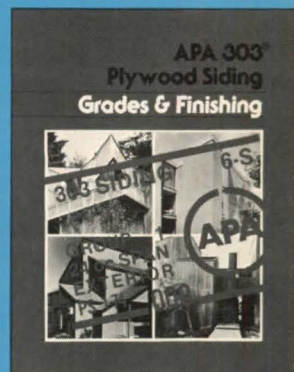


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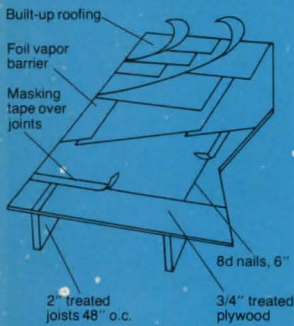
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3

## NM 501A Fire retardant treated roof construction



4

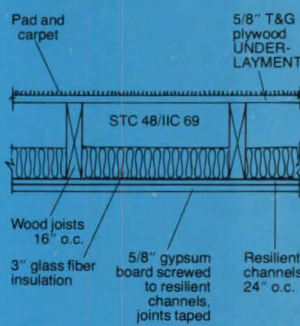
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## Plywood construction for fire protection.



6

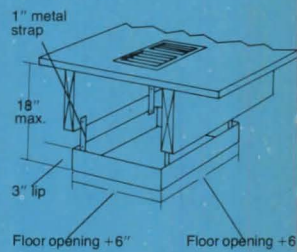
## Sound control



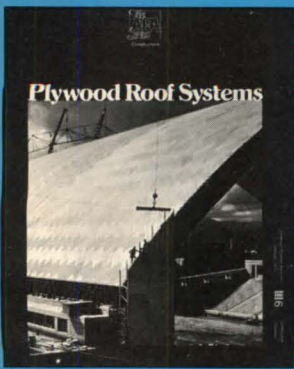
## Floor register pan

(Make from 22 to 30 Ga. Galvanized Sheet Metal)

For installation from above nail to joist sides

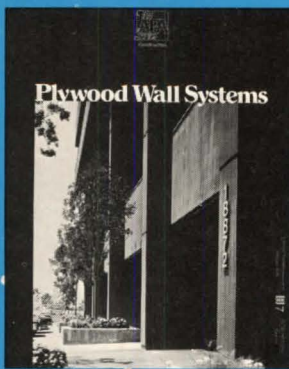


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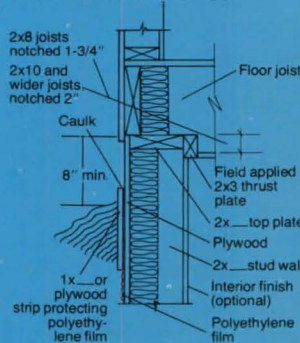
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Circle 386 on reader service card

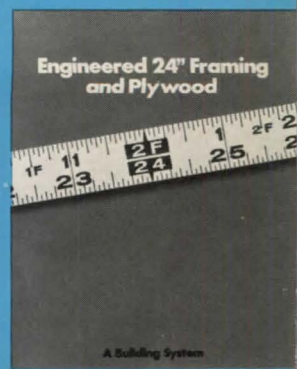


11

## AWWF side walls to floor



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12

# FOR BUILDERS.

**Attaching rustication strips to concrete form panels**

Plyform  
Saw cut  
Pull casing nails before removing forms

Circle 388 on reader service card

**Concrete Forming & Wood Foundation Systems**

4

**Plywood panel siding, vertical application**

Insulation as required and warm side vapor barrier.  
No diagonal wall bracing required with plywood panel siding  
Plywood panel siding  
Leave 1/16" space at end and edge joints  
6" minimum clearance, siding to grade

Circle 389 on reader service card

**Stains & Paints On Plywood**

5

Circle 390 on reader service card

**THE PLEN-WOOD SYSTEM**

7

Circle 391 on reader service card

**JOINT DETAILS FOR EXTERIOR PLYWOOD WALL SYSTEMS**

8

**Band board in relief**

Plywood siding  
Galv. spikes or bolts (countersink)  
Band board trim  
Galv. Z flashing  
Plastic pipe spacer (2" to 6" dia.)

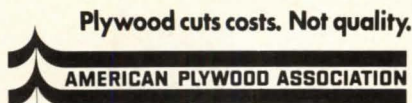
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**All-Weather Wood Foundation System**

9

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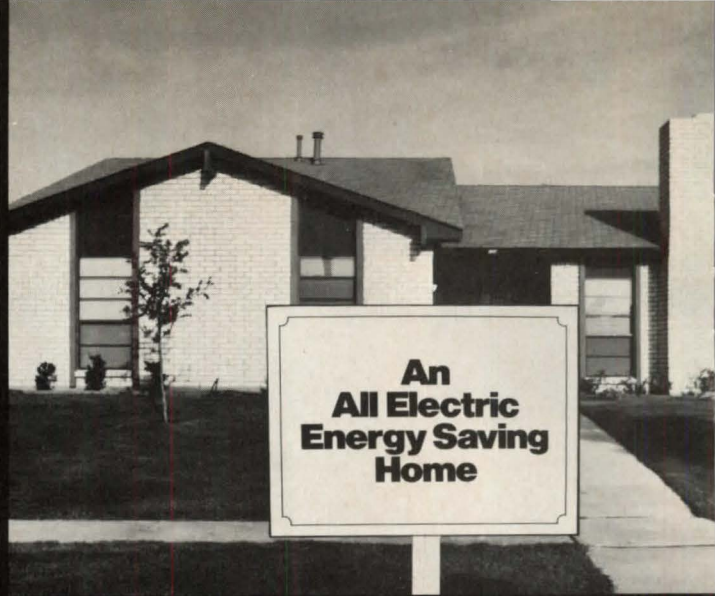
Name \_\_\_\_\_

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Phone ( ) \_\_\_\_\_



## Which House is the Real Energysaver?

At a time when smart homebuyers are looking for energysaving homes, smart homebuilders are building them with new gas appliances.

For the big household jobs of cooking, heating water, drying clothes and heating the home, gas is still the most efficient fuel known.

For the buyer, that translates into lower utility bills for many years to come. For you, it means more qualified buyers and quicker sales.



The consumer information program sponsored by GAMA on national TV, radio, and in magazines is telling Americans about the increased efficiency of the new gas appliances and how they help consumers save money and energy.

As a result, more and more homebuyers are looking for gas appliances in the homes they buy. Now, you have a good reason to build them into the new homes you sell.

**The new gas appliances are good for your economy.**



Gas Appliance Manufacturers Association

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# Enter the 1979 HOMES FOR BETTER LIVING AWARDS PROGRAM now!

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**Eligibility:** Any house or apartment building in the United States or its possessions built since January 1, 1976 and designed by a registered architect is eligible. Entries may be submitted by any architect, builder, developer or owner.

**Entry categories:** Custom-designed houses — one-of-a-kind detached houses, designed for private clients including year-round and vacation houses and remodelings and additions.

Merchant-built houses — single-family detached houses for sale or rent including vacation and year-round, promotional and zero-lot-line houses and remodelings.

Multifamily housing — apartment buildings: Attached housing such as townhouses, duplexes, triplexes and fourplexes. Multi-building projects including PUDs and sections of PUDs.

Remodelings must take in the whole structure. Custom additions to a detached house must be tied into the original design of the house. No single room or single apartment remodelings are admissible. Redecorations are not admissible. Changes must be structural. Photos of both before and after construction will be required for judging. All categories include modular housing.

**Registration: Fee:** \$50 per entry. **Deadline:** registration forms postmarked by midnight, October 31, 1978.

**Submission of material:** A spiral binder — color coded to project category — will be sent to each registered entrant in December, 1978. This should be filled with sufficient photographs and plans to illustrate the design. Detailed instructions will be included in the binders. **Deadline:** submissions postmarked by January 31, 1979.

**Judging:** Will be held on March 13 & 14, 1979 at the American Institute of Architects headquarters in Washington, D.C. The panel will consist of outstanding architects, housing industry leaders and editors of *Architectural Record* and *Housing*. There are two types of awards: First Honor Awards and Awards of Merit.

**Winners:** Will be notified immediately after judging. Award certificates will be presented and slides of winning projects will be displayed during the 111th annual convention of the American Institute of Architects, June 3-7 in Kansas City, Mo. Winners will be expected to provide AIA and *Housing* with slides of winning entries, and will be charged a \$25 fee by AIA for production of the annual award-winner presentation at the convention. Winning binders will not be returned.

**Conditions:** Entries must be approved by all parties concerned. The Entrant represents that he is the sole proprietor of all rights in and to the material, illustrations and photographs submitted; that such items are free from copyright restrictions that would prohibit publication by *Housing*; that Entrant hereby grants to *Housing* the right to publish such material, illustration and photographs at such times and in such manner as *Housing* shall determine, and agrees to indemnify and defend *Housing* from any claims arising out of or in connection with any such publication by *Housing*. The Identification sheet (white) must be signed to validate your entry.

## REGISTRATION FORM

Mail to: Dept. HFBL, Housing,  
McGraw-Hill, 41st floor, 1221  
Avenue of the Americas, New  
York, N.Y. 10020 by midnight,  
October 31, 1978.

All winning entries will be  
published in *Housing*.

I wish to submit a project in the 1979 HOMES FOR BETTER LIVING AWARDS PROGRAM. Enclosed is \$50 per entry in check or money order made payable to HOMES FOR BETTER LIVING. I have used a separate form (or photocopy) for each entry. Please send me my entry material for the following category.

Custom-designed house  Merchant-built house  Multifamily housing

Architect name \_\_\_\_\_

Street, city, state, zip \_\_\_\_\_

Project name & location \_\_\_\_\_

Entry submitted by \_\_\_\_\_ (Name of person to whom correspondence should be addressed) (Phone) \_\_\_\_\_

Company and address \_\_\_\_\_

Check appropriate company category(ies) Builder  Architect  Developer  Owner

## Customized plan eases kitchen tasks for the handicapped

The plan (*sketch below*) illustrates how a conventional kitchen layout can easily be adapted to meet the needs of the handicapped. (A kitchen built with this plan is shown at right.)

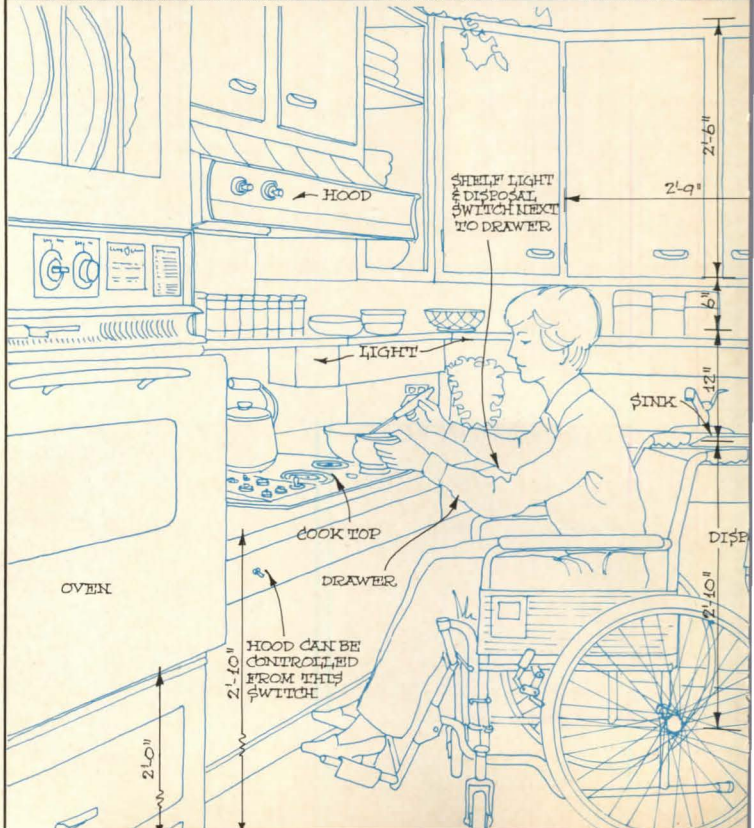
The idea was worked up by Bill Ketcham, General Electric's design manager. "For little additional cost, assembly-line products can be used in unusual and different ways," says Ketcham. Specifically, he:

- Eliminated most base cabinets and installed a 6' shallow-bowl sink with a rear drain, providing leg-room for wheelchair occupants.
- Lowered countertops to sit-down height.
- Installed open-shelved cabinets above the range and wall oven.
- Specified easy-grip handles for the cabinets.
- Rewired the controls for the disposer, hood fan and light so they could be installed on the counter front for easy access.
- Lowered the height of the wall oven.

Because assembly-line products are used in this specialized kitchen, a few modifications from the norm were required. For example, the base cabinet below the lower wall oven has one less drawer than its standard counterpart. And note that the sink is not flush with the adjacent dishwasher.

Ketcham cautions that any builder copying this plan should be sure to properly insulate the sink and wrap the exposed pipes.

Addendum: GE will equip its ranges and laundry equipment with Braille controls at no extra charge. Appliance use-and-care manuals are available on tape cassettes for a slight charge. General Electric, Louisville, KY. Circle 200 on reader service card



- Kitchens 110
- Kitchens 112
- Interior environment 114
- Interior environment 116
- Exteriors 118
- Plumbing/piping 124
- Coatings/adhesives 126
- Interiors 128



### Custom-built base cabinets ...

... also meet the needs of the handicapped. Shown below is part of a kitchen cabinet line available to builders. The 32 $\frac{3}{4}$ ''-high  $\times$  24''-wide cabinet features:

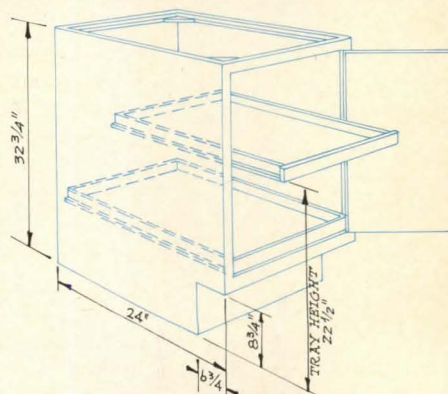
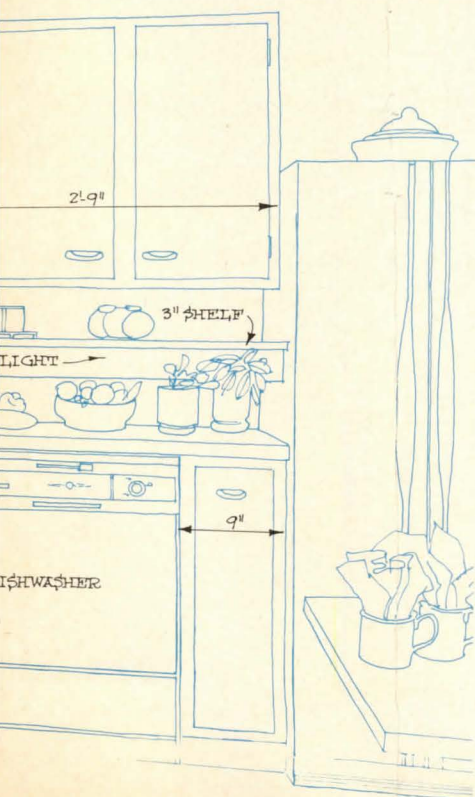
- Unusually high toe space (8 $\frac{3}{4}$ '') that provides enough room for the wheelchair footrest to fit under the cabinet.

- Two slide-out trays which furnish easy-to-reach storage space or additional work area.

The special-order cabinets are available through wholesale distributors. Merillat, Adrian, MI. Circle 201 on reader service card



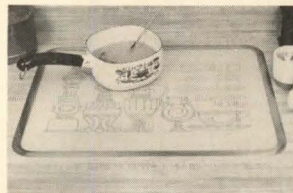
Wraparound shelves above countertop (photo and drawing) provide easy-to-reach storage space for small items. Note how absence of most base cabinets allows the wheelchair occupant to get close to work areas.





**Energy-saving range** (left) includes a self-cleaning convection gas and a microwave oven. Gas convection unit features pilotless ignition. Tappan, Mansfield, OH. Circle 244 on reader service card

**Ceramic countertop insert** (below) provides work surface that will not burn, crack or scratch. "Count'rguard" inserts are suitable for retrofit applications. Bylo, Dallas, TX. Circle 245 on reader service card



**High-pressure plastic laminate** (left) is suitable for many residential and commercial applications, including a wet bar. "Black Slate," part of the "Design Group I" collection, is a durable, easy-to-maintain surface. Wilsonart, Temple, TX. Circle 246 on reader service card



**"Corian"** (above) is an integral countertop and double-sink unit. Sinks fit into a standard 36" base cabinet, and drains accept standard plumbing and disposers. "Corian" comes in cameo white and dawn beige. DuPont, Wilmington, DE. Circle 248 on reader service card



**Pantry cabinet** (left) features three adjustable shelves and seven swing-outs for additional storage space. Pantry cabinet, available in stock cabinet lines, is pictured here in a "Stratford Oak" model. Yorktowne, Red Lion, PA. Circle 249 on reader service card



**Traditionally styled cabinetry**, "Federal Oak" (above), features deeply recessed hardwood panels framed by solid oak. Doors can be ordered with left- or right-hand openings. Haas, Sellersburg, IN. Circle 247 on reader service card

**Built-in wall oven** (right) is a combination electric lower oven and a microwave top oven. Microwave features a browning element. Modern Maid, Chattanooga, TN. Circle 250 on reader service card



**Microwave oven** (above) operates on 600 watts. Interior is stainless steel, exterior has a woodgrain finish. Oven features a cooling fan and a safety interlock switch. Riccar America, Costa Mesa, CA. Circle 251 on reader service card

**Washing machine** (right) is operated by a solid-state electronic touch-control panel. Three LED indicator lights illuminate what cycle has been selected. Whirlpool, Benton Harbor, MI. Circle 252 on reader service card



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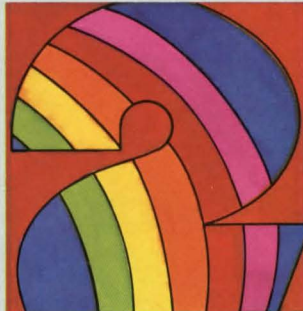
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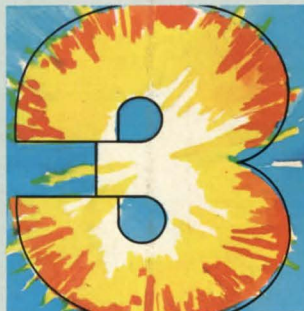


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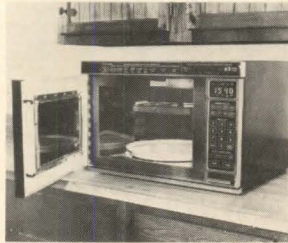
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Circle 111 on reader service card

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**Self-cleaning electric oven (left)** features a protective metal shield. Cleaning cycle will not begin until shield is locked into position. An easy-to-lift cooktop also enables easy cleaning. Magic Chef, Cleveland, TN. *Circle 253 on reader service card*



**Microwave oven (above)** is controlled by a microprocessor. Carousel turntable system eliminates need to rotate food. Sharp, Paramus, NJ. *Circle 254 on reader service card*



**Kitchen cabinetry (left)** features solid oak drawer-front construction. Shelves are adjustable and lock into place. Drawers rest on nylon rollers. Kitchen Kompact, Jeffersonville, IN. *Circle 255 on reader service card*



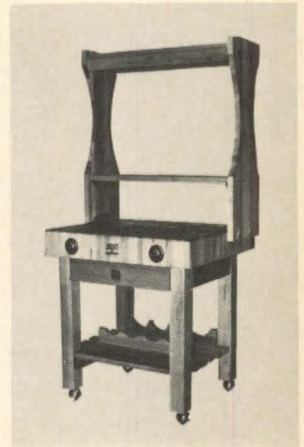
**"Quadrant" cabinetry (above)** features flush overlay doors with carved finger wells. Included in the cabinetry line is a corner lazy susan and a multi-storage pantry. Quaker Maid, Leesport, PA. *Circle 257 on reader service card*



**Contemporary-styled kitchen cabinetry, "Nordic Oak" (above)**, features a natural woodgrain-like finish. Units are available from 9'-to-48'' widths in 3'' modular increments. Del Mar, Atlanta, GA. *Circle 256 on reader service card*



**Powerful waste disposers (above)** feature a 1/2 and 1/3 hp motor, respectively. Three-screw mount design makes disposers easy to install. Elkay, Broadview, IL. *Circle 258 on reader service card*



**"Gourmet Center" (above)** is constructed of hard-rock maple. Butcher-block unit is 30'' wide x 24'' deep. An optional hourglass-shaped pot rack is available in three styles. John Boos, Effingham, IL. *Circle 259 on reader service card*



**Convection gas range (left)** features automatic pilotless ignition and a self-cleaning oven. Oven is available in white, coffee, avocado and harvest wheat. O'Keefe & Merritt, Mansfield, OH. *Circle 260 on reader service card*

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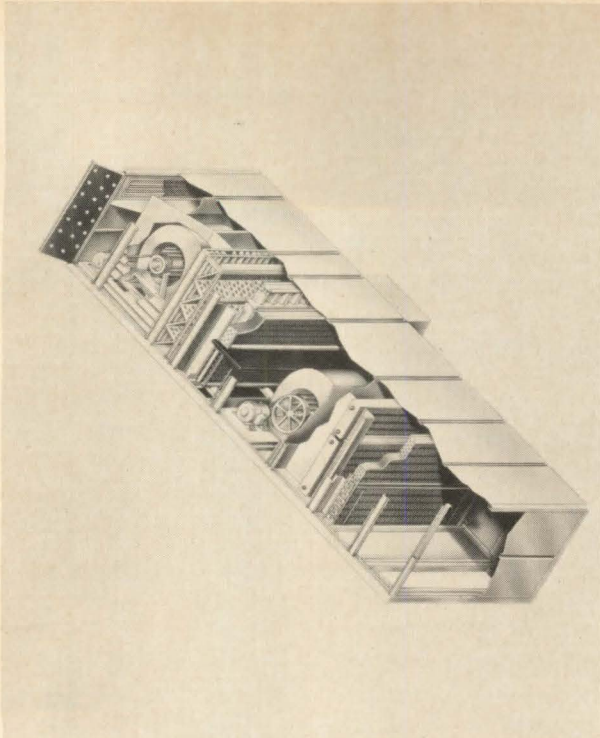
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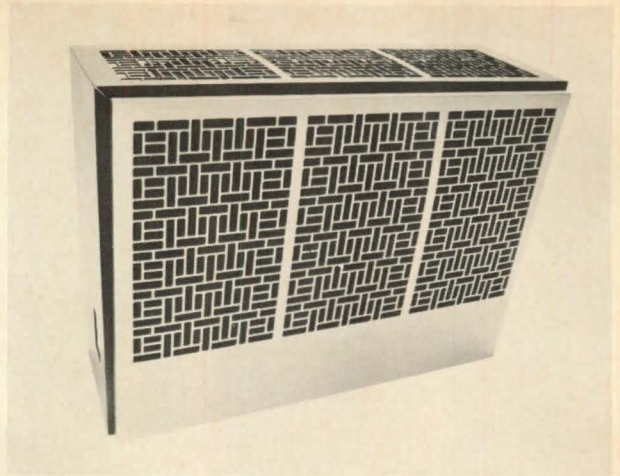
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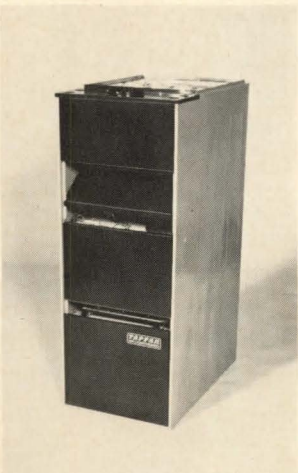
**Roof-mounted central station air handler** (above) features weatherproof housing. Unit is available in four cabinet sizes, ranging from 4,000 to 40,000 CFM. Coil arrangements are offered in 72 different arrangements and each unit can include up to 20 rows of heating and cooling coil. McQuay-Perfex, Minneapolis, MN. Circle 237 on reader service card



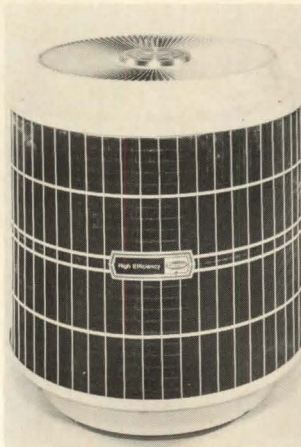
**Direct-vent wall furnace** (above) features a double-wall venting technique. Unit has side-mounted temperature control and a pilot-lighting mechanism. Gas-heating furnace comes with a walnut woodgrain finish and harvest gold grillwork. "Contempra" measures 34" wide, 27 $\frac{3}{4}$ " high and from 9 $\frac{3}{8}$ " to 11 $\frac{1}{2}$ " deep. Empire, Belleville, IL. Circle 240 on reader service card



**Primary oil control** (left) provides spark ignition only until furnace flame is established. Unit is available in three models, all of which will mount on any standard 4' x 4' junction box. White-Rodgers, St. Louis, MO. Circle 241 on reader service card



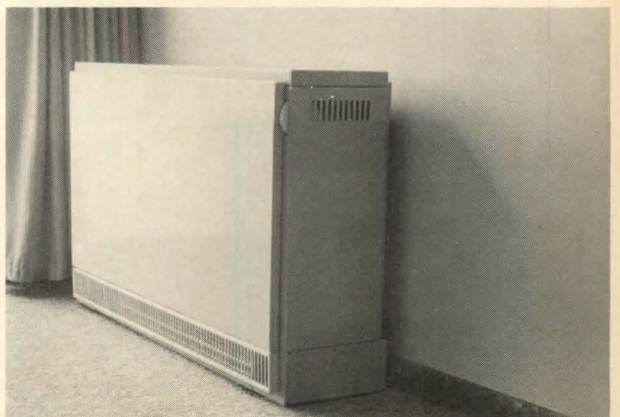
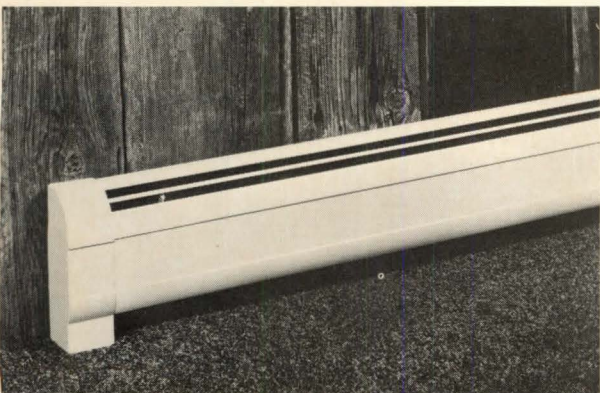
**Gas furnace** (left) is part of a 24-model line of upflow and counterflow units. Furnace has a 20-year limited heat exchanger warranty. Intermittent ignition is standard on many models. Tappan, Elyria, OH. Circle 238 on reader service card



**"Round One II"** (left) is part of a six-model line of residential air conditioners. The line offers EER ratings of up to 9.0 and cooling capacities ranging from 21,000 to 56,000 Btuh. Carrier, Syracuse, NY. Circle 242 on reader service card

**Hydronic radiator** (below), for residential applications, features a baked-enamel finish. Easy-to-install line comes in 2' to 12' lengths and  $\frac{1}{2}$ ",  $\frac{3}{4}$ " and 1" tubes. Low-silhouette unit is 8 $\frac{1}{2}$ " high. Sterling, Westfield, MA. Circle 239 on reader service card

**Electric-storage room heater** (below) stores heat during "off-peak" hours, and draws on this heat during the daytime hours. Unit has a thermostatic control. Control Electric, Burlington, VT. Circle 243 on reader service card





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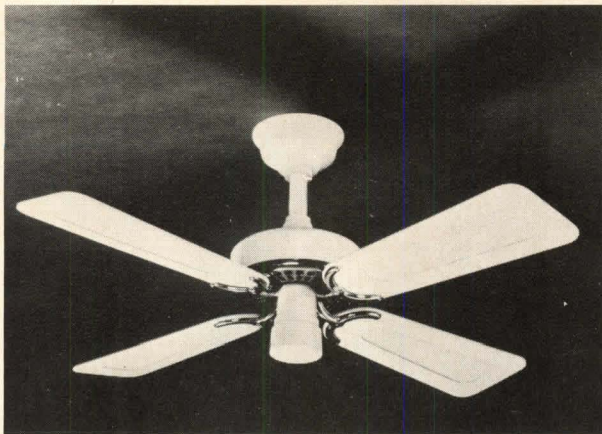
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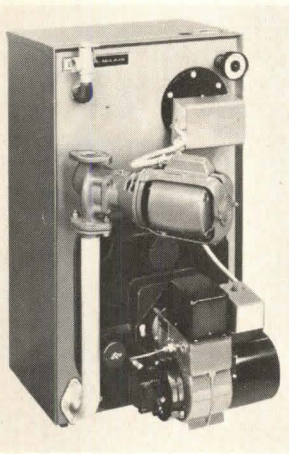


**"Olde Tyme" ceiling fan** (above) features a "pancake" motor cover. Traditionally styled 36" fan comes in six motor finishes, including brass, black and antique white. Hunter, Memphis, TN. Circle 229 on reader service card

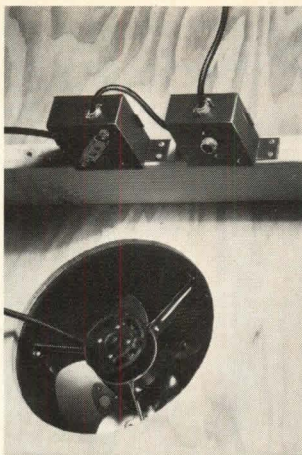


**Flexible air duct** (left) is for low-to-medium pressure heating/cooling systems. Thermally insulated duct comes in 15' and 25' lengths and 4" through 16" diameters. Automation Industries, Greenville, SC. Circle 230 on reader service card

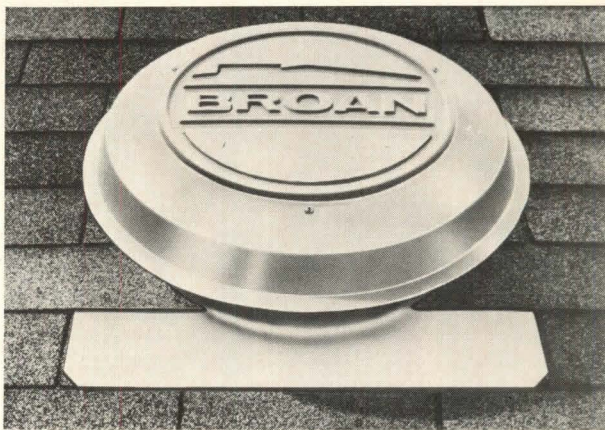
**Cast-iron oil boiler** (right) features a flame retention oil burner for maximum operating efficiency. Boiler is available in five sizes for hot water or steam. Weil-McLain, Michigan City, IN. Circle 231 on reader service card



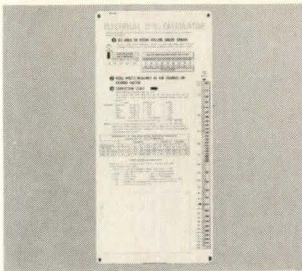
**Gas-fired air conditioner** (below) features an electronic spark ignition system, eliminating the need for a constant burning pilot light. Unit comes in three, four and five-ton capacities. Arkla, Evansville, IN. Circle 232 on reader service card



**Heat sensor for attic fans** (left) automatically turns fan off when attic temperature reaches 200°F. Sensor mounts in 4"-square junction box, and operates on 120v AC supply. Nu-Tone, Cincinnati, OH. Circle 233 on reader service card



**Roof-mounted attic ventilator** (below) is thermostatically controlled. Dome is constructed of KORAD® over ABS plastic. A small mesh screen covers the air discharge to keep out birds and insects. Broan, Hartford, WI. Circle 234 on reader service card



**Heat-load calculator** (left) gives electrical wattage readings. Chart offers a choice of 24 watts per square foot starting with .006 and four infiltration loads. Corresponding "U" factors are also included. Wadlington Slide-Charts, Kalamazoo, MI. Circle 235 on reader service card

**Attic ventilator** (below) comes in three models to meet venting requirements for attics ranging from 4,800 cu. ft. to 9,600 cu. ft. Leslie-Locke, Akron, OH. Circle 236 on reader service card



# AMERICAN CONTEMPORARY



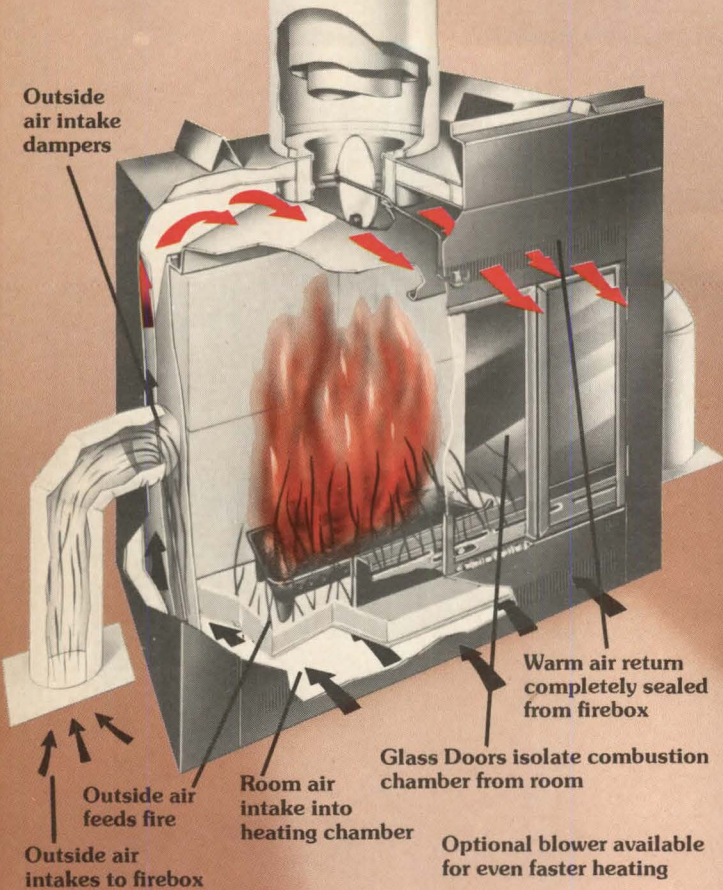
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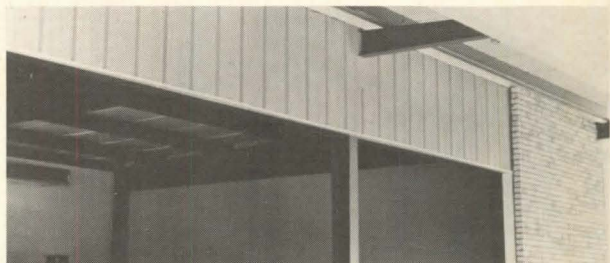


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## EXTERIORS



Premortared panels (above) are made from crushed stone reinforced with fiber glass. Interlocking brick-simulated panels are available in four tones. Marlite, Dover, OH. Circle 202 on reader service card



Prefinished wall/roof panels, "Startherm" (above), have a light-weight isocyanurate foam core. Easy-to-install wall panels are mitered at the ends. Star, Oklahoma City, OK. Circle 215 on reader service card



Textured hardboard siding, "Weldwood Long Ridge" (above), creates a board-and-batten effect. Panels may be installed directly to studs without corner bracing. Champion, Stamford, CT. Circle 261 on reader service card

◆ Circle 118 on reader service card

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**COST, RENT AND PROFIT  
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Approx. 1/3 Actual Size

**Standard-Rent-Calculator Chart—10.50% Mortgage Constant**

Annual Operating Expenses Per Unit with Loan-to-Cost Ratio

Land and Building Cost	\$ 900			\$1000			\$1100			\$1200		
	60%	75%	Key No.	60%	75%	Key No.	60%	75%	Key No.	60%	75%	Key No.
24	29.04	29.74	467 A	30.56	30.96	500 A	31.62	31.92	533 A	32.74	33.04	566 A
25	29.8	30.6	468 A	31.4	30.9	517 A	32.5	32.0	534 A	33.6	33.1	567 A
26	30.6	31.4	469 A	32.2	31.7	525 A	33.3	32.8	535 A	34.4	33.9	568 A
27	31.4	32.2	470 A	33.1	32.5	533 A	34.2	33.6	544 A	35.3	34.7	569 A
28	32.2	33.0	471 A	33.9	33.3	542 A	35.0	34.4	555 A	36.1	35.5	570 A
29	33.0	33.9	472 A	34.8	34.1	550 A	35.8	35.2	566 A	37.0	36.3	571 A
30	33.7	34.7	473 A	35.6	34.9	558 A	36.7	36.0	579 A	37.8	37.1	572 A
31	34.5	35.5	474 A	36.5	35.7	566 A	37.6	36.8	592 A	38.7	37.9	573 A
32	35.3	36.3	475 A	37.3	36.4	574 A	38.4	37.6	604 A	39.6	38.7	574 A
33	36.1	37.2	476 A	38.2	37.2	583 A	39.3	38.5	616 A	40.4	39.5	575 A
34	36.9	38.0	477 A	39.0	38.0	591 A	40.2	39.1	628 A	41.3	40.2	576 A
35	37.7	38.8	478 A	39.9	38.8	599 A	41.0	39.9	640 A	42.1	41.0	577 A
36	38.5	39.6	479 A	40.7	39.6	607 A	41.9	40.7	652 A	42.9	41.8	578 A
37	39.3	40.4	480 A	41.6	40.4	614 A	42.7	41.5	664 A	43.8	42.6	579 A
38	40.1	41.3	481 A	42.5	41.2	622 A	43.6	42.3	676 A	44.7	43.4	580 A
39	40.9	42.1	482 A	43.3	42.0	630 A	44.4	43.1	688 A	45.5	44.2	581 A
40	41.7	42.9	483 A	44.2	42.8	638 A	45.2	43.9	700 A	46.4	45.0	582 A
41	42.5	43.7	484 A	45.0	43.6	646 A	46.1	44.7	712 A	47.2	45.8	583 A
42	43.2	44.6	485 A	45.9	44.4	654 A	47.0	45.5	724 A	48.1	46.6	584 A
43	44.0	45.4	486 A	46.7	45.2	662 A	47.8	46.3	736 A	49.0	47.4	585 A
44	44.8	46.2	487 A	47.6	46.0	670 A	48.7	47.1	748 A	49.8	48.2	586 A
45	45.6	47.0	488 A	48.4	46.7	678 A	49.5	47.8	760 A	50.7	49.0	587 A
46	46.4	47.9	489 A	49.3	47.5	686 A	50.4	48.6	772 A	51.5	49.7	588 A
47	47.2	48.7	490 A	50.1	48.3	694 A	51.3	49.4	784 A	52.4	50.5	589 A
48	48.0	49.5	491 A	51.0	49.1	702 A	52.1	50.2	796 A	53.3	51.3	590 A
49	48.8	50.3	492 A	51.9	49.9	710 A	53.0	51.0	808 A	54.1	52.1	591 A
50	49.6	51.1	493 A	52.7	50.7	718 A	53.8	51.8	820 A	54.9	52.9	592 A
51	50.4	52.0	494 A	53.6	51.5	726 A	54.7	52.6	832 A	55.8	53.7	593 A
52	51.2	52.8	495 A	54.4	52.3	734 A	55.5	53.4	844 A	56.6	54.5	594 A
53	52.0	53.6	496 A	55.3	53.1	742 A	56.4	54.2	856 A	57.5	55.3	595 A
54	52.7	54.4	497 A	56.1	53.9	750 A	57.2	55.0	868 A	58.3	56.1	596 A
55	53.5	55.3	498 A	57.0	54.7	758 A	58.1	55.8	880 A	59.2	56.9	597 A
56	54.3	56.1	499 A	57.8	55.4	766 A	58.9	56.6	892 A	60.1	57.7	598 A

Operating expense categories range from \$900 to \$2400 per unit on every chart

The three most common loan-to-cost ratios are computed for all the operating expense

Answers are the average rent per net rentable square foot required to cover land & building costs, operating expenses, debt service and still provide an 8% cash-on-cash return

The 10.50%, 11.50% and 12.50% charts are keyed into the option-and-adjustment chart. "The Effect on rent of different Apartment Square foot areas".

**If you operate in or near any of these  
60 key markets the information in  
Ed Kelley's Cost, Rent and Profit  
Computer: Rental Apartments will be  
an invaluable source of information!**

Albany, New York  
Albuquerque, New Mexico  
Atlanta, Georgia  
Austin, Texas  
Baltimore, Maryland  
Billings, Montana  
Birmingham, Alabama  
Bismarck, North Dakota  
Boise, Idaho  
Boston, Massachusetts  
Charleston, West Virginia  
Charlotte, North Carolina  
Chicago, Illinois  
Cincinnati, Ohio  
Cleveland, Ohio  
Columbia, South Carolina  
Columbus, Ohio  
Dallas, Texas  
Denver, Colorado  
Des Moines, Iowa

Detroit, Michigan  
Hartford, Connecticut  
Houston, Texas  
Indianapolis, Indiana  
Jackson, Mississippi  
Jacksonville, Florida  
Kansas City, Missouri  
Las Vegas, Nevada  
Little Rock, Arkansas  
Los Angeles, California  
Louisville, Kentucky  
Memphis, Tennessee  
Miami, Florida  
Milwaukee, Wisconsin  
Minneapolis, Minnesota  
Nashville, Tennessee  
Nassau-Suffolk, New York  
New Orleans, Louisiana  
Oklahoma City, Oklahoma  
Omaha, Nebraska

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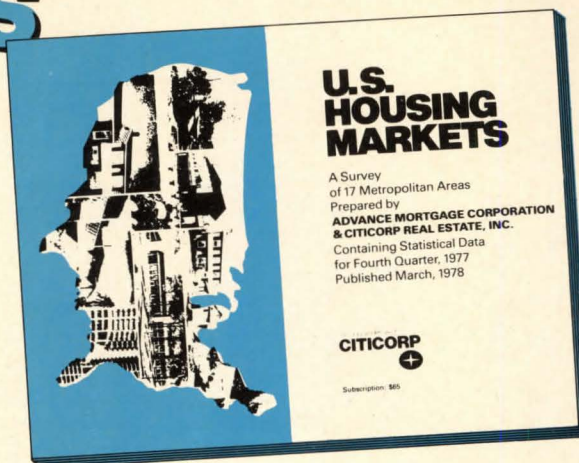
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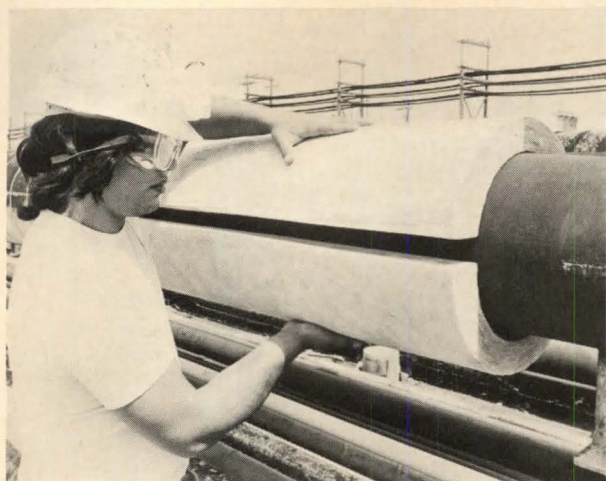
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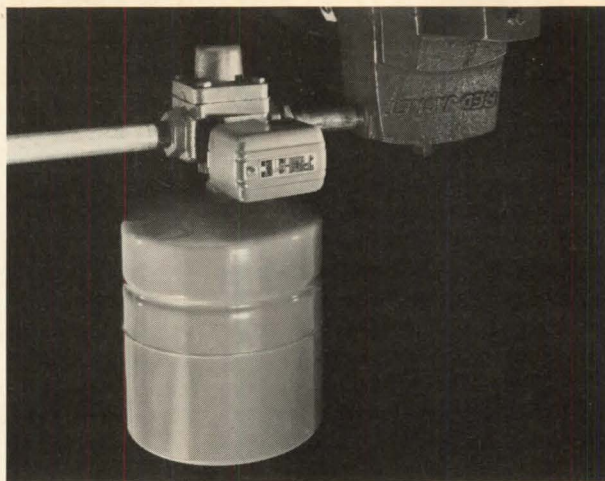
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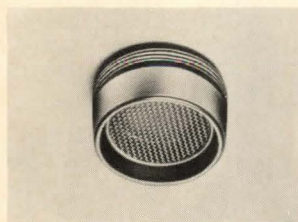
H 9/78



"Snap\*On" fiber glass pipe insulation (above), for commercial applications, can be used over pipes operating with service temperatures up to 850°F. CertainTeed, Valley Forge, PA. Circle 214 on reader service card



"HydroServant I" water-regulating valve (above) operates with a normal inlet pressure of 60 to 125 psi, and outlet pressure of 40-45 psi. Red Jacket Pumps, Davenport, IA. Circle 218 on reader service card



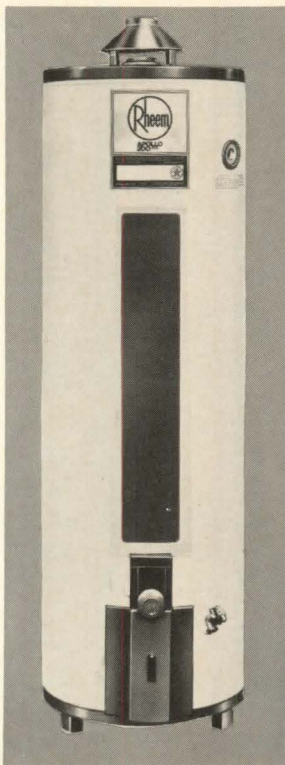
Flo-Down™ aerator (left) is designed to maintain water flow at 2½ gals. per minute under normal pressure, and will not allow flow to exceed 3 gals. per minute. Price Pfister, Pacoima, CA. Circle 216 on reader service card



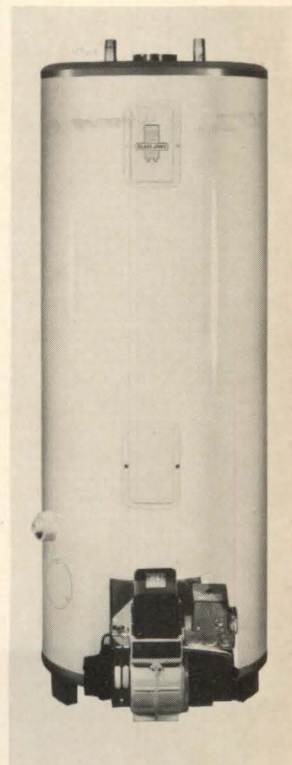
Omni-flow control (left) is said to reduce the costs of water and water heating by 20% to 50%. Easy-to-install control can be adapted to faucets or shower heads. Control is self-cleaning. Topi, Irvine, CA. Circle 219 on reader service card



Water processor (above) removes common pollutants and produces clear water, free of chemical tastes and odors. A fail-safe mechanism turns the processor off when filters need to be changed. Aqualux, Ft. Lauderdale, FL. Circle 217 on reader service card



Gas-fired water heater (above) is available in 50, 75 and 100-gal. capacities. "Hi-Recovery" heaters are rated at 75,000 Btuh for LP and natural gas. Tank carries a 10-year limited warranty. Rheem, Chicago. Circle 220 on reader service card



Oil-fired water heater, "Model C40A" (above), features three thermostatic controls: One controls water temperature, and the other two control overheating. Glass-Lined Water Heater, Cleveland, OH. Circle 221 on reader service card

# "An important, built-in energy saver in all the homes we build is PPG Solarcool<sup>®</sup> Bronze glass."

—Gary Pollard,  
Vice President, Marketing,  
The Babcock Company, Coral Gables



Bent Tree Project Supervisor Allen Farrington



The Babcock Company, a leading builder in the sunbelt for 42 years, has chosen PPG Solarcool Bronze reflective glass for all the windows and sliding glass doors in its beautiful new Bent Tree Development in Florida.

"Solarcool is a key energy factor and a highly visible sales feature in our standard energy savings package," says Mr. Pollard. Other parts of the package include attic insulation, roof turbine ventilators and exterior wall insulation.

By reducing glare and heat gain from the southern sun, Solarcool glass can save up to 17 percent on air-

conditioning costs compared to clear glass. (Data based on a PPG computer energy analysis of a Bent Tree home. Savings may exceed that in other locations.)

In the daytime, the glass reflects the lovely Florida sky and water and increases daytime privacy. Ultraviolet light, a major cause of interior fading, is cut way down.

Project Supervisor Allen Farrington adds that "I feel good about giving our customers value. And since Solarcool is standard in all our models, it makes production efficient."

Let one of the newest PPG environmental glasses

help you sell more homes. Write for a free copy of our Solarcool idea book: "Best Glass Under the Sun," PPG Industries, Inc., Dept. HH-398, One Gateway Center, Pittsburgh, Pa. 15222.

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**Ready-mixed liquid steel** (above) seals holes in gutters, downspouts, radiators and pipes. Layers should average around 1/8" thick; hardening time is 3 to 4 hours. Woodhill Permatex, Cleveland, OH. Circle 209 on reader service card



**Noalox® anti-oxidant** (above) improves conductivity with aluminum wire. Compound is said to cut through aluminum oxide, providing inter-strand and inter-conductor current paths. Ideal, Sycamore, IL. Circle 207 on reader service card



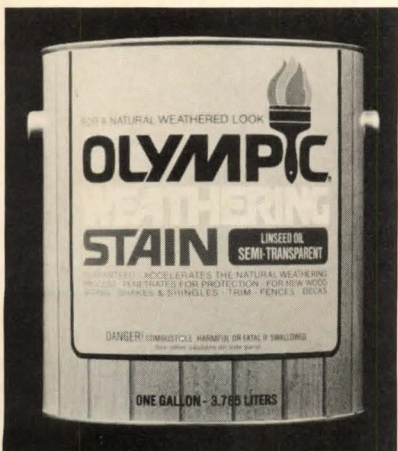
**Epoxy adhesive and grout** (above) sets overnight. High-strength adhesive is odorless, nontoxic and nonflammable. A 2 1/2-gal. kit includes resins, powder and stirring stick. Lacitrete, Woodbridge, CT. Circle 204 on reader service card



**Aluminum-faced Flashband®** (above) has a thick self-adhesive asphalt base. Pliable tape, used for waterproofing roofing systems, conforms to any contour. Tape also seals around vents, skylights and air conditioners. Evode, Somerdale, NJ. Circle 213 on reader service card



**Foil-backed roofing tape** (above) provides a watertight bond. All-weather tape will not crack or soften in temperatures ranging from 0° to 300°F. Easy-to-apply, rust-proof tape can be painted. Material conforms to most surfaces. Kendall, Boston, MA. Circle 203 on reader service card



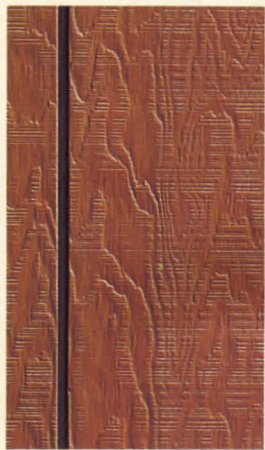
**Oil-based stain** (above) gives new wood a silver-gray, weathered look. Stain prevents wood from browning or turning black. Natural grain shows through. Olympic, Bellevue, WA. Circle 212 on reader service card



**Premixed tile grout** (above) can be used with new and old tile around showers, tubs, sinks and marble sills. Tile grout is firm enough to polish within one hour of application. Savogran, Norwood, MA. Circle 206 on reader service card



**Rubber latex contact cement** (above) is a nonflammable, nonsolvent adhesive. Water-based cement bonds laminates to sink and counter tops. Wilhold Glues, Santa Fe Springs, CA. Circle 211 on reader service card



## Why one of the biggest builders on the east coast sides with Simpson Ruf-Sawn 316.

When a builder like Ryan Homes selects Simpson Ruf-Sawn 316 in a complex of more than 200 houses and apartments, you know it meets some tough requirements.

**Rock hard resins help it weather the worst.** Ruf-Sawn 316 is a quality plywood siding with an overlaid surface made of tough phenolic resins. So it's able to keep on looking good in all kinds of weather, season after season. And the overlay helps it withstand a lot of hard knocks during construction too.

### **It's available prefinished!**

The factory-applied stain finish lasts up to three times longer than finish applied on raw wood. You don't have to spend extra time and money for preparation or paint.

### **All the structural advantages of plywood.**

Ruf-Sawn 316 gives you both the strength and convenience of plywood. It's easy to handle. It's lightweight. And it doesn't require additional sheathing.

**Homebuyers like the woodgrain look.** A special embossing technique gives Ruf-Sawn 316 an attractive rough

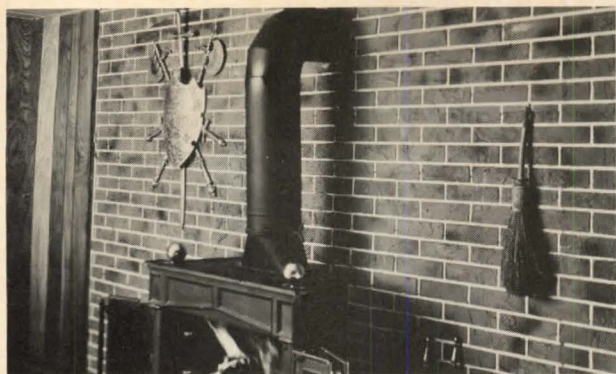
sawn wood grain texture. And homebuyers like it too!

Take a tip from some of the top builders in the country. Side with the siding you can depend on — Simpson Ruf-Sawn 316.

For more information about Ruf-Sawn 316 and Stucco 316, a similar product with the attractive look of stucco, write Simpson Timber Company, 900 Fourth Avenue, Seattle, WA 98164.

Ruf-Sawn 316

**Simpson**



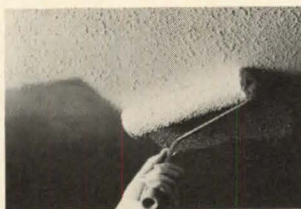
Simulated brick wall (above) is achieved by adhering an "auto-mark" tape or template over a mortar base, trowling a texturing compound over it, then pulling off the tape or template. Brick/Master, Lake Forest, IL. Circle 222 on reader service card



Natural Italian marble tile (right) comes in 6'' x 6'' x 1/4'' modules. Tiles come in many colors, including green, gray and yellow. Polished tiles have slightly beveled edges. Bufalini, New York City. Circle 223 on reader service card



Sliding mirror doors (above), available in five widths, are mounted on bottom roller assemblies. Mirror strips are optional. Binswanger, Memphis, TN. Circle 225 on reader service card



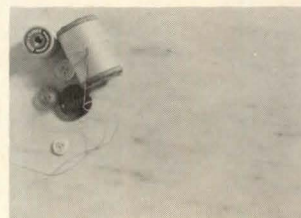
"Easy-Tex" ceiling coating (left) provides white textured finish, and is applied with a paint roller. A 10-lb. package mixed with water covers approximately 150 sq. ft. Gold Bond, Buffalo, NY. Circle 226 on reader service card



Finished plywood panel, "Bandsaw Cedar" (above), is a plank design with surface embossing. Woodgrain pattern is protected by a stain-resistant finish. DG Shelter Products, Portland, OR. Circle 224 on reader service card



Finished "Briarcliff" hardboard paneling (above) has a flame spread rating of 25. Traditionally styled paneling creates the look of insets framed by inlay strips. Masonite, Chicago. Circle 227 on reader service card



Plastic laminate pattern, "Zenith Marble" (left), is a blend of soft white with darker grays and beiges. Mirror or texture-finished laminate complements many kitchen color schemes. Nevamar, Odenton, MD. Circle 228 on reader service card

# Octa-Therm by Martin.

Uses outside air for combustion to heat efficiently, save energy!

Ben Franklin used a second chamber and metal baffles to increase the efficiency of the colonial fireplace. But his were



the last important improvements until 1976 when the Martin OCTA-THERM revolutionized fireplacing by using outside air for combustion (patent pending).

**New principle makes masonry fireplaces obsolete.**

A fireplace... any fireplace... needs a constant supply of air (oxygen) to operate. No air, no fire... it's as simple as that. A masonry fireplace uses room air for combustion, sending it up the chimney and creating uncomfortable drafts. And by sending already heated room air up the chimney, a masonry fireplace creates a vacuum which causes cold outside air to be drawn in through every crack and crevice in the home. The result is a net heat loss.

**OCTA-THERM increases fireplace efficiency dramatically.**

A Martin OCTA-THERM uses outside air for combustion, drawing it into the firebox through vertical slots on

either side. Almost no heated room air is drawn into the fireplace and no vacuum is created to draw cold outside air into other rooms.

Only outside air goes up the chimney; heated air stays in the home to be reheated and distributed through ducts to as many as three rooms. Instead of a net heat loss, there's a measurable heat gain and important savings in heating costs and energy.

**Zero clearance for easy, economical installation.**

A Martin OCTA-THERM may be supported and surrounded with standard construction materials, combustible or not. Needs no masonry foundation and can be trimmed out in any fashion. It's a fireplace ahead of its time... just in time! For full information call or write: Martin Industries,

Building Products Division,  
P.O. Box 128, Florence,  
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(205) 767-0330.

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**Rafter Length Computer: "Dial" desired roof pitch.** Read lengths of common, hip, valley, jack rafters. Any span. Indicates plumb, level, side cuts. \$6.95 plus \$1.00 shipping. Guaranteed. Free literature. Emmert, Box 221-H, Sycamore, IL 60178.

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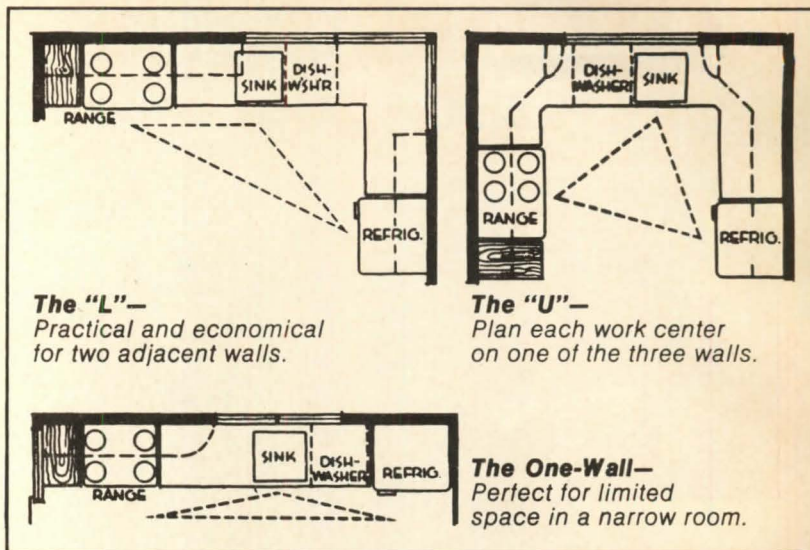
**Distributors and Door Companies Wanted.** Stock and sell high quality hand carved, solid core entrance doors. Territories nationwide, most competitive prices. Write or call Universal Art Inc., P.O. Box 1258, Antioch, Calif. 94509. (415) 754-8211.

**Dome Homes—Energy Saver—Seeking** qualified residential home builders, developers and representatives to handle regional sales of middle income Dome Homes. Great market appeal. Write or call Domes and Homes, Inc., P.O. Box 365, Brielle, N.J. 08730.

**Mobile Home Parks—We develop and** purchase mobile home communities throughout the U.S. Write for brochure. Leisure LifeStyle Corp., 4500 Campus Dr., Newport Beach, CA 92660 (714) 545-7117.

### DESIGN COLLECTION

**New England Collection—30 Traditional** Designs by a noted Boston Architect combining the warmth and charm of New England with the lifestyles of today. Send \$6.00 to: CMA, 20 West Emerson Street, Melrose, Mass. 02176.



## Planning the kitchen...

Remodelers: Here's a kitchen planning tool that helps you communicate with your customer and find out just what he needs. Edison Electric's new booklet, "How to Plan Your New Electric Kitchen," outlines a five-step plan that, when used with the homeowner, aids in the development of a workable kitchen layout.

The guide defines four basic arrangements (*three are shown above*): the U-shaped kitchen; a plan utilizing only two walls (*not*

*shown*), which is economical as there are no corners to turn; the L-shaped plan; and the one-wall kitchen, suitable for areas with limited space.

A scaled template with graph paper is included as a planning tool. Minimum order: 100 copies at \$9.00 per 100. Single copies 40¢, or contact your local electric utility company. Write Edison Electric Institute, Attention: Order and Billing, 90 Park Ave., New York, NY 10016.

## ...and equipping it

**Kitchen cabinetry** is featured in a set of three brochures. Contemporary "Gold River," "Sungrain Oak" and butcher-block "ChefBlok" cabinets are detailed. Complete specifications, along with photographs, are presented in the full-color series. The pamphlets are included in the Long-Bell Kitchen Idea Kit, which describes other cabinetry and gives cabinet planning hints. Send \$2 to International Paper Co., Cabinet Division, P.O. Box 8411, Dept. 109, Portland, Ore. 97207.

**Enameled cast-iron kitchen sinks** are depicted in a full-color 12-page booklet. One-, two- and three-compartment units are shown; many with disposal basins. Color selection chart (15 shades) is included. Send 25¢ to Kohler Co., Kohler, Wis. 53044.

**Ducted and duct-free range hoods** are discussed in a full-color catalog sheet. A twin "squirrel cage" blower range hood, now in an intermediate price range, is detailed. The all-new solid-state, two-speed economy series is also described. Broan,

Hartford, WI. Circle 301 on reader service card

According to a full-color brochure, **prefinished particleboard**, KorTron/EB®, is a low-cost alternative for laminates used in vertical or non-wear horizontal applications. Specs, technical data and cutting tips for the acrylic-coated product are included. Willamette, Bend, OR. Circle 302 on reader service card

A full-color, 4-page brochure depicts "Dillerwood" and "Dillercloth" **high-pressure laminates**. Complete with photographs of each material in use, the pamphlet also includes a pattern selection chart. Diller, Morton Grove, IL. Circle 303 on reader service card

**Plastic laminate brochure** is offered. It includes the entire Wilsonart® "Design Group I" collection (108 patterns). Complete specifications for .050"-thick, general-purpose laminate are on the back cover. Send 50¢ to Wilsonart, 600 General Bruce Drive, Temple, Tex. 76501.



# Genie opens the door



# closes the sale



# Genie®

automatic garage door  
opener system by Alliance.

***The garage door picker upper becomes the sales picker upper!***

When you recommend Genie — “the garage door picker-upper” — your clients will appreciate it at least twice a day for as long as they own their house! Because Genie opens the door, turns on the light, and lets them drive right in. Only Genie has CRYPTAR® II Digital Controls and SEQUENSOR®, “the computer-controlled brain!” CRYPTAR® II Digital Controls, with 3000 code combinations distributed, makes it nearly impossible for anyone but the owner to open the garage door. SEQUENSOR®, “the computer-controlled brain” (available on the 404 & 450) assures precision control, maximum reliability and quiet, economical operation. Call your local Genie dealer for complete details.

***Opens the door . . . turns on the light . . . lets you drive right in!***



The **ALLIANCE** Manufacturing Co., Inc., Alliance, Ohio 44601  
A NORTH AMERICAN PHILIPS COMPANY

Maker of the famous Antenna Rotator / Alliance Tenna-Rotor® / “TV’s Better Color Getter!”

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Circle 131 on reader service card

**Tactic No. 4  
Place strong  
emphasis on design**

And that does not necessarily mean adding such expensive items as soaring cathedral ceilings and complicated framing details. It does mean getting the most impact and livability for the money.

Architect Zane Yost, for example, described his plans for Sunrise, which was designed for a price-sensitive market, as "undistinguished." Yet he designed four different unit types, each with different rooflines, window placement and exterior details, and combined them to create a varied and interesting exterior. The main emphasis, however, went into the floor plans, which were designed with specific life styles in mind.

Newbury Crossing and Summerwood were designed for more affluent buyers and thus could include more expensive details—cathedral ceilings, lofts, skylights and dramatic framing details. And again much effort went into creating plans that would suit the life styles of the intended buyers.

The success of these plans can be measured in the response of the buyers: At all three projects the buyer profiles matched the buyers the units were intended for.

**Tactic No.5  
Keep control of  
the marketing program**

Kerschner's marketing effort begins early, often when the land is acquired. It's thorough, with each detail—from

entry sign to brochures to mailing labels and letterhead—used to set the tone of the project and to let people know that the developer is someone who cares. And it's reasonably priced, averaging about 4% for marketing costs, including advertising, sales commissions and the costs of running the models and sales office. (It does not include cost of model furnishings, which is recaptured when the furnished models are sold.)

All of this is possible because the marketing effort is not fragmented between Kerschner's office and outside real estate brokers. It is kept within his team, with DRI acting as a marketing department.

Many months before a project is due to open, and often as part of the early research, DRI's marketing manager, Ann Fitton, meets with Realtors, garden clubs, church groups—anyone who can give her the flavor of the town—and explains what Kerschner is planning to build. The meetings defuse some of the hostility a new development is likely to generate and they give the feel of the market.

At Newbury Crossing, Ann developed such a close relationship with the neighboring church that the congregation helped name the project and offered use of their parking lot for the opening.

And at Summerwood the preliminary legwork paid an unexpected dividend: Because of its location in an area that had seen some unsuccessful condominiums, the project got a cool reception from the loan officers who

were approached for a construction loan. Finally one of them called a relative who was the leading real estate broker in Old Saybrook. "It's a winner," she said, for she knew all about the project from one of Ann Fitton's briefings. The loan was approved.

The early marketing effort also includes developing stories about the project for the local newspapers. When these stories appear, interested readers often write for more information, and their names are placed on a mailing list. Sometimes they are also used for test marketing. When the project opens, these prospects receive personal letters (typed by a word-processing machine) inviting them to the grand opening. "Our public relations effort provides valuable leads," says Scott. "At Summerwood, 11 of the first 19 units sold went to people who were on our list."

At Glastonbury, Kerschner is opening a sales office in a shopping mall that overlooks the site, hoping to gain some presales to create some momentum and make up for an unfavorable opening time.

Despite all this effort, the marketing expenses are not high. The reason: DRI pays advertising agencies, interior designers and other services on a fee basis. "We spell out what we want them to do, ask them what they want to make on the job and then pay a fee," says Scott. "Under the traditional arrangement, the more money they spend the more they make; under our arrangement, they need not spend more on ads or expensive printing because they're already getting paid for their work. They may make less money, but they have no risk and they get their money up front."

And DRI hires Kerschner's salespeople, who work as independent agents for the development partnership. Since they are on commission, they are paid nothing unless they produce. And their loyalty is to Kerschner, for they know that if they do a good job they will go on to the next project. The two salespeople hired for Sunrise, for example, are now at Newbury Crossing and Summerwood.

"We can handle our marketing this way," says Scott, "because Kerschner can afford to pay the front-end expenses. So we do not lose control as we would if we had to depend on a



**Development team in action:** shown (from l. to r.) are interior designer Dorothy Karg; Ann Fitton, DRI's marketing manager; architect Zane Yost; and general superintendent Dick Williams.

TO PAGE 134

# This countertop can be yours FREE\*

PLANKED HICKORY  
7666-6

If you sell 25 or more homes from a model home, you can have a free Wilsonart brand surfaced countertop. In your kitchen. In your vanity area. Or both!

Wilsonart Design Group I laminated plastic is furnished free. Fabrication is free. You furnish only specs and installation. It's that simple.

Wilsonart national advertising. The impact of the Good Housekeeping Seal. Plus in-house merchandising aids give you even more reason to tie-in.

So save a few bottom line dollars now. Call your Wilsonart distributor.



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Copyright © 1978 Ralph Wilson Plastics Co.  
600 General Bruce Drive, Temple, Texas 76501  
Manufacturers of Wilsonart high-pressure laminated plastics, Chem-Surf, Tut-Surf, Dor-Surf, Metallics and Contact Adhesives.



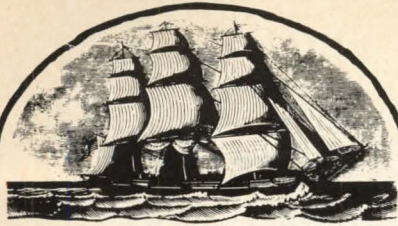
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600 General Bruce Drive, Temple Texas 76501

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Send brochure.  Send distributor.

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Title \_\_\_\_\_ Firm \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
State \_\_\_\_\_ Zip \_\_\_\_\_

\*through participating distributors



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our head  
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They'll keep your savings on an even keel.

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**Take  
stock  
in America.**

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## FAIL-SAFE TACTICS FROM PAGE 132

broker to risk his own money to provide these marketing functions. Because of this risk, a broker generally asks for a high commission, and if he feels sales are not going well, he may cut back on advertising just when he should increase it. What we give the developer in return for front-ending his marketing expenses is total control over dollars, people and time."

DRI is also paid on a fee basis for its marketing management. "That offers us some incentive," says Scott, "for we make the same amount of money if we do the job in three months or three years."

### **Tactic No. 6 Beware the fatal mistake**

Three winners haven't made Kerschner and his team overconfident: If anything, he and his associates are doubly aware of the risks of the business.

"What really counts is doing everything right the first time," says Scott. "Because you can blow your whole profit trying to redo."

So everyone is primed to go the extra step to avoid "the fatal mistake," as Kerschner calls it. At Glastonbury, for example, test borings showed that the buildings had an 80% chance of being stable. Kerschner had the site recompacted to bring the odds to 95%. But he didn't stop there; for extra insurance he is also reinforcing the walls with steel.

"If you left out one of those steps and a foundation settled, you'd have to buy the unit back," he says. "We figure it's worthwhile spending the extra money and reducing the margin of error just as much as we can reduce it."

That same philosophy is behind the use of oversized footing drains on all the projects or plywood over Summerwood's Styrofoam sheathing as added protection against hurricanes along the shore. It's also behind a refusal to sell ten units to one buyer at Summerwood.

"That's part of the whole credibility story," says Kerschner. "We'd like to be able to walk back into Glastonbury or Brookfield or Old Saybrook a year or two from now and say, 'Hey, fellows, we'd like to do another one,' without having them curse and rant and rave and having the neighbors get up in arms."

### **Tactic No. 7 Don't lose sight of the human element**

"What really makes this operation run so well is Kerschner's respect for the individual," says Scott. "He doesn't feel he's better than anyone. That's why he listens to other people, even a laborer on the job."

Part of Kerschner's empathy results from having worked in the field himself. Now his two sons are following suit, Steve (*cover photo*) as project manager of Summerwood and Andrew as a laborer at Summerwood during vacation from college. (A daughter, Amy, is learning the marketing end of the business as a research intern at DRI.)

"A mechanic on the job never hears a word unless there's something wrong and then you're screaming your head off," says Kerschner. "Steve and I operate on the theory that you must have a personal relationship with your men. Steve knows every guy on the job by his first name, who has a dog and who went sailing last weekend. And that's good, because they feel like somebody gives a damn."

Every Friday Steve has his men quit an hour or so early for a few beers. "We sit around and chitchat and talk about the job and anything else that comes up," he says.

And on occasion the men have responded by starting work at 5 a.m. to get the job done before the hot sun slows them down.

Kerschner doesn't lose sight of the human element when it comes to money, either. He has started a bonus system for his key employees to give them incentive to get the work finished with minimum callbacks. Half is paid during the life of the job; the other half from profits after the job is complete. Still in the planning stage: a way to offer some sort of participation to the outside members of the team.

Kerschner's concern for people is not limited to those who contribute to his success. He has long been active in building low-income housing. He has a proposal before the South Norwalk Redevelopment Agency to rehab six old buildings into a mixed-use project.

"Everyone thinks I'm out of my mind, and I may be," he says. "But I live there, I make a living there, and if I don't do it they'll tear the buildings down and that will be a big loss."

— NATALIE GERARDI

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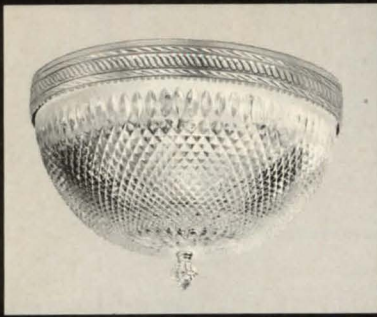
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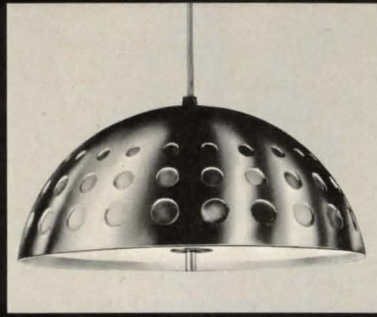
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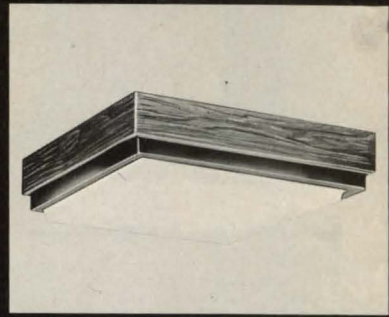
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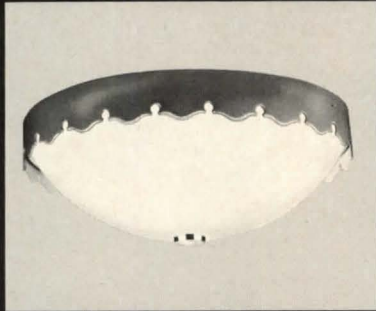
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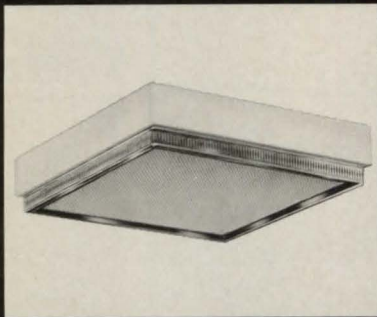
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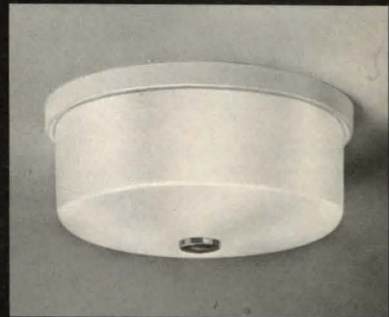


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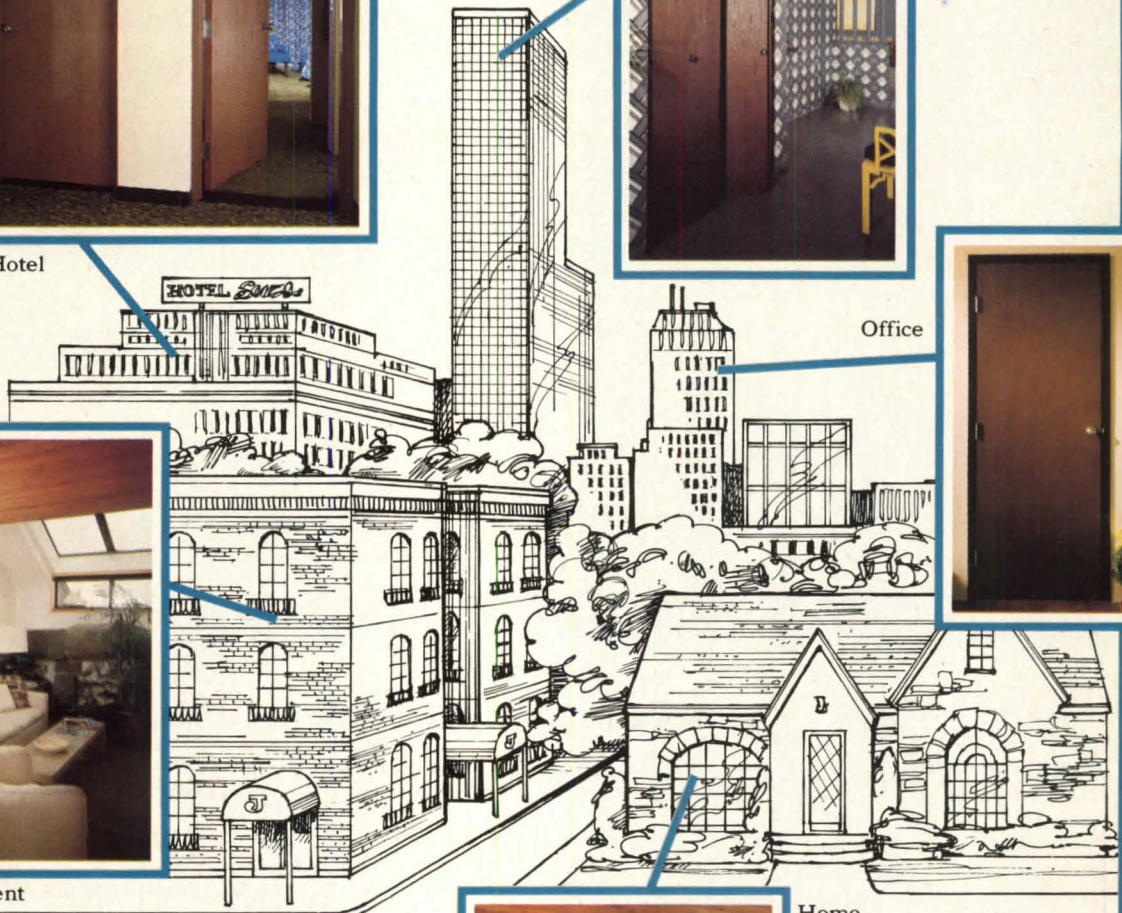
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