Executive compensation:
What it takes to hire and hold homebuilding's key people
In the end, a vinyl siding is only as good as the company that backs it. And you know Celotex. You see our brand on a lot of building materials every day. Celotex stands for quality. In vinyl siding, Celotex quality starts with genuine Geon™ by B.F. Goodrich Chemical Company. Celotex vinyl siding also comes in very handsome colors—light gray, light green, light yellow and white. The colors are actually in the vinyl. You could say the color is the vinyl. Scratch the outer layer and you'll find more of the same color vinyl. All the way through. As a result, if scratches occur, they are hardly noticeable.

Celotex vinyl siding is just as important for the things it doesn't do as the things it does. It doesn't fade. It doesn't rust or corrode or rot. It won't support combustion or electricity. Yet it will act as insulation against heat, cold and sound. Celotex vinyl siding. You know the quality backing it.

The siding is vinyl. The backing is Celotex.
NEW FROM NUTONE: THE FURNISHED BATHROOM

Introducing Normandie Vanities with the look of fine, hand-carved furniture.

Want your bath and powder rooms to be remembered by home shoppers? Furnish them with new Normandie by NuTone. Normandie has the contoured look of hand-carved furniture with features you'd expect only from much higher-priced cabinetry.

The secret: Start with wood panels hand carved by craftsmen. Then mold in durable styrene and actually hand-finish to duplicate the look and feel of fine wood furniture. Finally, a clear acrylic is applied to protect the hand-crafted surface. It differs from wood only in a superior ability to withstand bathroom weather—never any warping. And, cleaning requires only a damp cloth. Two features that are sure to impress your prospects.

Normandie is available in two finishes: White and Gold or rich Walnut. Both are reproduced in a complete line of modular base cabinets, wall cabinets and dressing tables.

There's more. The Provincial inspired design of the Normandie is even carried into matching bath cabinets and light fixtures. And NuTone has a full line of products to make your bathrooms fashionable, functional and memorable. See the next page.
FURNISH THE BATHROOM...CLOSE THE SALE.

Shown above: NuTone's Normandie vanitories in Walnut finish. Provincial styling is completed with matching mirrored bath cabinet and side lights. Now you can make the bathrooms you build as stunning as the rest of your homes. Complete your Furnished Bathrooms with these special NuTone bathroom accessories.

Striking designs in Bath Cabinets. Designed to match or complement the full line of NuTone Bathroom Vanitories. Many models are easily converted for surface mounting.

NuTone offers a new line of Masterpiece Accessories. Making NuTone first for the finishing touches.

Accent Mirrors from NuTone add beauty and warmth to any wall. A perfect highlight for powder rooms or entry halls.


Show off your professional work. NuTone, Sterling and Lightcraft Decorator Fixtures are ideal additions to the Furnished Bathroom.

Enjoy music, room-to-room communication, even answer the door from the bathroom! With NuTone Radio-Intercom.

See these and more NuTone ideas at your nearby NuTone Distributor. For his name, DIAL FREE 800/543-8687 in the continental U.S., except in Ohio, call 800/582-2030. In Canada, write: NuTone Electrical, 2 St. Lawrence Avenue, Toronto.

NuTone Housing Products

Madison and Red Bank Roads, Cincinnati, Ohio 45227
Dept. HH-7, Form 2099, Printed in U.S.A.
FEATURES
67 Compensation: What it takes to hire and hold industry executives
78 Project portfolio: Woodlands—a Memphis, Tenn. condominium
86 Do you belong in the tennis racket?—facts that will help you decide
90 Case study #1: A competitive edge for a downtown highrise
92 Case study #2: A bit of snob appeal for a rental complex
94 Case study #3: An off-season attraction for Phase I of a resort
96 Case study #4: A super amenity for a super site
98 Three remodeling winners from the 1974 Homes for Better Living program

NEWS
4 INFLATION and its dangers—For housing: Shock waves shake the industry
8 . . . For the market: Buyer confidence sags as prices just go wild
8 . . . For typical builder: Costs jump so fast, he’s reluctant to sell
12 . . . For lumber industry: Wild distortions in pricing and supply
16 Levitt runs into competition in trying to buy back his company
16 First builders’ groups adopt NAHB’s warranty program
20 Analysis of President Nixon’s housing-aid plan: a hypo, not a panacea
24 The NAHB’s directors press for the “sensible growth” approach
24 Builders’ leaders find few answers in interviews with congressmen
28 Pacific Coast builders seek new accommodations with environmentalists
28 Certain-tee becomes unhappy with real-estate business—for good reason
34 National Association of Housing Partnerships turns to house building
34 Safety group will write set of standards for building glass
40 Florida gets a condominium owners’ bill of rights
40 Federal land-use bill gets a throttling on House floor
50 Ginnie Mae’s president, Woody Kingman, leaving for private industry

DEPARTMENTS
44 Housing stocks prices
52 The mortgage scene
Encouraging word—rates may be topping out
112 Products
135 Readers service card
146 Literature
151 Classified
152 Advertisers index

Cover/Design by Terrance Gaughan; illustrated by Liam Roberts
Inflation: Now so bad, it sends deep tremors through the housing industry

Rampant inflation and record-high interest rates are posing the most serious threat to the stability of the housing industry since World War II—and the consequences could be profound.

Builders and mortgage lenders would like government to step in and cope with these stubborn worldwide problems. But it is becoming apparent to the industry that for a prolonged period its survival is at stake.

This realization is bringing construction executives face to face with the fact that many practices may have to change if housing is not to fail victims. A permanent problem is suggested, not only by the vista of the housing crises, but also by the ability of the housing industry since 1966, 1969, 1973 and now 1974.

Warning. As for inflation's present threat to the housing industry, the president of the Long Island Builders Institute, Ivan Wohlworth, sums it up this way: "It's terribly dangerous."

This year was supposed to bring a spell of financial relief as the economy slackened. Instead, April's disintermediation in thrift institutions in the quarter-reinvestment period topped the worst month of 1973 [July]. And when figures are available for 1974, they probably won't do much to brighten the outlook.

At the same time that money is running out, global materials shortages and runaway prices are ballooning builders' other costs. Costly as money is, says Michael Ballooning builders' other costs. Boscolo, "right now materials are a bigger problem."

Subsequently, even if the boom in commodity prices subsides, wages—decontrolled and taking off in pursuit of the spiraling cost of living—threaten to cause builders equal headaches.

Aborted recovery. Putting mortgage cost and house price together, Advance Mortgage Corporation's economic research bureau comes up with the calculation that the total is rising at a faster pace than in 1968 as potential home buyers' incomes.

Advance says this kills any chance of a housing recovery in 1974.

Indeed, the lack of profit aside, survival is in question for some firms as the whole real-estate sector trembles with liquidity fears. Many syndicates and housing companies are overextended, with buildings they can't fill and mortgage payments they must struggle to meet.

Making matters worse, homebuilders didn't take out long-term mortgage money commitments last winter, opting instead for short-term bridging loans, because they were betting on a fall in money costs. The adventurous real estate investment trusts led the way. Recalls a federal regulatory official: "The REITs had the idea of interim financing. Sophisticated lenders were absolutely sure high rates wouldn't last."

'Tip of iceberg.' Now the whole industry is sprawling in vulnerability.

"The REITs are only the tip of the iceberg," warns Vice Chairman James O'Leary of the U.S. Trust Co. Builders' can't dispose of projects so they are forced to go to banks for more money."

But fearful for their own liquidity these days, banks are inclined to turn down all but the best credit risks, and the loans some builders get are at rates that make their heavy debt servicing burdens practically crushing.

Already companies in the business have withstood the shock of seeing three leading home builders file in bankruptcy: Kassuba Enterprises of Palm Beach, Fla., the nation's largest apartment builder; U.S. Financial Corp. of San Diego and Urbanetics Communities Inc. of Beverly Hills, Calif. In addition, credit risks, and the loans some builders get are at rates that make their heavy debt servicing burdens practically crushing.

Already companies in the business have withstood the shock of seeing three leading home builders file in bankruptcy: Kassuba Enterprises of Palm Beach, Fla., the nation's largest apartment builder; U.S. Financial Corp. of San Diego and Urbanetics Communities Inc. of Beverly Hills, Calif. In addition, creditors have faced complete internal reorganization of two other major builders, Jack De Boer Associates of Wichita, Kan., and the L.B. Nelson Corp. of Menlo Park, Calif.

Dun and Bradstreet reports that 440 building companies failed in the first quarter of 1974, leaving $131 million in liabilities. That is more than double the liabilities left by the building companies that failed in the first quarter of 1973.

A bleak outlook. Just how much more in the way of bad times lies ahead is the key question. The outlook is fundamentally unpromising.

Most economists agree that inflation will slow during this second half. A Brookings Institution specialist, William Gibson argues, using this thought:

"Demographics assure housing demand will be there, and I think the housing market can survive a new plateau of interest rates."

Fed's concern. The market can survive if the money is there. But the Federal Reserve has been shockingly disturbed by the level of inflation. Washington authorities estimated in January that the underlying inflation level, once temporary pressure on energy and food prices was removed, was 4%. They now suspect it may be 7%, or quite outside any traditional concept of price stability. Further, given wage-cost-push, says Fed Governor Andrew Brimmer, "the big question is whether inflation will not pick up steam" in 1975. In the same vein Fed Chairman Arthur Burns concluded that "the gravity of our current problem can hardly be overestimated."

Burns's words were taken to be an implicit threat that interest rates will not be going down much the rest of this year. And the Fed foresees a very long-term war on inflation.

Given that outlook, says F.W. Dodge Economist George Christie, "there's not going to be a really strong recovery in housing over the next six quarters."

Understandably appalled by the chance of long years of scarce funds, the National Association of Home Builders has called for balanced government budgets at all levels, restoration of wage and price controls and a capital-issues committee dedicated to allocating sufficient credit to housing.

But the Fed foresees a very long-term war on inflation.

Given that outlook, says F.W. Dodge Economist George Christie, "there's not going to be a really strong recovery in housing over the next six quarters."

Understandably appalled by the chance of long years of scarce funds, the National Association of Home Builders has called for balanced government budgets at all levels, restoration of wage and price controls and a capital-issues committee dedicated to allocating sufficient credit to housing.

Still, the NAHB looks as if it will be defeated in its insistence on quick relief. Director Roy Ash of the Office of Management and Budget promises a tighter federal budget, but says it will not be possible to achieve it before the 1976 fiscal year, 12 months away.

The Fed, meanwhile, frowns on the capital-issues approach, except in the last resort. And wage and price controls have probably had their last chance under a Republican administration.

Market changes. Caught between the brute facts of the marketplace and the apparent inability of Washington to come up with any other cure but tight money, builders and mortgage lenders are beginning to look harder at things they can do themselves.

The most conspicuous inflation response is the condominium boom—for industry executives insist that the rage for building condominiums is basically a by-product of cost pressure. They point out that it enables tenants who had been renting apartments to pay more money for higher-cost versions of the same kind of housing because they can pass on part of the extra cost to the government in the form of tax deductions.

"Incomes haven't increased fast enough to match the rentals you must ask," says Eugene Beak, senior vice president with Arthur Rubloff & Co., the big Chicago real-estate brokerage.

"That's why there are so many condominiums."

Some criticism. Developers who used to build rentals now need the condominium approach because they can no longer borrow to meet rental property's inflated equity requirements. An NAHB vice president, John Hart, estimates the change in these requirements as tenfold increase in ten years insofar as his Indianapolis building company is concerned.

But condominiums are far from an adequate answer to builders' inflation woes, it seems. Their vacancy rates continue high. Moreover, points out Max Karl, top man at Mortgage Guaranty Insurance Corp. in Milwaukee: "The American way of life is single-family. You can't put four kids in a condo."

New departures. The innovations in building and in financing strategy are but two of the changes devised as partial counters to inflation. There are others—credit management and in the thrift industry and in mortgage financing. A search is on for a mortgage instrument that will assure lenders a higher return and yet ease the burden on the homebuyer, for instance.

Change is on the way—a wave of change that is wide and deep and perhaps dangerous. The change is born of inflation and inflation's excesses, and there is no end of the change in sight until inflation ebbs.

—Stan Wilson
These days selling a house is no game.

Because these days people don’t plunk down their money just because they like the looks of a house. Or even the solid way it’s built. These days people want security, convenience and enjoyment. And that’s where we come in.

Because buying and building with Rittenhouse systems just might make the difference between sale and no sale.

Take chimes, for example. Our attractive designs combined with Rittenhouse quality have made quite a name for us.

Then there are our intercoms. We made them with improved sound reproduction for greater enjoyment and a wide variety of master and substation for convenience. And made them in so many styles, there’s a perfect one for every house, apartment and office.

And our intrusion devices. Easy to install. Simple to operate. Low in cost. We make several types. And you can depend on their effectiveness.

The Rittenhouse Smoke Detector “senses” the presence of smoke and gives a loud, clear warning of danger. It is listed by the Underwriters’ Laboratories and meets Federal standards for single station installations to satisfy building codes.

There’s a lot more to tell you about us. See your Rittenhouse distributor or call or write us for the whole story. And while you’re finding out, you just might discover an easier way to sell houses.

Rittenhouse
We make them safe and sound.
“Scheirich’s Westmont cabinet has just what condominium owners want—a lot of looks and hardly any maintenance.”

Fred Peterman, Vice President
Seay & Thomas Realtors, Inc., Chicago. An I.C. Industries Company

“During our design meetings, we decided that Westmont cabinets fit our marketing criteria for the luxury standards at Harbor Point. The easy maintenance and the reasonable price were extra benefits.”

Gardencourt Westmont. Right at home in these elegant lakefront condominiums.

The handsome exterior—made of a revolutionary new material called Environ—has the texture and beauty of the finest wood, yet it’s not affected by moisture or humidity. And maintenance is just a matter of wiping with a damp cloth. No waxing, no polishing needed.

Inside, Westmont has vinyl surfaces for easy upkeep, too. And the tough polystyrene drawers have rounded corners for easy clean out.

Classic pewter-type hardware adds a rich, decorative touch to the easy-glide drawers and self-closing doors.

When you want the kitchen to help sell a condominium or a home, look into Westmont by Scheirich, the cabinets with the look of wood, but not the upkeep of wood.

In Chicago, the Scheirich distributor is American Craig Corporation. For the distributor in your area, see the Yellow Pages.

H. J. Scheirich Co., P.O. Box 21037, Louisville, Kentucky, 40201.

SCHEIRICH
CABINETRY
FINE FURNITURE FOR THE KITCHEN AND BATH

Harbor Point, a luxury condominium now under construction, will rise 54 floors above Lake Michigan, offering spectacular views to the 742 living units. Located in the 83-acre Illinois Center complex in downtown Chicago, the building is part of the $1.25 billion plan to convert obsolete railroad yards into a city within a city, complete with commercial, residential and recreational facilities. Residents of the units, which range from $32,000 to $127,000 will enjoy an indoor swimming pool, golf driving range, solarium, arts and crafts areas, a closed-circuit communications/security system, handball courts and a health club.

Solomon, Cordwell, Buenz & Associates, Inc. Architects
Inflation and prices: Buyer confidence sags; materials 'just going wild'

Loan money aside, builders are aghast at the way their materials and labor costs estimates dissolve into thin air, along with their customers' confidence in their capacity to meet payments.

On Long Island, where inflation and unemployment are advancing hand in hand, the president of the Long Island Builders Institute, Ivan Wohlworth, talks of fear psychology. "People feel they can't afford to buy anything," says Wohlworth, who builds single-family housing under the name of Beech Haven Associates of Hicksville.

Materials costs, Wohlworth adds, "are just going wild at this point."

Hoarding. There is a strong suspicion that speculative hoarders squirreled some materials to make a profit when price controls ended. This might explain why Wohlworth's company suddenly ran into a shortage of pans for emergency exits. Made out of sheet steel, they ought to have been in regular supply. "We had to pay in advance for the pans—and a rather fancy price at that," he recalls.

Aaron Sabghir, a construction expert for the Commerce Dept., and other analysts do not expect material prices to keep rising indefinitely. They expect prices to level at current highs. Economists at F. W. Dodge are forecasting that the composite index of construction prices in 1974 will be up 10% over last year, when it rose 9%.

Even a leveling, however, will not be much solace to those homebuilders who fear to raise house prices in this year's weak market.

A recovery in demand, of course, would help. But economic forecasters see no early resurgence. "Tight money guarantees that housing will stay in the doldrums through the summer," says Otto Eckstein, a Harvard economics professor.

Pricing. In stronger markets, a number of builders have given up advance pricing. The National Association of Home Builders now estimates that in the last year the price tag on a new single-family house shot up by 18%, probably the biggest increase since World War II. Nobody knows what building costs will be in the months ahead and, lacking long-term mortgage commitments, many builders can't make a good guess at their future money costs either.

Says Irving Rose, president of Advance Mortgage Corp.:

Builder tells how costs rise: 'We're almost reluctant to sell homes'

President Jack Hoffman of Hoffman Rosner Corp., one of Chicago's major house builders, says his general materials costs are increasing from 1% to 2% a month. He expects that year-end figures will show that his materials cost him 15% to 18% more in 1974 than in 1973. In past years a 5% to 7% increase has been normal.

"Materials costs are increasing so rapidly that we're almost reluctant to sell homes," said Hoffman. "We have to increase the sales prices of our homes 1.5% a month to keep ahead. I haven't seen this kind of inflation since the Korean war."

While sales prices leapfrog materials costs, Hoffman feels that homebuilding itself is in a decline that will reduce demand for materials and thus slow the advance in prices. He predicts his own company will make 750 starts in 1974 compared to 840 last year. He believes that starts nationwide will be 25% to 30% below last year's 2,045,300.

Hoffman gave this rundown on specific materials.

**Dimensional lumber.** Relatively stable now. "It jumps around a lot," Hoffman said, "but it's possible that dimensional prices will continue to decrease during the year." He estimated that dimensional lumber rose 14% in April over March but then dropped back to only 5% over March. This means that in May lumber was costing Hoffman only 1% more than it did in May of 1973.

**Concrete.** Prices up 15% over May 1973. Predictions for the year—that include a 30% to 50% hike in gravel prices still to come—are for concrete to be 20% to 25% more expensive for Hoffman Rosner than in 1973. Cost estimators for the company say they are paying $20 for a five-bag mix that includes curing compounds they paid $17 for last year.

**Steel.** Reinforcing-bar prices in the Midwest are 200% higher than a year ago, now $480 a ton compared with $160 in 1973. "We saw this coming," Hoffman says, "and we bought enough to see us through 1974. Others did the same thing and this has helped to create the current shortage. Even general contractors in the Midwest can't get rebars." Hoffman has switched to aluminum beams for the main support spans in houses.

**Shingles.** This is probably Hoffman Rosner's severest shortage. Costs rose 10% in January and another 10% on June 1. "The shingle shortage and the cost increases are due partially to wage increases," Hoffman said, "but they are due mostly to the fact that shingles have a petroleum base."

**Vinyl asbestos tile.** Up 7% over May 1973.

**Asphalt paving.** Up 50% from November 1973. Price is $18 a ton, was $12.

**Plumbing fixtures.** Were to rise 20% to 30% June 1. Hoffman says this is due partly to a strike in the industry some months ago. "We're now substituting steel tubs for cast iron where we can and are trying to switch the fixture handles from plastic to more readily available metal. We're also trying to use transite for utility lines wherever it is possible."

**Gypsum drywall.** Installed, it's up 7% since April.

**Electrical fixtures.** Up 20% over last year.

**Window assemblies.** Up 5% over last year.

**Carpeting.** Up 6% over a year ago. Hoffman says prices are now back to the level of five years ago, before prices turned down.

**Mortgage money.** Hoffman says he still has a three-month supply of 95% mortgage money but is restricting it to townhouses. Single-family homes have some 90%-of-value mortgages commitments available, but Hoffman predicts this will be down to 80% of value by year's end.

The company also says that in some cases it has nearly reached the limit of maintaining the quality of building components. It buys while at the same time keeping the home in a price category that will draw buyers. For 1975, Hoffman says, his company will concentrate on producing more of its own components in an effort to maintain quality and keep prices within some kind of limit in the face of inflation and shortages.

Mike Kolbenschlag
McGraw-Hill World News, Chicago
Just add water
Natural resources.
Wood Harvested from carefully managed forests And specially adapted by Simpson to help you turn your ideas into reality. A variety of special products manufactured with the knowledge and skills handed down through more than 80 years of experience. Always meeting the highest quality standards in the industry. As we continue to develop new and improved products you can be sure of one thing. We can only make those products we feel we can make better than anyone else. We don't think you should have to settle for anything less.

Economist Rinfret sums up lumber price controls: Don’t bring them back

Most of us remember price controls. Feelings about them are—as sociologists like to say—mixed.

Some of the people least nostalgic for the Phase Era are those who dealt in lumber and plywood. A new study by the economist Pierre Rinfret's consultant firm, Rinfret-Boston Associates, tells why:

The wood products industry, it says, was a “classic example of how government restrictions can disrupt rather than stabilize” an industry.

The study, undertaken for the North American Wholesale Lumber Assn., is an overview of the structure, functioning and recent history of the softwood lumber and plywood business.

**Criticism.** Only a portion of the effort deals with price controls, but where it does, it is damning:

“...After imposition of controls, the market mechanism stopped working. The results were...disruptions and distortions. Entrepreneurial drive was frustrated. The allocation of product...was stymied.”

“When price controls were removed, the industry immediately began to operate in a more efficient manner...”

“Controls were inefficient; the free market is efficient.”

**History of confusion.** Phase One, the August freeze of 1971, didn't hurt the lumber business. It was short, and a drop in housing starts actually let lumber prices soften a bit, thus avoiding the worst effects of controls.

Phase Two was different. Phase Two bit. Instead of following the dictates of the market, lumber people had to follow a bewildering array of essentially arbitrary rules and regulations. For instance, if you were a tier-one producer (sales over $100 million), you had to get permission to raise prices; if you were in tier two ($50-100 million), you didn't, but you had to notify the government of what you were doing; if you were under $50 million, you didn't have to do that, but the IRS was likely to check up on you.

**What...?** On closer inspection, it was not even that simple, the rules were marvelously complex as well as rigid.

You could raise prices, the government advised, on a dollar-for-dollar cost pass-through basis. Or you could use a term limit pricing basis under which you could raise some prices 8%—provided the weighted average of all your prices did not rise more than 1.8% and provided your pre-tax profit margins did not exceed the average margin of any two of the three fiscal years ending prior to August 15, 1971, unless they were unprofitable in years in which case...well, you know.

And then came 1972, a record housing year, and record demand for lumber and plywood. The consulting firm exhaustively surveyed the industry to find out what happened.

Rinfret's group found some producers could raise prices 15% with the Price Commission's blessing, some could raise them 8%, and some only enough to pass through higher costs.

**Industry response.** Everyone could sell more wood than he had, no matter which of the mandated prices he charged. So customers went begging.

This was not so enjoyable for the lumber men as it sounded. No one likes to make long-standing customers unhappy. Allocating lumber and plywood helped only slightly, but at least it apportioned the dissatisfaction.

Nor was that the end of the problem for producers. Toward the end of the year, many of them found they were making too much money to satisfy the government's rules: They had to reduce profits. In some cases, Rinfret reports, they arranged mergers with less efficient producers. In others, they curtailed production.

**Supply shortage.** The forced profits squeeze quickly itself felt in the marketplace. A majority of the wholesalers and retailers experienced sharper shortages in November and December than during the earlier part of the year.

Pricing was also a new experience. Since tier-one producers were treated differently from tier-two producers, and the numerous tier-three producers differently from the others, the marketplace found itself dealing with widely different prices for the same product sold at the same time and place.

Lumber and plywood price spreads, which usually ran to a minimal dollar or two per 1,000 feet before controls, widened dramatically. Wholesalers told Rinfret-Boston they had to deal in spreads averaging $35 per 1,000 board feet for lumber, $37 per 1,000 square feet for plywood. In rare cases, the spreads were $100 per 1,000 feet.

**Passing on inequity.** Retailers, of course, had the spreads delivered to them with the lumber and plywood, they reported differentials averaging $33 for lumber, $34 for plywood.

And the rules out of Washington did not allow pooling purchases made at such different prices and selling the goods at some median price. Instead, the spreads had to flow through to the ultimate user. Homebuilders making consecutive orders for the same type of lumber might be confronted with bills for $108 per 1,000 board feet on the first order, and $145.80 on the second, even though the market had changed not at all.

**Next phase.** The wilder price disparities did not persist. In January of 1973 came Phase Three. The new rules generated considerable confusion within the industry, since no one was quite sure what they meant, but the general feeling was that they allowed a freer pricing policy. Some acted on that feeling.

The industry began to ease, for whatever reasons. The sharp falloff in starts during the second half (caused by the equally sharp climb in interest rates) allowed lumber prices to decline. The dislocations caused by Washington then disappeared.

Now that controls are a thing of the past, has Washington learned anything? It would seem so at first sight. The report quotes John T. Dunlop, director of the Cost of Living Council, before the Senate housing subcommittee on March 26, 1973:

“Wage and price controls which mandate artificially low prices can, at most, have a temporary effect in halting the price rise, at the expense of market distortions and apparent shortages.”

—H.S.
elegance...
styling and workmanship blended
to create an entrance lock of
unequalled beauty and security.

WEISER LOCKS
DIVISION OF NORRIS INDUSTRIES
SOUTH GATE, CALIFORNIA

HERITAGE STYLE
IN BRIGHT BRASS
Let's talk about carpet testing.

Now every carpet of our new HERCULON® olefin fiber must pass 19 rigorous tests before it's approved for a HERCULON® IV label. Regardless of who manufactures it. New HERCULON gives you a multi-faceted cross section that enhances color brightness. Built-in stain resistance and soil-hiding properties. Plus inherent toughness. With such a great fiber, there's no excuse for making an inferior carpet. Ever.
So we're testing every carpet of our new HERCULON. Simulating long, heavy service. Trying to soil, crush, tear and wear out the beauty. Only then does the carpet win our label for HERCULON IV. For detailed information on HERCULON, see Sweet's Interior Design files. Or write Fibers Merchandising Dept. 418, Hercules, Incorporated, Wilmington, Delaware 19899, for a free 24-page booklet.

Specify carpet of stain-resistant HERCULON IV

CIRCLE 15 ON READER SERVICE CARD

HERCULES registered trademark H & H 1974
Levitt and ITT deal: Don't look back! Someone's breathing down your neck

Satchel Paige, the baseball great of yesteryear, used to say, "Don't never look back, somethin' might be gainin' on you." The advice, it turns out, applies to Bill Levitt and his effort to buy his namesake company back from ITT.

Levitt seemed to have the field to himself early this year, when he announced the signing of a letter of intent with the giant corporation [News, March]. Both parties agreed that only the Justice Department's approval (the sale being part of an antitrust divestiture) was holding up completion of the resale. The deal was expected to close by March 31.

Added starters. March melted into April, however, and the deal remained unconsummated. And by May 31 it became evident that Levitt himself had some company as a bidder. It was learned that ITT had been talking to at least three other potential buyers after signing the letter of intent.

The list included one Samuel J. Fountas, a builder-developer who heads Equities Diversified Inc. in Columbus, Ohio; Olin-American, the housing subsidiary of Olin Corp.; and another corporate giant, Gulf Oil, whose real-estate interests include the new town of Reston, Va. [News, Sept. 67 et seq.]

Down to the wire. Barring a last-minute upset in the home stretch, Levitt remained the favorite. His was the only deal firm enough to go before the Department of Justice for final approval last month.

The two big corporate competitors were admittedly far behind: Said a spokesman for Gulf, "We'll need a couple of months to study the situation. "We're looking but not talking."

And Olin-American: "We have had meetings and conversations with ITT, but nothing definitive yet."

$70-million offer. Fountas was another story, however. His attorney, James Simakis, also of Columbus, said: "We offered ITT $70 million for Levitt & Sons, with $10 million down. It's our understanding that we're next in line if the deal with William Levitt falls through."

"It's our understanding that our offer beats Levitt's. His deal apparently involves a down pay-

ment with terms, too."

The Fountas bid was for virtually all of Levitt & Sons, including an inventory of vacant land estimated at $100 million in worth. Bill Levitt merely took options on a "substantial part" of the land bank.

"ITT talked about wanting $10 million down and relief from all indebtedness related to Levitt & Sons," Simakis elaborated. "That is an Alice-in-Wonderland price, especially in this market."

Un-balanced sheet. "The ITT men told us, "Simakis said, "that Levitt & Sons' total indebtedness was $195 million—and that's mostly short-term debt. That would be an interesting fact to any buyer."

"Levitt's book value is currently in excess of $50 million. But our understanding is that it's losing money. It wouldn't be difficult for that book value to be cut materially in a year's time."

(Officials at ITT, questioned separately, would not comment on Levitt & Sons' financial condition or talks with Fountas.)

"Of course, if we bought in," Simakis said, "ITT would have to back us on the indebtedness so that we could get financing. There's no way we would touch it otherwise."

First builder groups adopt NAHB's house warranty

With Missouri and Florida builders associations leading the way, the NAHB's new home owners warranty (HOW) is off to a running start.

The Jim Young Development Co. of Kansas City, now building a planned-unit project, became the first concern to be registered as a builder qualified to offer the ten-year consumer protection policy.

The Kansas City Home Builders Assn., of which James R. Young Jr. is president, organized one of the first local home owners warranty registration councils to be approved by the national organization. The headquarters also approved councils organized by the HBAs of greater St. Louis, south Florida (Miami) and Pasco County, Fla.

States' approval. George C. Martin, the former NAHB president who is chairman of the board of directors of HOW, told a news conference in Washington that the insurance commissioners in Missouri and New York were the first to approve the HOW warranty policy. The underwriter is the American Bankers Co. of Miami.

New York's approval, Martin indicated, will be particularly helpful in winning acceptance for the program in the other 47 states. Martin predicted that HOW would be operating in every state by year's end.

The first president of the new warranty corporation is John W. Biasucci (pronounced Bee-uh-sooch), 35, who was executive director of West Virginia's state housing finance agency.

Advisory panel. Mrs. Virginia Knauer praised NAHB for creating a 15-member advisory board to assist the HOW board.

Among those on the council are Herman H. York, the New York architect; Lloyd S. Bowles, a Dallas savings and loan executive; Solomon Harge, consumer protection advocate from Cleveland, Benni L. Kass, a consumer lawyer in Washington, D.C. and Mary Powers, a magazine editor.

First Mortgage Investors skips dividend after 96% profit drop

One of the oldest REITs in the business has run into trouble.*

A 96% drop in profits had led First Mortgage Investors to omit its dividend for the fiscal first quarter (April 30). Last year, the big REIT paid 48c a share for the first quarter. Earnings were 2c a share this year versus 45c in the like '73 period.

Rise in costs. Jack Courshon, the Miami mortgage financier and chairman of FMI, blamed a 69% year-to-year jump in the trust's borrowing costs and a rise in delinquencies [to $2.8 million] on interest payments due the company. Courshon attributed the delinquencies to the record cost of money and 'other problems plaguing builder-developers, including building materials shortages.'

Lower rating. First Mortgage also suffered a 36% drop in the lines of bank credit available to it during the quarter, from $417 million to $268 million.

FMI's credit rating has since dropped: Standard & Poor's now rates the REIT's commercial paper A-3, down from A-2, and its long-term debt BBB instead of A. This shift would tend to increase the interest cost of any new public financing.
Sansspray, the beautiful alternative.

Sure, concrete and masonry are OK. But you know what they cost. Not to mention how much trouble they are.

You have a beautiful alternative. Sansspray*. A plywood siding with decorative stones bonded onto it.

So you can forget about cement trucks or heavy pre-cast panels. Sansspray is light and easy for men to handle and install on the job site. Sansspray panels cut readily with a power saw and they go up easily with a glue gun or a hammer and nails.

Sansspray is durable. The substrate is 3/8" exterior grade plywood. (Sansspray Shadowline™ is bonded to 3/8" plywood.) In fact, it meets the requirements of FHA/HUD and the major codes for single-wall applications.

Sansspray doesn't need finishing and is virtually maintenance-free. (We're sure. We tested it in all kinds of climates for ten years.)

Sansspray comes in Regular, Large and Jumbo size aggregates. And Sansspray Shadowline, which is a regular aggregate panel with vertical grooves spaced eight inches on center.

It comes in eight rich colors. Like Salt and Pepper, Gaelic Green, Monterey Sand and Tangerine.

So it gives you a lot of ways to make a lot of things beautiful.

Sansspray comes in Regular, Large and Jumbo size aggregates. And Sansspray Shadowline, which is a regular aggregate panel with vertical grooves spaced eight inches on center.

It comes in eight rich colors. Like Salt and Pepper, Gaelic Green, Monterey Sand and Tangerine.

So it gives you a lot of ways to make a lot of things beautiful.

Homes for instance. (It's a natural for a Tudor.) Townhouses and condominiums. Stores and shopping centers. Factories and industrial complexes. Medical centers and hospitals. Schools and universities.

Use it outside. As a siding, skirtling or facade. Or use it inside. In lobbies, waiting rooms and public rooms.

In fact, for just about anything you want to make beautiful, you should use Sansspray, the beautiful alternative.

Find out more about it at your U.S. Plywood Branch Office.

U.S. Plywood
Division of Champion International

U.S. Plywood
777 Third Avenue, New York, N.Y. 10017
"I'm a man who doesn't need Air conditioning at Winewood."

"I go back a long way with GE air conditioning," says Bill Cartee. "Began with it ten years ago in my own home in Huntsville, Alabama. And I have it in my home here.

"You can see why I've learned to trust GE. My experience has been rewarding and I find in GE the three things I look for in a company: quality product, dealer reputation, and service."

Winewood Development, occupying 287 acres, is located two miles from the steps of the Capitol at Tallahassee, Fla. When completed it will contain between 1,500 and 2,000 luxury apartments, some 300 of them condominiums.

Every apartment in the development, both garden and town house, will have General Electric Air Conditioning. So wi
believe in taking chances. is 100% General Electric.”

Bill Cartee, President & Chairman of the Board, The Winewood Companies

the office building which will occupy 25 acres of the development.

"Here, too," says Bill Cartee, "I believe in going with the biggest and best."

Winewood Development’s architect is Joseph N. Clemons, A.I.A.; its consulting engineer, Gulf States Engineering & Consultant, Inc., Tallahassee. And Winewood is served by Central Heating Consultants, Inc., who will install approximately 1,500 standard and 400 De Luxe split system central air conditioning units.

Winewood Development offers one more example of how the General Electric central air conditioning business keeps on growing. If you’re not already a GE dealer, there never was a better time to become one.

We mean business. For both of us.

GENERAL ELECTRIC
The President's $10-billion rescue of housing: a shot in the arm, not a cure-all

President Nixon's response to cries "Do something for housing!"—a $10.3-billion program to aid the middle-class mortgage sector—was about what the thrift institutions and the homebuilders expected. The program represented a short-term step that the Administration could take to get through the summer: The President's men expect to see interest rates decline a bit next fall, and they believe the housing industry's distress will ease.

Experts say that about all that can be expected of the latest move is that it could help keep starts this year from dropping below 1.6 million, a figure that has been the standard forecast since January 1.

Confidence. At the White House briefing for the new program, Housing Secretary James T. Lynn was asked if the plan was a fair statement. "I think that is a fair statement."

The overall impact, the secretary added, will be to restore confidence to the people who are providing housing and who are seeking better housing.

At the background conference later the same day, Lynn explained: "I talked with some builders earlier in the week, and the advice we received was that even with construction loans a problem, and with interest rates some problem, the greatest problem was the supply of money... They assumed the demand was there. Most also said our FHA interest ceiling should be less than 9%."

Congress. The next action in Washington is likely to be legislation—an omnibus bill or some sort of emergency mini-bill to keep operating programs going. At the time the President acted, the House Banking Committee under Chairman Wright Patman was hurrying to finish its version of a housing bill.

The $10.3-billion package's main innovation is an interest subsidy to provide lower rates for 100,000 buyers who will purchase houses with conventional mortgages.

That program, operated by the Federal Home Loan Bank Board's mortgage corporation, enables savings and loan associations to offer buyers mortgages at 8 1/4%.

The S&Ls "knocked down the doors" as one Bank Board source noted, to sign up for $1 billion of mortgage commitments during the first four days they were available.

Ginny Mae. The President's rescue package also included an addition of $3.3 billion in authority for the Government National Mortgage Assn. (Ginny Mae) to buy 8% FHA-VA mortgages. But before this money could be sought, lenders were to use up Ginny Mae's authority, granted in January, to buy $3.3 billion in 7 1/4% mortgages. Some $1.6 billion of that money was still available when President Nixon's program was announced.

Another $4 billion was offered to the S&Ls at an interest rate 1/2% less than the Bank Board's cost of borrowing the money, and the interest ceiling on FHA and VA loans was raised to 8% from 8 1/4%.

Respect for budget. This financial package is easy on the President's budget, one of the prime considerations specified by the White House when President Nixon's aides got their instructions to pull something together in a hurry.

Concern over the budget impact of the package delayed Lynn's appearance before the House appropriations subcommittee by several weeks, since he had to justify the department of Housing's own budget requests for fiscal 1975. But the $10.3-billion program is expected to have so slight an effect that Lynn declined to estimate what it might be.

Lynn did ask the Congress for $200 million more than was sought in his January budget request—bringing HUD's new appropriation request to $5.3 billion. Still another $100 million was asked for the President's disaster relief fund, bringing that up to $200 million.

The $200 million increase is for continuation of urban renewal and model cities programs that would be folded into the new Better Communities Act, the President's special revenue-sharing proposal now being reworked by the Congress.

More bureaucrats. The Office of Management and Budget also gave way to Lynn's request for more help, a marked switch from the January request that would have cut HUD's bureaucrats back by 1,000. Now Congress is being asked to approve a total of 15,656 employees for fiscal 1975, up 1,500 over the number asked in January.

About half of the new men, 750, go to Assistant Secretary Sheldon Lubar's housing production and mortgage credit shop, including FHA, and another 574 go into community planning and development.

Lynn told the committee that with "the current trend in market rates, the prospective increase in the FHA mortgage limits, the anticipated heavier tandem plan activity and Lubar's efforts to revitalize FHA, we could have mortgage application receipts of 861,000—over 200,000 more than budgeted in January."

Scene in White House. The trigger that finally moved the President to help the mortgage market was the drain of funds from the savings and loans as the prime bank lending rate soared toward 12%. Lynn pointed out that rising interest rates late last fall and winter had triggered President Nixon's adoption of a new tandem plan in January. "It seemed to the President that it was time again to take action," Lynn said.

It took White House aides 2 1/2 weeks to pull the package together and get President Nixon's approval.

On Tuesday, April 23, the President talked for two hours to his economic aides. The threat to housing was "the center of our focus," Treasury Secretary Simon said later.

The next day the President saw a smaller group that included the cost-of-living chief, John Dunlop. It was then that President Nixon laid out the kind of program he wanted.

On the following day, President Nixon told the Mississippi Economic Council in Jackson that he would announce new programs in about two weeks to stimulate housing.

NAHB's role. On Friday, April 26, the President called in Lynn and other officials to discuss specifics—including an analysis and some details submitted for this session on a couple days notice by the National Association of Home Builders.

On Tuesday, April 30, Lynn and other officials met in the Cabinet room at the White House to get the program and President Nixon's statement in shape for the President.

The next weekend, Lynn and Economic Adviser Herbert Stein were still wrestling with the details. The following Friday, May 10, the program was announced and explained at a White House news briefing by Lynn, Lubar and Chairman Thomas Bomar of the Bank Board.

Houses by thousands for Puerto Rico: $2,500 buys three-bedroom modular

Two thousand houses made of asbestos and cement are being imported into Puerto Rico and are scheduled for occupancy two months after delivery.

Housing Secretary Jose Enriquera Arraras told of the imports at a ceremony aboard a vessel which delivered the first 600 of the units. The houses, consisting of prefabricated sections of a modular assembly, were manufactured by the Eternit Pacific Co. in Cali, Colombia.

Each house has three bedrooms and will sell at about $2,500. Arraras said the buyers will be poor families that will pay off their purchases at $15 to $20 a month.

Seven hundred more units were due July 1 and another 700 are to come in August.

Arraras said the dwellings are almost indestructible. They replace wooden units built earlier by the Puerto Rican housing department. The wooden units are now too expensive to rebuild, he said.

The total cost of the 2,000 asbestos houses is $5,000,000, and another $5,000,000 will be required to build concrete bases for them. The government will pay for the bases and the land.

The Colombian manufacturer is represented in Puerto Rico by Dura Homes.—EARL COPELAND

While building in Peachtree City, Ga., Ryland Homes needed a supplier they could count on.
So they chose Georgia-Pacific, because...
Georgia-Pacific makes it all.
Inside, outside. All around.
Georgia Pacific makes things happen!

Whatever you need, wherever you need it, you can rely on Georgia-Pacific.

Just ask Ryland Homes. They're building homes in Peachtree City, near Atlanta, Georgia, using G-P products from the ground up. And with 130 distribution centers nationwide, G-P can act as your one-stop shopping center for just about any basic building material.

See us for Dimensional Lumber. We carry a good inventory of dimensions, species and grades.

See us for Underlayment, either plywood or particleboard and we'll pass on a few hints about installation that can save you time and labor. See us for Sound Systems and take advantage of our 1½” Gypsum Sound Deadening board and Firestop® gypsumboard. They can give you excellent STC ratings at a lower cost per thousand sq. ft. of wall area. See us for Renaissance® plywood paneling* for an antique look in a brand new room, or Eternawall® colorful vinyl surfaced gypsumboard for easy-to-clean walls. See us for Moldings, especially G-P’s new Vinyl Shield® molding (PVC) that nails, staples, paints and miters easily. See us for Siding. We've got all kinds—from plywood to hardwood to solid lumber to economical Gladwood® siding. And we've got them in a variety of textures, patterns and prices.

For more information, check your Sweets Catalog. Or give your Georgia-Pacific sales representative a call. He'll help make things happen for you!

**Simulated antique finish plywood ½”  ***Simulated woodgrain finish plywood ½”

Georgia-Pacific
The Growth Company
Portland, Oregon 97204

CIRCLE 23 ON READER SERVICE CARD
Had enough of No Growth? ... The NAHB says: Try Sensible Growth instead

Sensible Growth has been a catch phrase at NAHB for awhile. Now it's becoming a program for action as well.

The project began to take shape at the spring directors' meeting as an organized push to resist the no-growth campaign.

An active counterracket proved to be a popular idea with the directors at the Washington meeting. They voted a $390,000 war chest for the counterr勘察，and there was even an attempt to raise the fund to at least $500,000. That effort is likely to re-emerge at the fall session.

What will the directors get for the money?

The details are far from set, but the broad outline is becoming clear. Essentially, Sensible Growth will be a two-pronged offensive: It will support lawsuits against the most aggressive no-growth tactics on the one hand, and on the other mount a nationwide educational program. The information effort will seek to convince the public that new housing and environmentalism can and must coexist.

Fighting. The legal action is already well under way. The NAHB has been supporting pro-builder actions in such widely separated communities as Petaluma, Calif.; Boca Raton, Fla.; Kansas City; and Fairfax County, Va. The association spent $200,000 on litigation last year, and it seems likely to spend as much this year under Sensible Growth.

This financial support will continue and even expand, but it will necessarily remain selective. There are too many court cases emerging across the country to allow NAHB to back any but the strongest or those with the greatest significance.

And teaching. The educational aspect of the new effort is still largely undefined. Partly, that's because there's so much the public and the environmentalists—and the building industry—still have to learn about the interaction of environment and construction.

"There is a multitude of arguments to be articulated," observed Duane Searles, NAHB's first full-time staffer for Sensible Growth, as the directors' meeting drew to a close.

That multiplicity makes it hard to know where to begin.

Planning. The nine-member committee directing the Sensible Growth effort has been grappling with this and other problems since the May meeting, where the nine got together as a group for the first time (see box). They gathered again late last month to compare notes and confer on strategy, and the program's direction should become clearer during the balance of the year.

The NAHB leadership seems to have high hopes for the new venture. Certainly, the directors envision making it a permanent part of NAHB. President Lew Cenker told them in Washington:

"We face a long-range struggle on land use and litigation as well as a short-range struggle ..."

"In it there will be no substitute for reaching the general public with our message ...

"We know there is no irrecovable conflict between the housing industry and the defenders of the environment ... We must work together to reach a solution, and Sensible Growth is a banner under which coalitions are possible with the allies we must have in the struggle to educate the public ..."

Builders find scant help in Congress on inflation or rates

Every year NAHB's board of directors pauses during its spring meeting to make a lobbying march on Capitol Hill. From all accounts this year's effort, late last May, was the biggest and best organized ever, and it dwelt on two major topics:

High interest rates and inflation.

The response from Congress was less than reassuring.

"Those two problems are just killing us," said Dennis Dean, a director from Houston, Tex., after coming back down Capitol Hill. "The congressmen we talked to wanted to help, but they say, 'What can we do?' They feel as helpless as we do.

"Meanwhile, there just aren't any buyers, and it's driving people out of the business. We're losing a lot of good NAHB members, because of these hard times."*

Similarly desperate sentiments were echoed by most of the directors interviewed.

Builder Vondal Gravlee of Alabama, a long-time confidant of Chairman John Sparkman of the Senate housing subcommittee, disagreed with the popular assessment of reaction to the lobbying effort, however. "I don't think that's typical of Congress as a whole," Gravlee insisted.

Legislation. The directors found prospects mixed for housing legislation.

For example, there are two versions of an omnibus housing bill in Congress, and NAHB has been pushing hard for the Senate version. But here's NAHB Vice President Mickey Norman's assessment after talking for two hours with Representative Wright Patman, chairman of the powerful House Banking and Currency committee:

"The Senate version is not acceptable to the House. The House bill is the one most likely to pass."

As for the Emergency Housing Finance Act, heavily favored by NAHB and other housing industry advocates, Norman had this succinct comment:

"There will be no emergency mortgage credit act."

Other bills. Some directors who had suggested selective reinstatement of wage and price controls said they got no discernible reaction to the idea. They felt that such lack of response indicated that controls are indeed dead for the foreseeable future.

There was more optimism at the directors meeting about defeating proposed land-use legislation. Typical comments:

From Gravlee: "I don't think the present land-use legislation expresses the intent of Congress. The people we talked to mostly didn't realize [its implications]."

From Vice President and Treasurer John Hart: "The feedback suggests this bill can be defeated."

Warning. Other legislation that is nearly ready to come to a boil concerns tax reform. It could have important effects on construction writeoffs, deductions and rules governing accelerated depreciation.

Some directors felt the Watergate paralysis would prevent passage of tax reform this year, but no one seemed willing to dismiss the prospect altogether.

After talking to Representative William Archer of the Ways and Means Committee, which considers tax legislation, Director Dean warned:

"We can expect tax reform that will really rape us. I asked what we can do about it, and I was told the only solution was to get in touch personally with each Ways and Means committeeman."

---H.S.
Inside and outside, Homasote is a different form of wood decking that makes sense!

Homasote Easy Ply® Roof Decking provides a tough structural base for finish roofing, weather resistant thermal insulation and vapor barrier - all in a one-step application.

Made from multiple plies of Homasote Structural Building Board, Easy Ply® Roof Decking is available in thicknesses for rafter spans up to 60" o.c. The "k" value is up to 114% better than the "k" value of wood and our vapor barrier is bonded to the ceiling faceside where it belongs - to resist moisture penetration into the deck itself.

A choice of factory-applied film laminates, gives both exceptional vapor barrier protection and a beautiful, decorative, finished ceiling. The 2'x8' (nominal) panels are finished with T & G on the long edge and are easy to handle, cut and shape.

When it comes to value in Building Products, builders have recognized Homasote for over 65 years as a different form of wood that makes sense!

For product information and literature, contact your local Building Supplies Dealer or write: The Homasote Company, Box 240, West Trenton, N.J. 08628

More than 55 years of technology for building and ecology.

CIRCLE 25 ON READER SERVICE CARD
THE MOST BEAUTIFUL THING NEXT TO OUR CABINETS IS OUR PRICE LIST.

No matter which of our many lines you choose for your job—from our custom quality line to our most economical one, you'll be getting the best value in the cabinet industry. As well as the best designed, most solidly built cabinets.

To find out how we can give you more without charging you more—and how we can guarantee prices now on cabinets to be delivered in the next six months, call or write us today.

Better value is another reason being the biggest makes us better to do business with.

Triangle Pacific Cabinet Corp.
4255 LBJ Freeway, Dallas, Texas 75234, (214) 661-2800
West Coast builders find a lot to talk about: coping with regulation

No-growth, environmentalism and consumer advocates aren't going to go away, so builders had better learn to live with regulated growth.

If there was a theme at the 16th annual Pacific Coast Builders Conference, held June 4-7 in San Francisco, that was it.

Lewis Cenker, president of the National Association of Home Builders, cautioned that "if a reconciliation is not reached between environmentalists and members of the general business community as relates to growth, the day may not be far away when only families with annual incomes of $35,000 or more will realize the dream of home ownership."

Land use. California State Attorney General Evelle J. Younger told builders that land-use bills are inevitable on both the national level and the California level.

He warned that if the industry takes an "ostrich's head-in-the-sand" attitude toward proposed legislation, "then you are likely to end up with the worst possible restrictions. If you join in the effort to write effective bills, you won't be out-squeaked by the other wheels, and you will probably get land-use controls you can live with."

Younger reminded California builders that when they failed to support moderate legislation for coastal controls, in 1970 and 1971, "the outraged conservationists then put together Proposition 20. And on election day, four million Californians voted to 'save the coast.'"

A major environmental bill now under consideration in California would create a nine-member state land-use planning commission. A second approach would move toward a more unified, over-all state environmental management, a direction favored by the attorney general's office.

Regional regulation. On the other hand, at least one speaker argued with some authority that such regional government planning may not be the best way to rational growth policies.

Robert Hawkins, consultant and former chairman of the Governor's Task Force on Local Government, located in Sacramento, said builders are wrong in believing it will be easier to deal with larger government bodies. Tired of delays caused by dealing with many agencies, some builders want regional government.

"Larger regulatory bodies making land-use decisions will increase costs to builders in the long run," Hawkins declared.

He said the Task Force found that local communities operate more economically, more efficiently, and are more responsive than larger units of government.

Legal considerations. Hawkins also suggested that builders should rely less on shaping legislation and more on asserting constitutional rights, as the industry did in the lawsuit involving the "Petaluma Plan" [NEWS, Dec. '73].

Attorney Marvin Starr, Berkeley, said that whether the Petaluma case stands on appeal or not, it will "get the definition on the table" in regard to private property and its relationship to the community.

In one seminar, speakers urged full disclosure in merchandising and marketing of projects, and a quick response to demands for customer service.

"Caveat vendor." Then U. T. Thompson III, Newport Beach attorney, advised builders to follow the rules of full disclosure and to inform and properly supervise salesmen. He warned that uninformed salesmen will start to express "opinions" to prospects, and the salesmen's exuberance may lead to legal action.

"From the legal viewpoint, there is no more caveat emptor," he said. "The burden is on the developer. It is caveat vendor."

Thompson went on to say that courts in many states are relying on implied warranties in taking action against builders. In California, however, courts skip warranties, which involve contractual responsibilities with the first owner of the house, and go direct to court based on product liability. Subsequent owners may sue under this doctrine, though they never dealt with the builder. Even latent defects which show up after several years may be a cause for such action.

Larger view. Commenting on the twin ills of recession and inflation, Senator Lowell Weicker [R, Conn.] said housing markets didn't start disintegrating with high interest rates, but did so when some politicians, citing a few public housing failures, convinced the public that "we should retreat from our goal of a decent roof over every American's head," and shut down federally subsidized housing programs.

The senator continued, "Yes, I know the pinch that's on today in housing is caused by higher interest rates, but today was determined by a hundred yesterdays of narrowing America's vision."

In the PCBC elections, the Conference, sponsored by the California Builders Council [CBC], attracted some 6,000 builders, suppliers and wives. CBC is the state affiliate of NAHB.

CBC elected as president Syd Carmine, a principal of Alscot Development Co., which is based in the Mission Viejo area of southern California. He succeeds Barry Scherman, who is vice president of the Hofmann Co., Concord.


JENNESS KEENE McGraw-Hill World News, San Francisco
Stones of uniform particle size and color. Sizes: 0 (silica sand), 125 (1/6"), 250 (1/4") and 500 (1/2"). Colors: Garnet Red, Cocoa Brown, Desert Brown, Sun Tan, Northern Green, Hartford White, Jewel White, Roma Grey and Black. Most colors available in the sizes listed.

U/V stable thermo-setting polyester resin matrix, 25-60 mil thick formed on the substrate to bond the aggregate. The cured matrix is a non-yellowing, non-porous enamel-like white. It can be tinted (as shown) to alter, or enhance the aggregate color.

Your choice of 3/8" DF graded exterior plywood; 1/2" Structasote 460 thermal insulation board (R = 1.0), termite, rot and fungi protected; 1/4" thick fireproof asbestos board, or insulated asbestos board panels in a variety of thicknesses and insulating cores.

AGGREBOARD. Prefinished, structural sheathing/siding, 4' X 8' and other sizes, or pre-cut to custom shapes.
Original colors, original designs let you transform any bath into a personalized retreat.

Kohler has a color to please, a design to pamper every taste. With bath ideas like these: (A) Man’s Lav shampoo & grooming center. In Tiger Lily. (B) 6’ Caribbean tub in Black Black.
(C) Lady Vanity shampoo center and baby bath. In Fresh Green. (D) Rondelle lavatory, shown in New Orleans Blue.

(E) The 20" deep Steeping Bath. In Sunflower and 13 other colors. (F) The Bath in Pink Champagne. 5½' x 7' of bathing luxury. (G) The Birthday Bath in Antique Red with ball & claw feet in gold electroplate.
There just may be things you don't know about floors.

For instance: There are three ways—at least—that you can save money on floors.

In the past, you may have been overbuilding simply because you didn't have the product information at hand that showed more economical alternatives. But, today, with rising costs and stiff competition, every dollar counts. So where can you cut back to save money? Framing. Foundations. And even floors.

Let's say you're building a 1440-square foot home, 24' x 60', and you plan to use No. 2 12-foot 2x10 joist spans, 16" o.c. You can save money, and get the same floor stability by using less expensive grades of Western Wood lumber—or by using the newest building techniques. For example, you can install the same joists on 24" centers and get more than adequate floor loading and deflection factors. You'll save on labor because there are about 1/3 less joists to install. And you'll reduce the lumber you'll need by about 600 board feet.*

Or, you can order No. 3 instead of No. 2. You'll still get more than adequate floor loading and deflection factors. And you'll save on the cost of lumber too.*

Or, you can install No. 2 of another species 24" on center. Once again you'll get the stability you need. And you'll cut labor costs, and save on lumber—because you'll use a lower cost species, and less of it.*

These are just three alternatives which meet or exceed most code requirements. A Western Wood span computer can give you even more options. The pocket-size computer provides an instant readout to determine grade/species or size/spacing combinations you can use to meet clear span requirements.
IT'S THE ONLY WAY TO BUILD.

SMART ALEC.

COMPUTERS HAVE CAUSED THE GENERATION GAP.

SON, WHAT DOES OUR COMPUTER SAY ABOUT WALLS?

Usually, it can help you reduce framing lumber costs per square foot of floor area, and allow a savings on joist unit costs.

**Span Computer $1/Free Literature**

Free data file includes *A NEW LOOK AT WOOD FRAMING* which shows why many of today's most successful builders use Western Wood framing; *CATALOG A, PRODUCT USE MANUAL*—a guide to use selection of Western Wood, and MOD 24 BROCHURE—a comparative cost study with technical data on 24-inch framing. Span computer quickly figures span spacing, and loading of Western lumber joists, rafters, and beams. Send the coupon for your span computer and free literature today!

*Examples based on No. 2 Douglas Fir/Larch, No. 3 Douglas Fir/Larch, and No. 2 Hem-Fir. There are many other alternatives.*
Corporation for Housing Partnerships turns to single-family building

For the 270 investors in the National Corporation for Housing Partnerships, 1973 was their best year. But the word from the corporation's management is that it's not likely to happen again, ever.

The tax losses generated for those who became partners in the enterprise back in 1970 reached a cumulative total of $33,436 per investment unit at the end of 1973—equal to 89% of the $37,500 investment the partners had paid in to that point. Since then, the rate of return has dropped a bit as a result of another call for $15,000 per share in January 1974.

The record tax loss of $14,110,000 for 1973 won't be equalled in 1974, and will in fact be below the $7,384,000 for 1972, according to Chairman George W. DeFranceaux.

"We will have the same amount of units under construction this year and about the same number of commitments for new units," DeFranceaux predicts. But as to the passage-through of tax losses in 1973, he adds, "we'll never be able to do that again."

The big freeze. The corporation is now feeling the impact of President Nixon's housing freeze, which turned off the section 236 subsidies for apartment building in January 1973. The program had been the main reason for NCHP's existence. The corporation was created to attract private capital as the seed money for new housing for poor families.

During 1972, the corporation entered into commitments for 59 projects totalling 9,042 units. Commitments were made on only 32 projects with 4,380 units in 1973, however, and DeFranceaux says that's about the level of business he is projecting for 1974.

Section 236 projects in the pipeline at the time of the freeze carried the corporation through last year, generating maximum depreciation and tax losses. At the same time, the corporation deferred calling up additional subscriptions, and turned to commercial loans and sales of its equity in local projects to provide the cash to carry on operations and carry the overhead.

NCHP's DeFranceaux
A chance in direction

Into house market. The corporation is now moving gingerly into the financing of single-family housing for sale. This, too, is a method of making profits that would generate the cash flow to carry the overhead. Sales housing accounted for about 3% of the units completed or under construction in 1973, but DeFranceaux expects this to be 10% or more this year. Two developments are under construction in the Washington-Baltimore area and two other deals have been made in Rhode Island and Salem, Ore.

The corporation has been looking at some condominium proposals but hasn't done one.

"We'd take it only if we could provide low-cost housing," DeFranceaux says.

Section 23. DeFranceaux says the corporation is hopeful—but not confident—that the Administration's section 23 leased-housing program will fill the gap in the corporation's operations left by the termination of section 236 subsidies. "We may start processing some section 23 applications," he says, "but we're not likely to see any other construction this year."

Instead, the corporation expects to be dealing more and more with programs either financed or sponsored by state housing agencies. Section 236 units sponsored by state agencies accounted for 11% of the corporation units completed or under construction at the end of last year, another 63% of the total was in section 236 units with other sponsors and developers.

—D.L.

New safety standards on the way for glass in all residential structures

The Consumer Product Safety Commission will set mandatory safety standards for architectural glass products, including shower enclosures, interior and exterior doors, fixed-panel patio doors, storm windows and doors and windows.

The new safety glazing standards will apply to glass structures in all residential construction, schools and recreational facilities.

The commission published a notice in the Federal Register late in May soliciting "offers" to write standards. If the commission determines that none of the offers is qualified under the Product Safety Act, which mandates a direct consumer contribution to the standards-writing process, the commission itself will develop the standards.

A spokesman for the National Association of Home Builders in Washington says it will study the announcement before it decides whether or not to become an offeror.

Wide authority. Under the safety act, passed by Congress in 1972 to reduce product-related deaths and injuries, the commission assumed jurisdiction over 11,000 product categories ranging from sun lamps and matches to sporting equipment and television sets. Its authority also extends to such structural features as stairs, ramps, landings, doors and glass.

According to the National Electronic Injury Surveillance System, which collects data from 119 hospital emergency rooms around the country, architectural glass rates tenth on the frequency/serious index covering 369 product categories. Last year the Consumer Safety Glazing Committee, an ad hoc group representing manufacturers, glaziers, unions and other interested organizations, petitioned the safety commission to set mandatory safety standards. The commission accepted.

Safeguards. The commission's technical experts say the new standard will be a performance standard. Commission engineers cite these ways architectural glass can be made safer.

• Thermal tempering, though this could apply only to new installations because the glass must be cut before tempering. Many states now require this, the commission notes, and it is the least expensive method for rendering glass more resistant to breakage and shattering. According to one estimate, thermal treatment on a mass-production basis would add $8 to the cost of a storm door and $20 to the cost of a patio door.

• An increase in the thickness of glass. The drawbacks, say the engineers, are increased weight and cost.

—SUSAN MEYER

Housing Bookcenter offers: business books to ease your workload:

1. **FEDERAL INCOME TAXATION OF REAL ESTATE**
   - Text and Forms
   - By Gerald J. Robinson
   - Now, you can have all the answers in one, convenient, fully-indexed volume! Federal Income Taxation of Real Estate focuses strictly on the tax consequences of real estate ventures. It contains specific examples plus proven tested forms covering residential real estate, the landlord and the tenant, mortgage and other financing as well as sales, exchanges, and conversions. An indispensable information source, this one volume offers the complete, authoritative, up-to-date tax guidance you’ve been waiting for. Check order form below.

   **$27.50**

2. **THE THORNDIKE ENCYCLOPEDIA OF BANKING AND FINANCIAL TABLES**
   - Compiled by David Thorndike and the editors of The Bankers Magazine
   - For the very first time, virtually all the banking and financial tables for commercial loans, mortgages, bonds, stocks, consumer credit, simple interest, compound interest, effective rates, compound growth, discounts, present worth, sinking funds, annuities, payments, price, yield, cost, rate, value, and balance. Each table contains a step-by-step example illustrating how to use that table. There is no other work like it on the market today! Check order form below.

   **$47.50**

3. **MODERN CONDOMINIUM FORMS**
   - By Melvin Reskin and Hiroshi Sakai
   - A must reference for anyone active in any way in the condominium field. Modern Condominium Forms will show you how to handle all the complex legal and practical aspects of the condominium today. The forms in this essential work are drawn from actual situations and cover every facet of condominiums. There are over 500 pages of forms for fee, leasehold, and conversion projects— all presented in convenient looseleaf format for easy reference. The important checklists tell you what your own responsibilities are plus what others must do, thus minimizing errors of omission. A dynamic, practical working tool and guide, there is absolutely no other book like Modern Condominium Forms available today! Check order form below.

   **$39.50**

4. **BANKERS HANDBOOK OF FEDERAL AIDS TO FINANCING**
   - Compiled and edited by the editors of The Real Estate Review and The Real Estate Law Journal under the direction of Alvin L. Arnold
   - A comprehensive guide to government programs offering financing aids to individuals, business and nonprofit organizations. Invaluable reference for real estate professionals, banks, and other lending institutions. Main sections include: real estate, small business programs, farm financing, and natural resource programs. Check order form below.

   **$34.50**

5. **MODERN CORPORATION FORMS: CHECKLISTS OF BUSINESS AND LEGAL PROCEDURES**
   - By Alvin L. Arnold and Victor H. Sparrow III
   - A complete collection of checklists for almost every legal and business procedure encountered in corporate operations. A quick look at the appropriate checklist can assure you that nothing has been forgotten. And since the checklists in this amazing volume have been in actual use by other companies, you can compare your operations with theirs. Comprehensively indexed for immediate access to just the checklist you need. Check order form below.

   **$37.50**

6. **MODERN REAL ESTATE AND MORTGAGE FORMS**
   - By Alvin L. Arnold
   - An authoritative encyclopedia of forms for every real estate construction, development, financing and mortgage transaction—presents forms and techniques in use by leading attorneys, developers, investors and lenders. Completely indexed in a large looseleaf compression binder. Check order form below.

   **$35.00**

MAIL COUPON WITH REMITTANCE TO:
Housing Bookcenter, House & Home
1221 Avenue of the Americas
New York, New York 10020

1. FEDERAL INCOME TAXATION OF REAL ESTATE. $27.50
2. THE THORNDIKE ENCYCLOPEDIA. $47.50
3. MODERN CONDOMINIUM FORMS. $39.50
4. BANKERS HANDBOOK OF FEDERAL AIDS TO FINANCING. $34.50
5. MODERN CORPORATION FORMS: CHECKLISTS. $37.50
6. MODERN REAL ESTATE AND MORTGAGE FORMS. $35.00

(PLEASE PRINT CLEARLY)
Florida's legislature has passed and Governor Reubin Askew has signed a condominium bill-of-rights law that requires wide disclosure of lease terms and gives buyers a three-year warranty on construction.

The bill does not rule out 99-year leases on recreational facilities, however. Such a ban has been a principal objective of the condominium industry's critics. The Florida House had decided by a vote of 69 to 31 to outlaw all such leases but the Senate had refused to accept that particular reform.

Disclosure. The law requires a developer to disclose the complete cost of a condominium apartment. He must also reveal the terms of any leases on land and facilities, and he must allow resident associations to take over management contracts if 75% of the owners wish to do so. Senator George Firestone of Miami guided the bill of rights to final passage in Tallahassee, arguing that reform was needed to bolster confidence in the condominium industry. Sales in south Florida had slowed considerably this year, and there has been widespread publicity based on various condominium horror stories.

$827-million exposé. Representative Alan Becker of Miami helped propel the bill through the House with his story of the Imperial Colonnades complex in Broward (Fort Lauderdale) County. Becker said residents at Imperial would pay $827 million over the life of a 99-year lease for recreational facilities estimated to cost $282,000.

The final bill did provide that payment for recreational facilities could be cut back if the facilities promised in the lease were not made available.

Brown Whatley, the blue-chip mortgage banker who supported Florida's Condominium Enabling Act a decade ago, was one of the reform leaders. He circulated the legislature with data to show the "unconscionable financial hardships placed on many trusting and unwary purchasers" by deceptive or fraudulent leases.

Lack of a watchdog. The reformers were defeated in an effort to establish a state agency to regulate the condominium industry. The House finance and taxation committee voted 21 to 19 against setting up the watchdog unit.

Fred Sherman
McGraw-Hill News, Miami

**Florida decrees full disclosure and three-year warranty on condominiums**

Reformer Whatley
'Unconscionable hardships'

Federal land-use legislation, which appeared dead after the House Rules Committee bottled it up in February, briefly became a live issue again. The committee reversed itself in May and sent the bill to the floor.

A key factor in the committee's original defeat of the measure was a decision by President Nixon to oppose the bill. But despite continued White House opposition, the bill's sponsor, Representative Morris K. Udall (D, Ariz.) finally pulled together a narrow 8-to-7 majority to re-lease the bill. It was then beaten for this session [311704] on the House floor in June. Udall's office called the White House a "strong factor" in deciding the final outcome.

The bill, similar to a measure sponsored by Senator Henry Jackson (D., Wash.) and already passed in the upper chamber, will likely be revived next year.

Support. Environmentalists back the bill as a means of protecting natural areas. Organized labor wants the bill but emphasizes a need for more housing.

Real estate and construction interests think the bill could help combat local no-growth restrictions but are split on whether to support certain provisions.

The Udall bill would put state governments in charge of only about 10% of the decisions made on land use, but these decisions would settle such important questions as whether a tract should be used for an airport or retained for recreational or housing purposes.

The bill is based on the principle that "decisions of greater than local concern should be planned and reviewed by the state rather than left entirely to local governments." It calls on the state to decide land-use disputes of critical environmental concern—such issues as the location of highways, airports and large developments generating heavy traffic. The bill would also provide for grants to fund this state planning and decision-making process.

The remaining land-use decisions—estimated at 90% of the total—would be left to local governments. This provision, plus requirements for state consultation with localities, won support from the environment.

High court gets subcontracts dispute

After listening to the arguments of the National Association of Homebuilders, the Associated General Contractors and other construction groups, the Supreme Court has promised to spell out just how far unions can go in pressuring contractors to refuse subcontracts to nonunion shops.

The justices will hear oral arguments next winter and rule by mid-1975.

The test case. The central question is the discrepancy between the antitrust laws, which ban conspiracies in restraint of trade, and the Taft-Hartley Act's protections for collective bargaining agreements between unions and employers. Connell Construction Co. claims that its contract with the Plumbers & Steamfitters Local 100 in north Texas violates the Sherman Antitrust Act because it excludes all nonunion contractors from Connell's subcontract work.

Connell says it did not want to sign the contract but that it did so under protest, after 150 workers walked off a project to back up the demand that only unionized subs be used.

Builders' argument. The issue, says the NAHB-AGC brief to the high court, is "whether owners, contractors, suppliers, manufacturers and other employers who perform some degree of construction work on and off site may continue to contract to do business with each other on a competitive basis."

Connell lost its case in both lower federal courts, where the judges found the exemption written into the antitrust laws for union bargaining immunized the contract against prosecution, although it clearly did impede competition. A high court reversal "could be a real breakthrough for construction management," says the AGC, because the clear legal trend in recent years has been to broaden, not narrow, the labor unions' exemption from the antitrust laws.

—Dan Moskowitz

A key factor in the committee's original defeat of the measure was a decision by President Nixon to oppose the bill. But despite continued White House opposition, the bill's sponsor, Representative Morris K. Udall (D, Ariz.) finally pulled together a narrow 8-to-7 majority to re-lease the bill. It was then beaten for this session [311704] on the House floor in June. Udall's office called the White House a "strong factor" in deciding the final outcome.

The bill, similar to a measure sponsored by Senator Henry Jackson (D., Wash.) and already passed in the upper chamber, will likely be revived next year.

Support. Environmentalists back the bill as a means of protecting natural areas. Organized labor wants the bill but emphasizes a need for more housing.

Real estate and construction interests think the bill could help combat local no-growth restrictions but are split on whether to support certain provisions.

The Udall bill would put state governments in charge of only about 10% of the decisions made on land use, but these decisions would settle such important questions as whether a tract should be used for an airport or retained for recreational or housing purposes.

The bill is based on the principle that "decisions of greater than local concern should be planned and reviewed by the state rather than left entirely to local governments." It calls on the state to decide land-use disputes of critical environmental concern—such issues as the location of highways, airports and large developments generating heavy traffic. The bill would also provide for grants to fund this state planning and decision-making process.

The remaining land-use decisions—estimated at 90% of the total—would be left to local governments. This provision, plus requirements for state consultation with localities, won support from the environment.

High court gets subcontracts dispute

After listening to the arguments of the National Association of Homebuilders, the Associated General Contractors and other construction groups, the Supreme Court has promised to spell out just how far unions can go in pressuring contractors to refuse subcontracts to nonunion shops.

The justices will hear oral arguments next winter and rule by mid-1975.

The test case. The central question is the discrepancy between the antitrust laws, which ban conspiracies in restraint of trade, and the Taft-Hartley Act's protections for collective bargaining agreements between unions and employers. Connell Construction Co. claims that its contract with the Plumbers & Steamfitters Local 100 in north Texas violates the Sherman Antitrust Act because it excludes all nonunion contractors from Connell's subcontract work.

Connell says it did not want to sign the contract but that it did so under protest, after 150 workers walked off a project to back up the demand that only unionized subs be used.

Builders' argument. The issue, says the NAHB-AGC brief to the high court, is "whether owners, contractors, suppliers, manufacturers and other employers who perform some degree of construction work on and off site may continue to contract to do business with each other on a competitive basis."

Connell lost its case in both lower federal courts, where the judges found the exemption written into the antitrust laws for union bargaining immunized the contract against prosecution, although it clearly did impede competition. A high court reversal "could be a real breakthrough for construction management," says the AGC, because the clear legal trend in recent years has been to broaden, not narrow, the labor unions' exemption from the antitrust laws.

—Dan Moskowitz

A key factor in the committee's original defeat of the measure was a decision by President Nixon to oppose the bill. But despite continued White House opposition, the bill's sponsor, Representative Morris K. Udall (D, Ariz.) finally pulled together a narrow 8-to-7 majority to re-lease the bill. It was then beaten for this session [311704] on the House floor in June. Udall's office called the White House a "strong factor" in deciding the final outcome.

The bill, similar to a measure sponsored by Senator Henry Jackson (D., Wash.) and already passed in the upper chamber, will likely be revived next year.

Support. Environmentalists back the bill as a means of protecting natural areas. Organized labor wants the bill but emphasizes a need for more housing.

Real estate and construction interests think the bill could help combat local no-growth restrictions but are split on whether to support certain provisions.

The Udall bill would put state governments in charge of only about 10% of the decisions made on land use, but these decisions would settle such important questions as whether a tract should be used for an airport or retained for recreational or housing purposes.

The bill is based on the principle that "decisions of greater than local concern should be planned and reviewed by the state rather than left entirely to local governments." It calls on the state to decide land-use disputes of critical environmental concern—such issues as the location of highways, airports and large developments generating heavy traffic. The bill would also provide for grants to fund this state planning and decision-making process.

The remaining land-use decisions—estimated at 90% of the total—would be left to local governments. This provision, plus requirements for state consultation with localities, won support from the environment.

High court gets subcontracts dispute

After listening to the arguments of the National Association of Homebuilders, the Associated General Contractors and other construction groups, the Supreme Court has promised to spell out just how far unions can go in pressuring contractors to refuse subcontracts to nonunion shops.

The justices will hear oral arguments next winter and rule by mid-1975.

The test case. The central question is the discrepancy between the antitrust laws, which ban conspiracies in restraint of trade, and the Taft-Hartley Act's protections for collective bargaining agreements between unions and employers. Connell Construction Co. claims that its contract with the Plumbers & Steamfitters Local 100 in north Texas violates the Sherman Antitrust Act because it excludes all nonunion contractors from Connell's subcontract work.

Connell says it did not want to sign the contract but that it did so under protest, after 150 workers walked off a project to back up the demand that only unionized subs be used.

Builders' argument. The issue, says the NAHB-AGC brief to the high court, is "whether owners, contractors, suppliers, manufacturers and other employers who perform some degree of construction work on and off site may continue to contract to do business with each other on a competitive basis."

Connell lost its case in both lower federal courts, where the judges found the exemption written into the antitrust laws for union bargaining immunized the contract against prosecution, although it clearly did impede competition. A high court reversal "could be a real breakthrough for construction management," says the AGC, because the clear legal trend in recent years has been to broaden, not narrow, the labor unions' exemption from the antitrust laws.

—Dan Moskowitz

Lack of a watchdog. The reformers were defeated in an effort to establish a state agency to regulate the condominium industry. The House finance and taxation committee voted 21 to 19 against setting up the watchdog unit.

Fred Sherman
McGraw-Hill News, Miami
Most homes are sold in the kitchen and the bath. And that's where ceramic tile can really pay off.

Ceramic tile can make your homes look like they're worth more than your asking price. Naturally, you'd expect us to say that. But you don't have to take our word for it.

Recently, in a leading trade magazine, Professional Builder, some of the top builders in the country tell why and how they're building more luxury into the kitchen and the bath. And they agree the extra investment is paying off in quicker sales and customer referrals.

And when it comes to kitchens, nothing can be more impressive than ceramic tile. Because it's virtually waterproof, fireproof and cutproof. And most people know that.

Now we didn't ask the magazine for an endorsement. So we were pleased to see ceramic tile used in most of the baths shown. Which proves what we've said all along: builders who really move houses put their money where the action is. In kitchens and bathrooms.

And here's something you should know. A new, improved joint filler, Acri-fil, is now available.

It's premixed. It resists chipping. And it's also the first color-blend, or contrast design. (As this foyer can be seen in the effect.)

It's premixed. It resists chipping. And it's also the first color-blend, or contrast design. (As this foyer can be seen in the effect.)

And a joy to have in heavy traffic areas like the foyer and hall, where the best carpet shows wear in a short time.

We'll be telling over 48,000,000 consumers this year about the advantages of ceramic tile with beautiful ads in 19 leading national magazines.

For our free color book that shows new and unusual ways you can use ceramic tile throughout your houses, and more information about Acri-fil, the new joint filler, write us at the address below.

Tile Council of America, Inc.
P.O. Box 2222, Room 468, Princeton, New Jersey 08540.
Perma-Shield® Gliding Windows

THE END OF

No painting—rigid vinyl inside and out.

Andersen Perma-Shield Gliding Windows are completely sheathed in vinyl—inside and out. No painting costs or bother for you—or the owner.

Resists handling problems.

Andersen's rigid vinyl sheath resists damage during installation. Dirt wipes off with a damp cloth.

Cuts costly call-backs.

Owners or renters will enjoy smooth, easy sash operation because of chrome-plated steel glides. Andersen quality design insures a snug fitting window that resists sticking or binding.

Commercial or institutional. Condominiums, apartments, motels, residences, schools, office buildings, nursing homes—you name it. Perma-Shield® Gliding Windows complement any building...and they match other Andersen® Perma-Shield Windows and Gliding Doors.

For more information about Perma-Shield Gliding Windows, see your Andersen Dealer or Distributor. He's in the Yellow Pages under "Windows, Wood." Or write us direct.

The beautiful, carefree way to save fuel.

Andersen Windowwalls®
WINDOW PAINS.

Fuel savings.
Beneath Perma-Shield Gliding Windows' vinyl sheath lies a wood core, one of nature's best insulators. And with double-pane insulating glass, Andersen Windows can reduce conducted heat loss by up to 35% (compared to single-glazed windows without storms).

Security.
Spring-loaded rods provide positive locking of window at top and bottom. Factory installed, with attractive operating handle.

Weathertight design.
Andersen Windows are two times tighter than industry standards. Weatherstripping is rigid vinyl...factory applied.

No storm window bother.
Double-pane insulating glass provides all the benefits of storm windows, but without the bother. And sash can be removed so cleaning can be done from the inside. A good selling feature for you.

Easy installation.
Perma-Shield Gliding Windows come completely assembled. No hardware to apply or lose. Continuous installation fin eliminates need for separate flashing on frame wall construction. Easy to install in all types of wall construction.
MGIC Investment leads a wide retreat of housing industry's stocks

The Milwaukee insurer's shares plummeted to 17% from 31% to lead a broad decline of housing stock prices in the month ended June 2.

House & Home's index of 25 stocks dropped to 163.61 from 204.61, taking a loss for the third month in a row.

All five sections of the list declined, but the drop was the sharpest in the mortgage group. It includes MGIC.

Here's the composite graph.

---

**June 73**

**Builders**

230 164 131

**Land develop.**

150 116 102

**Mortgage cos.**

1,046 497 297

**Mobile homes**

434 475 428

**S & ls**

119 119 109

**June 3 Chng.

Com.**

Close

Company

**Building**

Alside

OT 1%

AOC Constr. Dev.-PC

OT 1%

American Constr. Corp.

OT 1%

American Housing Sys.

OT 1%

American Urban Corp.

OT 1%

American Civic Corp.

TR 1%

Campbell & Co.

OT 1%

**New Amsterdam**

Capital Devs (Can.)-OT 343 + 043

**Centex Corp.**

NY 11 2%

**Central Home**

Chevez Dev. Corp.-OT 1%

Christiana Cos.

OT 1%

Cons. Blog (Can.)-TR 2 5

Dev. Corp. Amer.

OT 1%

Dev. Int. Corp.-OT 1%

Edwards Ind.-TR 1%

First Builders Bancor-d-OT 1%

FPA Corp.-d-AM 3%

Carl Freeman Assoc. CO 1%

Frease Constr. Corp.

OT 1%

General Builders-d-AM 1%

Halligan Homeowners Corp.

AM 1%

Huron Corp.

OT 1%

**Kauffman & Broad**

Key Corp.

AM 2%

Leisure Technology

AM 1%

Lerner Corp.

AM 6%

McKee Constr.

AM 1%

McMillan & Sons

AM 1%

Mitchell Energy & Dev. AM 1%

National Environment-OT 1%

**S & ls**

L. E. Nelson Co.-d-OT 562 .003

**Mortgage inv. TRUSTS**

Alson Mgt.

NY 151 2%

American Century

TR 6%

Athens Property INV OT 16%

Barr & Warner

OT 9%

Beaver Arms

NY 17%

Barnes Mgt INV OT 16%

Barnett Mgt

NY 16%

Beneficial Bancorp

NY 13%

BT Mort. Investors

NY 7%

Builders Investment Gp NY 12%

Cameron Mgt

NY 7%

Capital Mortgage SBI

NY 23%

Chase Manhattan

NY 7%

CI Mortgage Group

NY 1%

Citizens Mgt AM 3%

Citizens & S Siny NY 16%

Clive Trust Roy INV NY 20%

Colwell Trust AM 10%

Columbia

OT 1%

Cont. Mgt. Investors NY 3%

Cotillion Mgt. & Inv. INC NY 2%

Diversified Mgt NY 7%

Equity Line

AM 7%

Fidelity Growth INV NY 15%

Fidelity NY 3%

First Federal

AM 1%

**MGIC**

First Mgmt. Investors NY 2%

First National

NY 12%

First Pennsylvania

TR 8%

First Properties NY 13%

First Realty AM 9%

Gahnov Mgt NY 3%

Gould Mgt

OT 1%

Great American INV NY 8%

Greenwich Mgt

AM 9%

**National Environment**

**S & ls**

L. E. Nelson Co.-d-OT 562 .003

**Mortgage inv. TRUSTS**

Alton Mgt.

NY 151 2%

American Century

TR 6%

Athens Property INV OT 16%

Barr & Warner

OT 9%

Beaver Arms

NY 17%

Barnes Mgt INV OT 16%

Barnett Mgt

NY 16%

Beneficial Bancorp

NY 13%

BT Mort. Investors

NY 7%

Builders Investment Gp NY 12%

Cameron Mgt

NY 7%

Capital Mortgage SBI

NY 23%

Chase Manhattan

NY 7%

CI Mortgage Group

NY 1%

Citizens Mgt AM 3%

Citizens & S Siny NY 16%

Clive Trust Roy INV NY 20%

Colwell Trust AM 10%

Columbia

OT 1%

Cont. Mgt. Investors NY 3%

Cotillion Mgt. & Inv. INC NY 2%

Diversified Mgt NY 7%

Equity Line

AM 7%

Fidelity Growth INV NY 15%

Fidelity NY 3%

First Federal

AM 1%

**MGIC**

First Mgmt. Investors NY 2%

First National

NY 12%

First Pennsylvania

TR 8%

First Properties NY 13%

First Realty AM 9%

Gahnov Mgt NY 3%

Gould Mgt

OT 1%

Great American INV NY 8%

Greenwich Mgt

AM 9%

**National Environment**

**S & ls**

L. E. Nelson Co.-d-OT 562 .003

**Mortgage inv. TRUSTS**

Alton Mgt.

NY 151 2%

American Century

TR 6%

Athens Property INV OT 16%

Barr & Warner

OT 9%

Beaver Arms

NY 17%

Barnes Mgt INV OT 16%

Barnett Mgt

NY 16%

Beneficial Bancorp

NY 13%

BT Mort. Investors

NY 7%

Builders Investment Gp NY 12%

Cameron Mgt

NY 7%

Capital Mortgage SBI

NY 23%

Chase Manhattan

NY 7%

CI Mortgage Group

NY 1%

Citizens Mgt AM 3%

Citizens & S Siny NY 16%

Clive Trust Roy INV NY 20%

Colwell Trust AM 10%

Columbia

OT 1%

Cont. Mgt. Investors NY 3%

Cotillion Mgt. & Inv. INC NY 2%

Diversified Mgt NY 7%

Equity Line

AM 7%

Fidelity Growth INV NY 15%

Fidelity NY 3%

First Federal

AM 1%

**MGIC**

First Mgmt. Investors NY 2%

First National

NY 12%

First Pennsylvania

TR 8%

First Properties NY 13%

First Realty AM 9%

Gahnov Mgt NY 3%

Gould Mgt

OT 1%

Great American INV NY 8%

Greenwich Mgt

AM 9%

**National Environment**

**S & ls**

L. E. Nelson Co.-d-OT 562 .003

**Mortgage inv. TRUSTS**

Alton Mgt.

NY 151 2%

American Century

TR 6%

Athens Property INV OT 16%

Barr & Warner

OT 9%

Beaver Arms

NY 17%

Barnes Mgt INV OT 16%

Barnett Mgt

NY 16%

Beneficial Bancorp

NY 13%

BT Mort. Investors

NY 7%

Builders Investment Gp NY 12%

Cameron Mgt

NY 7%

Capital Mortgage SBI

NY 23%

Chase Manhattan

NY 7%

CI Mortgage Group

NY 1%

Citizens Mgt AM 3%

Citizens & S Siny NY 16%

Clive Trust Roy INV NY 20%

Colwell Trust AM 10%

Columbia

OT 1%

Cont. Mgt. Investors NY 3%

Cotillion Mgt. & Inv. INC NY 2%

Diversified Mgt NY 7%

Equity Line

AM 7%

Fidelity Growth INV NY 15%

Fidelity NY 3%

First Federal

AM 1%
Top brass. In a top-to-bottom price range.

From Perma Gold, Criterion and Capri to our popular economy Riviera, Crane offers you a complete selection of brass compatible with all decors. Best of all, it’s available right now for prompt delivery.

CRANE

300 Park Avenue, New York, New York 10022

CIRCLE 45 ON READER SERVICE CARD
In '73, builders bought textured Insulite's colors.

Now there's more!

Much more. Such as a new grey color and the best color-matched application system in the business! All this and you still get patterns that are striking, woodgrains that are convincing and a break on cost as well.

Our colors—green, russet, gold and now grey—paint profits into houses, and our color-matched application system adds to these profits. We've got the first nailing gun designed to drive our color-matched aluminum nails without a hitch, and that's worth something. It's the Duofast #125 nailing gun. Plus we've got all the color-matched accessories you need and that's worth something, too.

If you liked our colors, get our system. Your building supply dealer has it, so call him. If he doesn't, drop us a line: Boise Cascade Wood Products Division, Portland, Oregon 97201.

Boise Cascade Wood Products Division
Success tested Textured Insulite® Sidings.
new realism and convenience in gas logs...

GemGlo Ceramic Gas Logs now bring to the hearthside all the aesthetics of natural flame...without the chore and expense of bringing in wood or the unpleasantness of disposing of ashes. And you can have instant flame...or immediate shut off. No waiting for the fire to die down. No need to douse the flame before leaving the fireside.

Ready-to-go, the GemGlo package consists of logs, stand, pilot, burner, pressure regulator and control valve...completely pre-assembled for ease of installation. A single gas connection and you can fill living room, family room, den, or vacation hideaway with flickering, fireside beauty and radiant, homey warmth you'd expect from a wood-burning fireplace. GemGlo Logs look so real you'll have to feel them to tell the difference. When lit, the carefully placed burner releases licking tongues of flame that caress and curve realistically around the logs. And until, they beautify the hearth with straight-from-the-forest realism.

For installation in fire-resistant, free-standing or built-in fireplaces...with modern or traditional decor...apartments or homes...remodeling or new construction...the 50 years' experience behind each set of GemGlo Logs is your assurance of a durable, trouble-free, and glamorous fireplace, a glowing center of warmth and fellowship for both family and friends.

For a copy of Bulletin GGL-973 describing and illustrating GemGlo Logs (AGA-design certified) circle the number below on the reader-service card or contact us direct. CarnationGlo Specialties, 155 West California Ave., Sebring, Ohio 44672, 216-938-6845.

Inquire about choice dealerships and sales aids.

NEWS/PEOPLE

Eli Broad's Girl Friday leaving the house business for a home

Barbara Sayre Casey, who has headed Kaufman & Broad's public relations since joining the company in 1967, retires from her post as vice president, corporate communications.

Advanced age is hardly the reason (see photo). Rather, Barbara wants to devote her time to personal interests, including her daughter, Meredith Erin Casey (three in August), the Presbyterian church and her husband's art publishing business. She still plans to keep a hand in, though, by doing consulting work for the housing industry.

She is succeeded at K&B by Nelson W. Potter, who has handled investor relations for Fleetwood Enterprises and been a housing analyst at the brokerage firm of Kidder, Peabody & Co.

Asked for some parting words on her secret for good housing industry public relations, Barbara characteristically tried to oblige her interviewers.

Taking thought, she advised, among many other things, "keep in close touch with both the press and top management."

Those who knew her well can tell you she followed her own advice, all right, but she left something essential out: It helps a lot if you arrange to be Barbara Casey.

Savings Bankers get new president

The National Association of Mutual Savings Banks (NAMSB) has elected Kenneth L. Birchby as its new president to succeed John S. Howe. Birchby is president of the Hudson City Savings Bank in Jersey City, N.J., and Howe heads the Provident Institution for Savings in the Town of Boston.

The association's new vice president is Harry F. Brush, who is president of the Eastchester Savings Bank, Mount Vernon, N.Y. He replaces Birchby in the association post.

The Controllers Society for Savings Institutions has chosen William W. Simpson as its new president. He is senior vice president and controller of Baltimore Federal S&L.

Building financiers name new execs

Alfred C. Ryan Jr. becomes chairman of the board at The Monitor Group, Miami-based construction service organization. Ryan was formerly senior vice president, finance at First Mortgage Investors. He is widely known among leading banks and institutional investors, after closing numerous public and private financing deals (both debt and equity) in the past few years.

Barnett Winston announces two new promotions. Gary D. Silverfield moves up from assistant vice president to vice president at Barnett Winston Investment Trust, which he joined in February 1973. And Barnett Winston Mortgage Company elects F. Francis Hughes Jr., financial analyst and former Navy test pilot, to assistant vice president.

Finally, FRI Construction Services Corp., a subsidiary of First Realty Investment, gets William F. Hall as its new general manager. Hall played an instrumental role in several recent First Realty acquisitions.
Does anything you build face problems like these?

Extremes in weather threaten long-term beauty? Building products made of Geon vinyl retain their decorative appeal through hot and cold, sun and rain, snow and ice. These Perma-Shield shutters by Andersen Corporation are vacuum-formed vinyl over a primed wood sub-frame and wood center braces. The vinyl outer surface is complete in one piece. Offers high impact strength. Low maintenance. Resists chipping and peeling.

Your customers are asking for maintenance freedom? Siding made of Geon vinyl provides minimum upkeep. Resists denting, retains a soft, even color. There are 60 squares of siding on this 137-year-old First Presbyterian Church in Princeville, Illinois. The church building committee chose Contour T-lok solid vinyl siding made by Mastic Corporation, who use Geon vinyl.

Are installation headaches upping your costs? Here's how Geon vinyl helped cut costs in Charlotte, North Carolina, in the Diplomat Apartments. More than 130 units required over 20,000 lineal feet of fully-enclosed electrical system made by Johnson Rubber Company. The system doubles as a baseboard molding. Installation is a snap. A rigid vinyl strip is affixed to the wall. Wiring harness is laid in place. Retainer clips keep it there. Vinyl cover strips are snapped into position and become the finished baseboard. Snap-on molded corners finish the job.

You want a fence that won't rot? Harvel Plastics, Inc., Easton, Pa., uses Geon vinyl to make a fence that's rot-proof. In fact, they guarantee it. It's also impact resistant. Insects and adverse soil conditions won't harm this fence. Geon vinyl also helps resist abrasion. For more information about Geon vinyl as a material in building products, ask B.F.Goodrich Chemical Company, Dept. H-31, 6100 Oak Tree Boulevard, Cleveland, Ohio 44131. The people who started it all in vinyl.

B.F. Goodrich Chemical Company
Woody Kingman leaving Ginnie Mae; Among builders, executives move up

Woodward W. Kingman resigns presidency of GNMA to return to New York City and private business. Woody went to Washington five years ago, was acting Assistant Secretary of HUD after Gene Gulledge's departure in December '72. Kingman wanted to keep that job, but it went to Sheldon Lubar [News, July '73].

Kingman presided over the expansion of GNMA's mortgage security program. Said Walter Williams, the president of the Mortgage Bankers Association: "Kingman has taken the Ginnie Mae security from infancy to a significant vehicle for raising funds for residential mortgages and for reaching pension funds and others who have not been traditional mortgage lenders. He has shown a penchant for getting the job done."

Among homebuilders, meanwhile, U.S. Development centralizes executive responsibilities and promotes Bob Albertson to executive vice president. Brice Mclver becomes senior vice president in charge of construction operations, a move up from heading the Denver division. John Stuart is named marketing and sales manager for all projects.

General Development names two new senior vice presidents: Robert M. Ross, shelter; and William R. Avella, finance and administration. Ross comes over from presidency of Levitt Residential Communities, Avella from a vice-presidential post with the Larwin Group. C.C. Crump, senior vice president for homesite development, takes on additional responsibilities.

San Francisco's $900-million Eastshore Park has a new president. He is Robert Pitts, president of Urban Consultants Inc. and a former regional administrator for HUD.

At Maryland-based Washington Homes, Lawrence M. Breneman returns to the presidency, which he had left last August. John F. Motzer moves to executive vice president from senior vice president.

Harry L. Summers hires away a former employee of Avco Community Developers, of which Summers was president until he started his own company in March 1973. His new man is George W. Lattimer, who trades directorship of Avco's multifamily division for a vice presidency with Harry L. Summers Inc.

Summers, guiding hand behind the award-winning new town of Rancho Bernardo, has over 700 single-family homes under development in four separate communities in the San Diego area and a 232-unit luxury retirement community in Oceanside, Calif.

Donald J. Scholz & Co. also has an Avco Community Developers alumnus joining its ranks: David Schneider, the new director of construction, a post he also held at Avco.

Jim Walter Corp. hires Thomas A. Grant as assistant vice president for Jim Walter Advisers, a subsidiary. Grant had been a vice president of Revlis Mortgage Corp. of St. Paul, Minn.

The Urban Land Institute, the research and educational organization, gets a new first vice president: Harold S. Jensen, a vice president of I. C. Industries in Chicago.
Don’t just offer them a remodeling job... offer design and style that sells

Monterey... a Strong Mediterranean touch
Show your customers that you can offer more than a room addition. Give them a Family room with a look, flair, style. Give them a warm room that glows with the mellow look of a Mediterranean sun. Accent it with our handsome, deeply etched Monterey line. Amerock has everything you need. All in one place. Hardware is highly visible, very touchable, Memorable.

Bonaventure... a French accent
Don’t just sell a new kitchen or bath. Sell them a Country French look. Accent it with our Bonaventure hardware. Everything from towel bars to locksets to doorknobs to drawer pulls. All beautifully coordinated to give a room the real imprint of Provincial design.

Amerock... We help you sell.
"A sharp run-up in the prime rate doesn't signal a new level of inflation. It may signify just the opposite."

There is more builder concern today about the course of interest rates, and particularly the banks' prime rates, than I can remember.

One reason is that both short- and long-term rates have gotten so high by comparison with available rental income that there is very little left for the builder's return on equity. Under the conditions that prevailed this spring, the builder of income property is not living in the present. He's counting on some future contingency to justify his investment and effort—whether that be continuing inflation, a drop in interest rates, a housing shortage or whatever.

A second reason is the floating rates for construction, land and intermediate-term loans. When the trend in the prime rate makes an abrupt U-turn, as happened this spring, the builder may find himself paying as much as 3 to 4 percentage points more for his money than he had projected.

Furthermore, the relationship between short- and long-term rates that most of us are accustomed to has been turned upside down. For most of the last year the prime rate has been higher than the conventional mortgage rate, a situation so rare in the previous 30 years it seems almost an inversion of nature.

**Moment of decision.** The course of future interest rates becomes a critical issue when a builder is negotiating his takeout financing. He then has a choice of committing his permanent financing immediately or taking the intermediate-term or standby route. His decision will be based in large part on how he projects interest rates a few months and a few years out.

The difference between the right and wrong decision—in essence, between the right and wrong projection of rates—may have a price tag of hundreds of thousands, if not millions, of dollars over the life of a large development.

Along with customers, my colleagues and I have given much thought to rate trends.

**Advice: Hold off awhile.** We believe the odds favor the builder who defers commitment of his permanent financing (through use of an intermediate-term loan or standby), not only this year but in almost any year when end-loan rates are high by historical standards. You may notice in the chart at right the sawtooth shape of the mortgage-rate trend. Even when the trend has been uphill, a sharp increase in rate has been followed by a decline in a short time.

This was especially striking in the money-crunch years of 1969-70. The build-ers who took out standbys in those years and postponed permanent financing to 1971 or 1972 saved an average of one percentage point on their end-loan rate.

There are other advantages to the standby or intermediate-term route in an inflationary period. There were serious cost overruns on much of this and last year's construction. The builder whose permanent financing is already committed won't be able to reflect this higher cost in his loan base. But if the builder postpones obtaining his final loan until the building is rented up, he will be able to factor in the overrun.

**Reassurance on inflation.** A sharp run-up in the prime rate doesn't signal a new level of inflation. It may signify just the opposite. We aren't going to have double-digit inflation in this country merely because the prime has gone into the range of 12%.

There is only one inevitable association with a steep rise in short-term rates, and that is disintermediation. A rising prime is the signal, if one is needed, to cultivate the kind of lender who can provide takeout funds in tight as well as easy markets.

Both short- and long-term rates reflect, in addition to the other workings of supply and demand, an expectation of inflation: short-term, the inflation of the next few months; long-term, the expectation of inflation over a decade or more.

There is agreement among economists that there will be at least a moderate cooling of inflation in the second half. A majority, though not a consensus, also believe we are now in a recession and that this must eventually case the demand for funds. Whether economists subscribe to one or both points, they generally agree that short-term rates will start declining this year. The only disagreement is on timing.

The trend may already be under way by the time this is printed. Or it may not show up clearly until late in the year. But by sometime in 1975, if not sooner, we believe short-term rates will be at least 3 to 4 percentage points below their spring peak. Well before that time, the money-market pattern most of us feel comfortable with—prime rates significantly lower than mortgage rates—should again prevail.

**Long-term outlook.** The pattern we project for long-term rates is more complicated. They are capable of still further rises this year. They may zigzag for a year or more before they drop firmly.

And over a somewhat longer term, say the next two or three years, our economic advisers stand in opposition to the conventional wisdom. They don't believe inflation in the U.S. is escalating. They believe the 1973-74 price trend is a temporary anomaly, caused by a conjunction of special factors. These are, worldwide: crop shortfalls, a shortage of commodity capacity coupled with a surge in commodity demand and a large—but temporary—increase in the money supply; and in the U.S.: the 1971-73 price controls and the massive addition to the money supply in 1972.

There have been parallels to the 1973-74 commodity and price trends twice before in recent U.S. history: in 1920-21 and 1950-51. Both times the inflation periods were quickly succeeded by long periods of relatively stable prices.

Perhaps the main lesson of these recent months is the reminder of the volatility of the money market. It is a reminder, to repeat a theme stressed in a previous column, that a builder ought always to conduct himself as though another credit crunch were imminent.
For a top job, start at the top... with Norandex Gutters, Downspouts and Soffit.

The next time you quote a remodeling project, start with Norandex rain-carrying equipment and soffit. From your customer's point of view, and yours, it'll be a top job when you top it off with Norandex.

He'll like the quality and durability of Norandex aluminum. You'll like how fast and easy it is to install.

You'll appreciate our 90 strategically located warehouses that deliver promptly and reliably. He'll appreciate your finishing the job with no delays.

He'll be delighted with those soft-toned, nature-inspired Norandex colors. You'll be delighted with how beautifully you can match siding colors or accent them dramatically.

He'll be completely satisfied for years with Norandex's baked-on finish that won't fade, chip, crack, peel, flake or blister. You'll be relieved to know there'll be no complaints or call-backs.

That's why Norandex has been top choice of remodelers for so long. PUT NORANDEX ON THE TOP... IT'LL PUT YOU THERE, TOO!

Profit more in '74 with Norandex.

For the location of the Norandex warehouse nearest you, write to 7120 Krick Road, Cleveland, Ohio 44146 or call (216) 232-5500.

The Norandex line can fly you to Buiding Materials.
Watch for House & Home's quarterly postcard service free to all subscribers—coming your way soon with useful product ideas

House & Home's quarterly postcard service — free to all subscribers — is designed to widen your choice of available products and provide fast action through direct personal contact with suppliers.

This month, and every three months after, House & Home will deliver a packet of product postcards post-paid and already addressed to forty or fifty manufacturers offering information on products, materials and equipment suitable for your current and future projects.

You'll find these postcards a quick, convenient way to get information from manufacturers who frequently test the market with brand-new product ideas you may well want to consider — and pass along to key people concerned with your planning, design, construction and marketing problems.

It's dealer's choice! So watch the mails for the full deck of product postcards — coming your way from House & Home, soon!
Right now you can have a Quality Inn franchise in any of these cities.

Boston  Lansing
Burlington  Little Rock
Chicago  Milwaukee
Columbus  Miami
Dayton  Minneapolis/St. Paul
Fort Wayne  Montgomery
Hartford  New York City

Newark  Omaha
Ottawa  Philadelphia
Portland, Ore.  Providence
San Diego
Spokane  Springfield, Ill.
Springfield, Mass.  Toronto
Tucson  Utica
Winnipeg

In 5 years there may be no vacancy.

If you presently own or plan to invest in a motel in any of the cities above, talk to Quality Inns. Quality still offers franchises in each of these areas (and others). But at the rate we're growing, we plan to more than double our number of rooms by 1978, and there may not be many top-choice locations left.

To help you find the best possible location, we offer, as part of our franchise package, site selection assistance. So your site will be the closest thing to a sure thing.

In addition to site selection assistance, we'll give you specialized, expert advice on construction, architecture, and on furnishing your property from the kitchen to the penthouse suite.

After you've converted your present property to Quality Inns, or opened your new Quality, we'll help you fill it up with one of the industry's largest reservation networks, and one of the strongest marketing programs.

To help make your motel even more profitable, we'll provide you with operational assistance, and employee training programs. Plus advice on security matters. Insurance programs. And support from an international sales staff. We even have a complete motel management program for those who are only interested in capital investment.

For more information, send in the coupon. Or phone Leonard K. Dowiak, at (301) 593-5600.

Leonard K. Dowiak,
Vice President,
Franchise Operations
Quality Inns International
10750 Columbia Pike
Silver Spring, Maryland 20901

Please send me your get acquainted fact sheet.

Name______________________
Address_____________________
City______ State_____ Zip______
ORDER NOW AS YOU MAKE

THE BLUE BOOK OF MAJOR HOMEBUILDERS

"Who's Who" in the Residential Construction Industry ™

Ninth Edition

A comprehensive data bank including more than 800 individual reports on the nation's top Homebuilders, Home Manufacturers and New Town Community Developers. The ALL NEW '74 BLUE BOOK has reports on more firms than ever before—over 1,700. The most completely up-to-date study of its kind; the BLUE BOOK shows the name, title and address of more than 4,000 key executives.

Who they are . . .

Where they are . . .

What they plan to build . . .

Where they plan to build.

1975 IS JUST AROUND THE CORNER!

NOW IS THE TIME TO MAKE YOUR CONTACTS FOR A BIGGER AND BETTER YEAR AHEAD.

The Blue Book of Major Homebuilders details the builders' 1974 building plans . . . shows their six-year history of building activity by type of housing produced, including condominiums . . . lists recent changes in their key operations personnel . . . describes their performance record, construction methods, money requirements, land need . . . and spells out recent corporate changes, including mergers and consolidations.

Here are some of the report headings:


The Blue Book of Major Homebuilders is a Copyrighted Publication of CMR Associates, Inc.

CIRCLE 57 ON READER SERVICE CARD
Thousands of executives in hundreds of firms in the homebuilding industry are now using the Blue Book of Major Homebuilders to improve their positions in 1974 and to lay out their plans for 1975.

If your company is in our industry—you need the Blue Book of Major Homebuilders.

What’s more, if you’re going to keep up with today’s market—you need it in a hurry!

The Blue Book is the only compendium of information written all about BIG Homebuilding. It is authoritative. It is current. More than 800 Homebuilders, Home Manufacturers and New Town Community Developers supplied us this year’s basic facts which went into this huge reference study on 1974 BIG Homebuilding.

These are the leaders! They will continue to lead! They will continue to lead despite the “Energy” crisis . . . and all the other complex problems facing the building industry today.

If you are to continue to grow . . . you must keep up with them . . . you must know all about them. You must know WHO they are—WHERE they are—WHAT they are building and WHERE they are building.

THE BLUE BOOK OF MAJOR HOMEBUILDERS will tell you all of this and much more.

Think of the time you will save when you can find all this information in one research compendium. You’ll be able to build a solid base for the future when you study the industry trends and the industry growth pattern set by these BIG Builders.

You can’t lose. Not only do you get our 10 day, full refund satisfaction guarantee but the price of the book will save you many times over what it would cost you in time just to organize the information in the BLUE BOOK.

Yes!!!—THE BLUE BOOK OF MAJOR HOMEBUILDERS—is truly designed to increase your business.

Hundreds of businesses are profiting from this current and authoritative Homebuilding study. Some of the business categories of BLUE BOOK buyers are: Builders, Mortgage Bankers, Savings & Loan Institutions, Realtors and Developers, Manufacturers, Ad Agencies, Business Consultants, Libraries, Building Materials Firms, Architects, Subcontractors, Industrial/Commercial Firms, Local, State, County and Federal Government Agencies.

ORDER NOW! Send This Form TODAY!

ORDER FORM

NOTE: All orders plus postage and shipping costs. Save Postage and Handling charges by enclosing your payment.

Date of this order____________________

Payment Enclosed

No. of Books____________________

Total Amount $____________________

Bill me

Bill Co.

Make checks payable to CMR Associates, Inc.

Gentlemen:

Please enter_________orders for the 9th Edition, The Blue Book of Major Homebuilders at the price listed below. I understand you are offering a 10-day, full refund, return privilege with each book.

$74.50 Regular Price—Special Multiple Copy Prices Available.

Name______________________________ (please print)

Company Name_____________________

Address____________________________

City________________ State________ Zip________

Please Check One:

Builder

Manufacturer

Ad Agency/Consultant

Finance

Library

Bld Matl Sales/Distributors

Architects

Subcontractor

Realty

Ind/Commercial

Government

Other

WANT MORE INFORMATION BEFORE YOU ORDER? FILL IN NAME & ADDRESS AND CHECK HERE □
Builders who switch
...don't switch back.
to Super-C steel joists

Super-C steel joists cost less installed than wood. And give a better floor.

The switch is on. More builders than you probably realize have changed to Super-C steel joists, for a wide variety of applications.

And builders who have switched don't go back to wood. In fact—they're designing new projects with these joists in mind, right from the start.

That's no surprise, because Super-C steel joists have some major advantages over wood.

They cost less to install. Not "maybe." Facts prove it. Steel joists are up to 20% lighter than wood—so they can be handled and installed quickly by just 2 men. And Super-C's extra strength permits greater spans and greater spacings, reducing the number of joists as much as 60%.

They give a better floor system. Developed by U.S. Steel, Super-C joists are hot dipped galvanized steel. They don't shrink or warp. Floors don't squeak. Nails don't pop. You should expect no callbacks from a floor system based on Super-C joists.

Many applications are possible. First floors, upper floors, flat roofs—for single-family houses, townhouses, apartments, shop built or field assembled. They've all been "proved out" by builders in the field. And plywood decking or concrete floors can be used.

For detailed information, send for our highly factual booklet, which includes typical applications, load span tables and architectural details—as well as the name of the manufacturer of Super-C joists serving your area. United States Steel, Pittsburgh, Pa. 15230.

United States Steel
United States Steel (USS C218)
600 Grant Street
Pittsburgh, Pa. 15230
Dear Sirs: Please send me your booklet on Super-C joists.

Name ________________________________
Title ________________________________
Company Name _________________________
Address ______________________________
City __________________ State ______ Zip ______
Type of units __________________________
How many? ___________________________
Name of architect or project engineer who should also get this booklet: __________________________

CIRCLE 59 ON READER SERVICE CARD
Fireplacing simplified... by Martin!

Martin "Build-In-Anywhere" fireplaces with zero clearance to combustible surfaces are completely adaptable!

Install a Martin Woodburning Fireplace on any floor, against any wall, combustible or not! Because each is a carefully engineered system, complete in itself with easily assembled, factory-built, hearth-to-chimney-top components, you can add one or more at any stage of development...during planning, construction, or remodeling! After unit and flue are assembled, there's nothing more to do but trim out to suit individual taste. 28", 36", 42", and end-opening models are available to meet every need.

Martin Free-Standing fireplaces for economy, performance, versatility!

Energy-conscious home-owners are finding Martin Free-Standing Fireplaces to be the ideal supplemental heat source for family rooms, basements, anywhere a fireplace is desired. Available in electric, gas, and wood-and-coal-burning models, they assemble easily and may be installed with minimum labor.

Write for our catalog of affordable fireplaces now!

MARTIN INDUSTRIES
BUILDING PRODUCTS DIV.
P.O. BOX 1527 HUNTSVILLE, ALA. 35807
Valley
We'll be around a long, long time

A classic doesn't come along too often. But when it does, it sets the pace for years to come. Rolls did it with their Classic 33. And Valley's new Starburst Series has done it, too.

Clean, simple lines that spell its elegance; “hydroseal” leak-proof, worry-proof action; feather-touch control and mirror-like “triplate” finish give every Valley faucet the quality, appearance and dependability that will last a long, long time.

Valley™ single control faucets

EASTMAN CENTRAL D
a division of
UNITED STATES BRASS CORPORATION

SUBSIDIARY OF HYDROMETALS, INC.
201 TENTH STREET, PLANO, TEXAS 75074
No, we didn't build all of it but we did furnish the roof systems for more than half of the buildings at the World's Fair. This includes the 52,000 square foot USSR pavilion (the fair's largest) and all other foreign exhibits.

The original design called for a steel space frame but the cost proved prohibitive. Then TRUS JOIST came to the rescue, with a space frame made up of wood and steel H-Series and the all wood I-Series joists which spanned 50 feet, and cut costs by more than 50%. We also devised a method of assembling the entire system on the ground and lifting it into place which proved to be another big time and money saver.

The hexagon pods are so constructed that when Expo is over in November they can be disassembled and sold singly or in groups for erection elsewhere, another big economic plus.

Expo '74 is just one more example of TJ's versatility and economy. Whatever your need may be, TRUS JOIST can fill it with a quality roof or floor structural system. There's a TJ man near you who will supply a design manual, design assistance or a free and accurate cost estimate. Just drop us a card and we'll put you in touch.
TRUS JOIST

Creative Engineering In Structural Wood.

The TJ space frame (modular hexagon pods) is constructed on the ground where it goes together quickly and easily for big labor savings.

Here the 50 foot span roof system is lifted into place where it is quickly bolted to the steel columns.

In the foreground is the 52,000 square foot USSR building and behind it the West Germany and Philippines pavilions... each with exposed TJ’s.

The completed Japanese pavilion which at the end of the fair will be disassembled and sold for erection elsewhere.
DODGE UNDERSTANDS YOUR ON-THE-JOB CONSTRUCTION NEEDS
(and our D100 pickup proves it)!

Here's why Dodge should be your first pickup choice.

1. On the job, you want operating dependability and fewer maintenance worries. Our Electronic Ignition (standard) has no troublesome points or condenser that can wear out or get wet.

2. On the job, you want to carry more tools and heavy gear. Our Dodge D100 has a greater standard payload capacity than either the Ford F100 or Chevy C10.

3. On the job, you want just the right pickup, not a compromise! That's why Dodge offers a choice of 52 pickup models. (More than Ford or Chevy offers.)

4. On the job, you want extra inside storage in your pickup. Dodge was first with the Club Cab. Plenty of dry inside space for valuable tools, equipment and supplies. Even room for two extra riders. (Comes in four-wheel-drive, too.)

5. On the job, you want gasoline economy! Our standard six-cylinder Dodge pickup engine is the famous economical 225-cid Slant Six. (It's smaller than Ford or Chevy pickup Sixes, but it has plenty of power to get the job done.) Our efficient Dodge V8 got slightly better mileage than competition's six-cylinder pickups. (See below.)

6. On the job, you might want more road time and fewer gas stops! Dodge pickups have a larger standard fuel capacity than Ford or Chevrolet pickups do.

7. On the job, you might want the convenience of automatic speed control. It's a great option that makes long distance driving easier. Dodge pickups offer it! (Ford and Chevy pickups don't.)

8. On the job, you want the cargo to slide in smoothly. That's why Dodge has done away with exposed bolt heads in the cargo box. A little point? You'll like it! (It's a real joy to have this smoother operation.)

ALL THAT PLUS SIX-CYLINDER ECONOMY WITH A V8.
The United States Auto Club (better known as USAC) recently tested Dodge, Ford, and Chevy half-ton pickups for gas economy. When the testing was over, our Dodge had gotten better gas mileage than the Chevy and slightly better gas mileage than the Ford in highway driving. Not impressed? Consider this, the Dodge we're talking about was powered by a 318 V8 while the Ford and Chevy pickups in question had their smaller standard six-cylinder engines. Our 318 V8 delivered six-cylinder economy with V8 performance. No wonder Dodge has the pick of the pickups. Of course, the mileage you get depends on many factors including how and where you drive and the condition of your vehicle.
Bi-fold Doors by C-E Morgan offer unique advantages


Bi-fold Doors of Structured Polymer have proven their worth to both builder and buyer. For the builder, Morgan offers a choice of designs, each having solid unitized construction. Complete with hardware, ready for installation. Attractive white factory prime finish . . . install as-is or paint if desired. Doors can be trimmed in height for a perfect fit.

Our bi-fold doors also offer advantages to the user. A rich warm appearance that denotes quality. Dimensional stability, durability and impact resistance. Plus a smooth, reliable operation that eliminates the nuisance of call-backs.

Structured Polymer is a unique material which offers a variety of advantages. Morgan makes it available to you now in bi-fold doors and window and door shutters. Write for complete information.

MORGAN COMBUSTION ENGINEERING, INC.

Morgan Company
Oshkosh, Wisconsin 54901

CIRCLE 65 ON READER SERVICE CARD
MAZE, that busy little nail maker, says ...

50 years experience shows there's a critical difference in zinc-coated nails—"HOT-GALVANIZED" AND "HOT-DIPPED STORMGUARD NAILS" ARE NOT THE SAME!
HERE'S WHY . . .

MAZE HOT-DIPPING IS LIKE "SKINNY-DIPPING" ...everything gets drenched!

That's right! "Hot-galvanized" nails are merely rolled around in a hot barrel with zinc chips. Kinda like buttering popcorn—some nails get lots of zinc, some very little. But Maze hot-dipped Stormguard nails are fully dunked in a pool of molten zinc. And, like the lads at the swimming hole, each nail gets completely submerged.

Maze Stormguards are unique among exterior nails. They're strong steel-core nails, hot-dipped TWICE after threading, and processed between the dips to insure a uniform coating and clean, sharp threads. In over 50 years, we've never had a single verified complaint about any of our hot-dipped nails rusting and causing stains. So, you can use Maze Stormguards with complete confidence!

Excellent driving Stormguards are economical—cost only slightly more than regular hot-galvanized and plated nails . . . far less per nail than aluminum . . . 1/5 the cost per nail of stainless steel.

Altho nails are only a tiny fraction of the total cost of a house, the wrong type of exterior nails can cause plenty of grief. Rusty nails ruin siding, roofing and trim . . . require expensive replacement, or constant repainting. To avoid these problems, specify Maze Stormguards—you'll be money ahead in the long run!
Executive compensation: What it takes to hire and hold homebuilding's key people

As the head of a building company, what should it cost you to hire a first-class marketing director? Construction V.P.? An executive vice president?

On the other side of the coin, if you're qualified for one of those slots, what salary should you ask for? Should you get a performance bonus? A piece of the action? And if so, how much?

These are particularly tough questions to answer because housing companies vary so widely in both size and operating style.

And they're particularly important questions because housing, more than almost any other industry, is directly dependent on its key operating people for success.

That's why in this issue HOUSE & HOME has undertaken the housing industry's first comprehensive study of executive pay practices. For the study we went to three sources:

First, we made our own survey of building firms whose annual volumes are in excess of $1 million. We asked them what their executives receive in salary and what performance-oriented extras such as bonuses and profit sharing they offer.

Second, we gathered data from a number of executive search companies that specialize in housing.

Third, we reviewed documents on file with the SEC to determine salaries and stock ownership of the officers of over 50 publicly held building companies.

The results are shown on the next ten pages. They will be illuminating—and perhaps surprising—to both the executive and to the company that employs him.
Housing's peculiar character makes for unusual pay practices

The chief peculiarity is the industry's extreme sensitivity to outside influences. Buying and renting patterns can shift very quickly. Zoning problems can wipe out a project—and a company—almost overnight. And fluctuations in the money market can literally turn the industry on and off like a faucet.

This sensitivity gives the housing industry its strongest characteristic—high risk; even the most conservative homebuilder can look like a gambler to more traditional businessmen.

The rewards for smart handling of high-risk situations can be very juicy indeed. So it's not surprising that 1) key executives of proven ability are eagerly sought, 2) these executives want pay packages that give them a share in the rewards, and 3) companies tend to offer these packages. Bonuses, profit sharing, stock options and similar incentive systems are more often than not part of the key executive's deal with his company.

Furthermore, such deals tend to vary all over the lot, so neither the employer looking for a key executive nor the key executive looking for an employer has clear guidelines to help him arrive at precise figures. Here are some of the more important factors that complicate the picture:

Ownership distorts the compensation picture. Most building and developing companies are essentially proprietorships or partnerships, and the president and/or owners pocket much of the company's profit. Hence salaries bear little relation to actual income.

Similarly, the top men in public companies usually hold the controlling blocks of stock. Thus, while they typically provide themselves with $50,000 to $70,000 salaries, stock dividends may be the biggest source of their income.

Take the actual case of a midwestern builder who does $18-million gross volume annually. The company last year made 6% net—$1,080,000. The owner set aside 25% ($270,000) as profit sharing for his six key executives and 45% ($486,000) for retained earnings. The remaining 30% ($324,000) is his personal income. Moreover it is tax free because of the tax shelter provided by half a dozen residential income properties. Under these circumstances the owner's official salary of $60,000 is almost an afterthought.

The company volume in this instance is somewhat larger than average. But even builders turning out only 30 houses a year may typically take home $75,000 to $100,000 on this basis.

Executive mobility in the housing industry is extremely high. A 15% to 20% annual turnover in a company is not exceptional.

The reasons are extreme economic swings which housing is peculiarly prey to. An executive may feel that he is not being adequately compensated for an unusually successful program. So he leaves for a job that offers more in the way of performance benefits. Conversely, the company may blame him for a bad program or sick corporate situation and fire him or slice his compensation to the point where he quits.

Reaction to these situations can create various swings in pay practices. The executive fired for poor performance may insist on straight salary for his next job rather than risk a bonus situation; or the company that saw a good man leave because the latter felt he wasn't getting enough of the action may revise its policy and give the next man less salary and a bigger chance to share in the results of good performance.

Pensions, common in other industries, are rare in housing.

In the House & Home survey of executive compensation, the typical proportions of executives slated to receive pensions are as follows: chairman, 29%; president, 20%; executive vice president, 24%; finance director, 24%; marketing director, 7%; construction director, 21%; project manager, 10%; and property manager, 13%.

Why these low percentages? Partly because of the aforementioned mobility; few executives expect to be with a company long enough to draw a pension, so it's not a meaningful benefit to them. Moreover homebuilding is still an entrepreneurial business, and the attitude prevailing in it is that the big killing is only months or at most a year or two away, so why worry about twenty or thirty years from now.

There are practically no pay-level standards in housing, and this information gap is reflected dramatically in the vast disparity in salaries and incentives.
noted in the accompanying tables.

Part of the disparity stems from a lack of mutual exchange of information. And part is due to the unusual pressures homebuilding can generate.

In most industries a job seeker asks for an income better than offered by his current job, while an employer offers compensation close to that paid to the previous job incumbent. The two are probably not far apart and can negotiate a mutually agreeable figure.

But in housing, the normal process of negotiation is constantly being thwarted by the exigencies of the industry. A key executive opening needs to be filled right now, and millions of dollars are riding on finding the right man. So when the builder thinks he's found the right man, he is liable to hire him quickly on terms set largely by the employee. Often, these terms are far above what the builder originally wanted to pay, and far in excess of what the competition is paying for the same job title with the same responsibilities.

"When you've got $10-million worth of stalled projects, you aren't likely to quibble over whether you'll pay $25,000 or $35,000 for a construction v.p. with a proven record of success," says Jerry Sans, president of Barton-Sans, a New York search firm specializing in housing executives. "And the bonuses and profit sharing in such a pressure-cooker situation tend to be a lot higher than in a stabilized situation."

In the total pay package, salary is often the least important element

And the higher the position the less important it is, and the more important incentive income is. In the middle echelons of management, incentives can be as much as or more than salary, and in the upper echelons it can push people into the really big money.

Here are the most widely used types of supplemental incentives:

Bonuses. In recent years the bonus, figured as a percentage of base salary, has been the most popular tool to prod executives to greater efforts.

"The bonus is particularly important because it is the most obvious recognition that an employer can give to an employee," So says Lee Stephens, partner in Stephens-Van Leeuwen, a search firm in Corona del Mar, Calif. that specializes in housing executives. "It can be discretionary, computed on the basis of profitability or tied to an incentive formula. It can be paid monthly, semi-annually, annually or spread out over a number of years."

Some 15% of the respondents to the HOUSE & HOME survey indicated that they deferred partial or full payment of bonuses. This practice has generated considerable controversy. Builders claim it is beneficial because of a smaller tax bite and because the full rewards of most projects are not realized for several years. But many embittered executives say they have lost deferred bonuses for a variety of reasons—a later weakening of the company's financial position, a falling out with their bosses, etc.

In recent months there has been a subtle shift away from bonuses toward larger salaries, notes Tom Townley, research director of Survey Resource Advisors, a Newport Beach, Calif. consulting firm which is now gathering in-depth data on how and what 55 residential builders pay their executives.

"Some companies realize that this year's deflated bonuses, combined with the effects of soaring inflation, will make their executives very restless," says Townley. "If companies want to retain these men for the expected boom next year, they're going to have to beef up basic salaries."

Profit sharing. Typically, private companies will allocat 10% to 25% of pre-tax profit to be divided among key executives. The split can be equal, or apportioned according to title or size of salary. For public companies, profit sharing is limited to 15% of an individual's income.

Profit sharing is often double-barreled in multi-divisional companies: A top man can receive a slice of his own division's profits as well as those of the company as a whole.

There are many possible variations on the profit-sharing theme. Two examples:

1. An executive of a national public company receives an amount equal to 25% of the profit sharing paid to the division presidents reporting to him.

2. Division presidents of the above company receive incentive pay equal to 1% of their division's pre-tax profits, plus 3% of the pre-tax profit in excess of the previous year's profit. And they receive additional compensation based on profits from the sale of land and income properties.

Equity participation. For senior-level executives, part ownership in the company—or a series of projects—is the most highly prized incentive.

"Every top executive—whether he be a divisional vice president of operations for a large company or a marketing director of a regional builder—eventually wants equity participation," says Lee Van Leeuwen of Stephens-Van Leeuwen. "It's a key factor in motivating a satisfied man to move."

The publicly held company can also provide equity in the form of stock options. But these have fallen into disfavor (the term laughing stock is often used) because the options now sell for considerably more than the current market value. For example, the average per share option price of U.S. Home stock is $15.21, but it sells for about $5 a share on the open market.

However, some companies in this position are offering their executives the choice of either retaining their options or cashing them in after a set period.

Those sweet perks. It is widely assumed that top housing executives receive an abundance of perquisites—nicknamed perks by personnel managers and executive recruiters.

Perks are those niceties that make any job nicer—a company car, company-paid country and health clubs, company-owned house and hunting lodge, company-paid vacations, etc.

But according to the HOUSE & HOME survey, less than 20% of the respondents receive a free car, and a smaller percentage receive free club memberships, the use of company airplanes or generous expense accounts. Most respondents indicated that they were reimbursed only for job-related out-of-pocket expenses.

Many factors modify annual income

They include:

Company size. The larger the company the greater the likelihood it will pay higher salaries and supplemental compensation. And this is particularly true of the top seven jobs, from chairman...
down to area manager, as listed in the House & Home and Barton-Sans surveys.

For staff positions, such as director of design or property manager, the compensation differences between small and large companies are much less.

The Barton-Sans survey points out one interesting aberration: In the $10-to-$25-million and $25-to-$50-million categories, presidents tend to make higher salaries than board chairmen.

"Frequently the chairman's position is filled by the owner who is taking a semi-active role in management," says Jerry Sans of Barton-Sans. "In addition, he is probably receiving a large piece of company profits."

Sans points out that in the area of middle management, the industry's practice of paying the biggest salaries to top field personnel—chiefly the construction director—still holds. But increasingly, larger companies are coming to regard marketing directors as much more important. Therefore their base salaries and supplemental pay have risen considerably in the past two years.

Size of the executive staff. Every builder/owner looks for a perfect balance between the highest management efficiency and the lowest cost for management overhead. But the House & Home survey showed that chief executives of similarly sized building firms have very different ideas about how to produce the best balance.

Consider Company #1, a $69-million East Coast firm which built 1,500 units last year. The executive payroll of $290,000 covers six men—chairman/chief executive officer, president, comptroller, area manager, project manager and property manager.

By contrast, Company #2, a $70-million West Coast firm which also built 1,500 units, pays $450,000 to ten executives—chairman, president, comptroller, marketing director, area manager, project manager, property manager, administrator, land acquisition director and architect.

Company #1 is likely to offer considerably larger bonuses and profit sharing than Company #2 because fewer men divide up the pie. At the same time, these men probably work much harder.

In small companies, the income per man can rise dramatically when there are only a few executives. For example, a $4-million firm building 300 units a
packages: Here's the picture revealed by a HOUSE & HOME survey

<table>
<thead>
<tr>
<th>Salary</th>
<th>Average</th>
<th>Low</th>
<th>Pension</th>
<th>Average</th>
<th>Low</th>
<th>Percent receiving</th>
<th>Percentage full or part owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>$125,000</td>
<td>$84,264</td>
<td>$50,000</td>
<td>$16,000</td>
<td>$15,000</td>
<td>$12,000</td>
<td>Bonus</td>
</tr>
<tr>
<td>150,000</td>
<td>73,633</td>
<td>35,000</td>
<td>12,000</td>
<td>8,000</td>
<td>3,000</td>
<td>60</td>
<td>27</td>
</tr>
<tr>
<td>125,000</td>
<td>53,850</td>
<td>30,000</td>
<td>6,000</td>
<td>4,050</td>
<td>2,100</td>
<td>75</td>
<td>33</td>
</tr>
<tr>
<td>75,000</td>
<td>42,371</td>
<td>26,000</td>
<td>10,000</td>
<td>6,700</td>
<td>1,800</td>
<td>69</td>
<td>31</td>
</tr>
<tr>
<td>75,000</td>
<td>35,145</td>
<td>21,000</td>
<td>5,000</td>
<td>3,000</td>
<td>1,500</td>
<td>64</td>
<td>27</td>
</tr>
<tr>
<td>50,000</td>
<td>31,584</td>
<td>24,600</td>
<td>5,000</td>
<td>3,000</td>
<td>1,500</td>
<td>79</td>
<td>21</td>
</tr>
<tr>
<td>60,000</td>
<td>41,367</td>
<td>24,000</td>
<td>7,500</td>
<td>4,500</td>
<td>1,200</td>
<td>58</td>
<td>33</td>
</tr>
<tr>
<td>35,000</td>
<td>21,385</td>
<td>15,000</td>
<td>5,000</td>
<td>3,250</td>
<td>750</td>
<td>67</td>
<td>8</td>
</tr>
<tr>
<td>30,000</td>
<td>22,056</td>
<td>18,000</td>
<td>7,500</td>
<td>4,500</td>
<td>1,200</td>
<td>55</td>
<td>18</td>
</tr>
<tr>
<td>35,000</td>
<td>23,138</td>
<td>17,000</td>
<td>5,000</td>
<td>3,250</td>
<td>1,500</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>45,000</td>
<td>29,417</td>
<td>21,000</td>
<td>7,500</td>
<td>4,500</td>
<td>1,200</td>
<td>50</td>
<td>33</td>
</tr>
<tr>
<td>32,090</td>
<td>26,084</td>
<td>20,000</td>
<td>7,500</td>
<td>4,500</td>
<td>1,200</td>
<td>71</td>
<td>14</td>
</tr>
<tr>
<td>42,500</td>
<td>29,443</td>
<td>18,600</td>
<td>7,500</td>
<td>4,500</td>
<td>1,200</td>
<td>43</td>
<td>14</td>
</tr>
</tbody>
</table>

*No retirement benefits given for this position.

**Insufficient data.*

---

<table>
<thead>
<tr>
<th>Salary</th>
<th>Average</th>
<th>Low</th>
<th>Pension</th>
<th>Average</th>
<th>Low</th>
<th>Percent receiving</th>
<th>Percentage full or part owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>$134,000</td>
<td>$63,448</td>
<td>$23,000</td>
<td>$25,000</td>
<td>$14,500</td>
<td>$5,000</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>150,000</td>
<td>61,077</td>
<td>20,000</td>
<td>22,000</td>
<td>13,417</td>
<td>3,000</td>
<td>50</td>
<td>13</td>
</tr>
<tr>
<td>100,000</td>
<td>46,469</td>
<td>18,000</td>
<td>18,000</td>
<td>9,750</td>
<td>5,000</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>42,000</td>
<td>27,464</td>
<td>16,000</td>
<td>16,000</td>
<td>6,500</td>
<td>2,000</td>
<td>44</td>
<td>22</td>
</tr>
<tr>
<td>50,000</td>
<td>28,710</td>
<td>16,000</td>
<td>12,000</td>
<td>6,410</td>
<td>1,800</td>
<td>55</td>
<td>17</td>
</tr>
<tr>
<td>50,000</td>
<td>28,316</td>
<td>18,000</td>
<td>10,000</td>
<td>4,900</td>
<td>2,000</td>
<td>56</td>
<td>28</td>
</tr>
<tr>
<td>70,000</td>
<td>32,208</td>
<td>22,500</td>
<td>13,200</td>
<td>4,429</td>
<td>500</td>
<td>67</td>
<td>17</td>
</tr>
<tr>
<td>40,000</td>
<td>21,796</td>
<td>12,000</td>
<td>8,600</td>
<td>7,300</td>
<td>6,000</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td>40,000</td>
<td>21,920</td>
<td>12,000</td>
<td>7,800</td>
<td>6,900</td>
<td>6,000</td>
<td>47</td>
<td>27</td>
</tr>
<tr>
<td>35,000</td>
<td>22,267</td>
<td>14,200</td>
<td>7,800</td>
<td>6,900</td>
<td>6,000</td>
<td>25</td>
<td>33</td>
</tr>
<tr>
<td>50,000</td>
<td>26,609</td>
<td>16,000</td>
<td>10,800</td>
<td>8,400</td>
<td>6,000</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>31,000</td>
<td>24,000</td>
<td>17,000</td>
<td>8,000</td>
<td>4,800</td>
<td>1,600</td>
<td>50</td>
<td>40</td>
</tr>
<tr>
<td>30,000</td>
<td>20,417</td>
<td>11,000</td>
<td>8,000</td>
<td>4,800</td>
<td>1,600</td>
<td>67</td>
<td>**</td>
</tr>
</tbody>
</table>

*No retirement benefits given for this position.  **No company reports stock options for director design/architecture

*One company reports a $150,000 bonus for president and no salary

*One company reports a $200,000 salary and $10,000 in commissions for director marketing/sales

---

<table>
<thead>
<tr>
<th>Salary</th>
<th>Average</th>
<th>Low</th>
<th>Pension</th>
<th>Average</th>
<th>Low</th>
<th>Percent receiving</th>
<th>Percentage full or part owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>$85,000</td>
<td>$42,595</td>
<td>$20,000</td>
<td>$15,000</td>
<td>$9,333</td>
<td>$4,800</td>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>125,000</td>
<td>45,167</td>
<td>18,000</td>
<td>20,000</td>
<td>11,257</td>
<td>2,700</td>
<td>37</td>
<td>9</td>
</tr>
<tr>
<td>76,000</td>
<td>33,521</td>
<td>10,800</td>
<td>20,000</td>
<td>11,200</td>
<td>2,700</td>
<td>61</td>
<td>16</td>
</tr>
<tr>
<td>40,000</td>
<td>22,297</td>
<td>12,000</td>
<td>13,500</td>
<td>4,460</td>
<td>1,000</td>
<td>42</td>
<td>16</td>
</tr>
<tr>
<td>41,600</td>
<td>21,846</td>
<td>12,000</td>
<td>5,000</td>
<td>2,650</td>
<td>250</td>
<td>48</td>
<td>3</td>
</tr>
<tr>
<td>50,000</td>
<td>22,288</td>
<td>10,000</td>
<td>5,000</td>
<td>2,650</td>
<td>250</td>
<td>50</td>
<td>13</td>
</tr>
<tr>
<td>30,000</td>
<td>20,480</td>
<td>15,000</td>
<td>5,000</td>
<td>2,650</td>
<td>250</td>
<td>50</td>
<td>10</td>
</tr>
<tr>
<td>27,000</td>
<td>18,408</td>
<td>12,000</td>
<td>4,000</td>
<td>3,150</td>
<td>2,300</td>
<td>37</td>
<td>7</td>
</tr>
<tr>
<td>35,000</td>
<td>17,438</td>
<td>10,000</td>
<td>5,000</td>
<td>2,650</td>
<td>250</td>
<td>44</td>
<td>13</td>
</tr>
<tr>
<td>18,000</td>
<td>12,200</td>
<td>9,000</td>
<td>5,000</td>
<td>2,650</td>
<td>250</td>
<td>33</td>
<td>0</td>
</tr>
<tr>
<td>35,000</td>
<td>28,333</td>
<td>25,000</td>
<td>5,000</td>
<td>2,650</td>
<td>250</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>32,000</td>
<td>21,700</td>
<td>15,800</td>
<td>5,000</td>
<td>2,650</td>
<td>250</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>30,000</td>
<td>20,181</td>
<td>10,000</td>
<td>14,400</td>
<td>9,133</td>
<td>3,000</td>
<td>64</td>
<td>18</td>
</tr>
</tbody>
</table>

*No retirement benefits given for this position.

*Two companies pay director marketing/sales by commission; one by profit sharing

---

**H&H July 1974 71**
year has a president/owner who draws a $50,000 salary. He also functions as construction director, property manager and every other executive position the firm requires except comptroller (he makes $25,000). The result is that the president/owner earns $100,000 to $125,000 annually.

Longevity. Theoretically every executive employee has a value—hence an income—based on the need for his abilities. But if the executive has not been recently exposed to the marketplace, he is likely to be undervalued.

This is the typical situation for employees who have done a good job in one slot for many years. They are liked and respected, but all too often they don't make top dollar in their job category because they haven't done any recent job hopping.

"It's sad but true that most housing executives who've been in their jobs a long time aren't paid as much as the men who've had a steady progression of jobs in different companies," says Berlin Vance, president of Vance Employment Service, Amarillo, Tex. "But there is also danger in too much job hopping. We see too many men who've had three jobs in two years. This shows lack of stability and it is very tough to place these men in good jobs."

Another executive recruiter doesn't fully agree. Says Jerry Sans of Barton-Sans: "This is a very fast-paced industry. A lot of men work on a project-by-project basis. When one job is built out, they go on to the next one. And many times the builder doesn't do the same type of project back to back. So he'll have to hire other men with appropriate experience and skills."

Location. The cost of living varies significantly from region to region. If a project manager is making $20,000 a year in Boston, he would receive an instant effective salary increase of 25% by taking a job at the same pay in El Paso. Conversely, he'd be taking a 25% salary cut if he accepted the same pay for a similar job in Anchorage, San Juan, or Honolulu.

Of course, living costs don't always vary so dramatically. But any geographical difference is important in evaluating whether a particular base salary is good, bad or indifferent.

Most large firms that have divisions in different parts of the country and abroad solve the cost of living problem for transferred executives by keeping salaries close together for the same job but providing a cost of living allowance for the time that a man works in a high-cost area.

You can't tell the players by their titles

That's because the housing industry is characterized by many functions heaped on the heads of a few people. Typically, a key executive assumes the title representing his highest function, but carries many other responsibilities without portfolio, so to speak.

Some examples:
- The $75,000-a-year president of a $20-million Florida-based company also heads up land acquisition and development. This is a common doubling of functions because these areas require an extremely talented and experienced executive.
- The $75,000-a-year executive vice president of a $20-million mid-western company also is comptroller and sales director.
- The $26,000-a-year executive vice president of a $21-million West-Coast firm also heads up property management.

Carried to extremes, the multi-hat syndrome can result in some rather large companies being run by some very small staffs. For example:
- A $7-million firm building 250 units a year has a $56,000-a-year president, a $20,000-a-year construction director and a very talented $24,000-a-year vice president who functions as comptroller and director of sales, property management, administration and land acquisition and development. No doubt his bonus is generous.
- A $10-million company building 500 units a year has only one executive.
- A $15-million southwestern firm building 500 units a year has only three executives: a board chairman and president, each drawing $40,000 a year and splitting the profits 50-50, and a $31,000-a-year director of land acquisition.

Of course, there are limits to the workload that even the hardest driving executive can carry effectively. The House & Home survey showed that the larger companies—those doing more than a $25-million-a-year volume—
### Public company officers: what they earn in salaries and own in stock

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. N. D. R. Research Co.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>($3 million)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lloyd E. Clarke, pres. &amp; ch. exec. off.</td>
<td>$1,124,621</td>
<td>34,333</td>
</tr>
<tr>
<td>Fred E. Jones, exec. v-p.</td>
<td>$79,610</td>
<td>2,389</td>
</tr>
<tr>
<td>Cecil D. Abarr, corp. v-p. &amp; treas.</td>
<td>$50,000</td>
<td>1,500</td>
</tr>
<tr>
<td>Jack G. Rose, corp. v-p.</td>
<td>$50,000</td>
<td>1,500</td>
</tr>
<tr>
<td>Paul A. Hyde, group v-p.</td>
<td>$50,000</td>
<td>1,500</td>
</tr>
<tr>
<td>Jesse M. Zelemer, v-p. &amp; chmn.</td>
<td>$50,000</td>
<td>1,500</td>
</tr>
<tr>
<td>C. David Albright, v-p.</td>
<td>$50,000</td>
<td>1,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amcon International Inc. ($39.6 million)</th>
<th>$104,980</th>
<th>35,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frank Z Jemison Sr., chmn. &amp; dir.</td>
<td>$104,980</td>
<td>35,000</td>
</tr>
<tr>
<td>($33 million)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W. D. Jemison Jr., pres. &amp; dir.</td>
<td>$104,980</td>
<td>35,000</td>
</tr>
<tr>
<td>H. Lance Forsdick, exec. v-p.</td>
<td>$104,980</td>
<td>35,000</td>
</tr>
<tr>
<td>E. Donald Harris Jr., sr. v-p.</td>
<td>$104,980</td>
<td>35,000</td>
</tr>
<tr>
<td>T.M. Bachelor, v-p. &amp; dir.</td>
<td>$104,980</td>
<td>35,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>American Continental Homes Inc. ($684.6 million)</th>
<th>$90,000</th>
<th>29,095</th>
</tr>
</thead>
<tbody>
<tr>
<td>G.L. Pennington, pres.</td>
<td>$90,000</td>
<td>29,095</td>
</tr>
<tr>
<td>Harry M. Rubenstein, v-p.</td>
<td>$90,000</td>
<td>29,095</td>
</tr>
<tr>
<td>J.B. Brown, pres.—Continental Multi Homes*</td>
<td>$90,000</td>
<td>29,095</td>
</tr>
<tr>
<td>C.J. Medema, pres.—Medema Homes*</td>
<td>$90,000</td>
<td>29,095</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Avco Community Developers* ($57.4 million)</th>
<th>$38,250</th>
<th>12,500</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harry L. Summers, pres.</td>
<td>$38,250</td>
<td>12,500</td>
</tr>
<tr>
<td>Ronald D. Simon, exec. v-p.</td>
<td>$38,250</td>
<td>12,500</td>
</tr>
<tr>
<td>Richard J. Weiser, exec. v-p.</td>
<td>$38,250</td>
<td>12,500</td>
</tr>
<tr>
<td>R. Barry McCracken, v-p. &amp; law &amp; admin.</td>
<td>$38,250</td>
<td>12,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Christiana Companies Inc. ($3.45 million)</th>
<th>$56,667</th>
<th>17,241</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martin Fenton Jr., chmn.</td>
<td>$56,667</td>
<td>17,241</td>
</tr>
<tr>
<td>Boone Gross Jr., pres.</td>
<td>$56,667</td>
<td>17,241</td>
</tr>
<tr>
<td>Raymond F. Logan, v-p.</td>
<td>$56,667</td>
<td>17,241</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commonwealth General Ltd. ($1.2 million)</th>
<th>$60,000</th>
<th>18,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barry D. Nelson, chmn.</td>
<td>$60,000</td>
<td>18,000</td>
</tr>
<tr>
<td>Melvin Kaplan, pres.</td>
<td>$60,000</td>
<td>18,000</td>
</tr>
<tr>
<td>Herbert Kravitz, pres. &amp; dir. of Cornwall Development Corp.*</td>
<td>$60,000</td>
<td>18,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cousin's Properties Inc. ($13.1 million)</th>
<th>$160,000</th>
<th>50,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas G. Cousine, chmn. &amp; pres.</td>
<td>$160,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Cecil D. Conlee, v-p. &amp; finance</td>
<td>$75,500</td>
<td>23,625</td>
</tr>
<tr>
<td>Robert P. Hunter Jr., v-p. secy.</td>
<td>$35,000</td>
<td>10,000</td>
</tr>
</tbody>
</table>

Where the figures come from

Salary and stock-ownership data listed here and on the next two pages come from recent proxy statements and 10K forms filed with the SEC. For assistance in gathering the figures, House & Home is indebted to Standard & Poor's Corp., Oppenheimer & Co., a stock brokerage firm, and Barton-Sans Inc., an executive search firm specializing in the housing industry.
tend to assign individuals to all major job categories.

Here's a brief rundown of what the more important titles mean and what salary ranges they're liable to span:

**Board chairman and president.** When a small company has a chairman as well as a president, it's usually so that its two top men can have prestige titles. Since these two men are often co-owners, their titles permit each to function as a principal in crucial situations; for example, in today's anti-development climate, it can be very damaging for a person with a title lower than president to appear as a company representative at zoning hearings. (This is also the reason that many national housing companies call their regional managers division presidents.)

On the other hand, many builders give themselves the title of chairman so they can concentrate on the thing they love best—making deals—while leaving day-to-day details of running the company to a president.

In any event it's likely that both the chairman and the president are either owners of the company or major stock holders. So as noted earlier, their salaries, which range from an average of about $45,000 to about $80,000, depending on company size, are likely to be only a portion of their total annual compensation, and often a small portion at that.

**Executive vice president or director of operations.** Traditionally this job has been the domain of the eager, ambitious and aggressive executive who has a finger in every part of the company. It is also, traditionally, the most common jumping-off place for the presidency of another company. According to the HOUSE & HOME survey, nearly half of the executive vice presidents are part owners of the company. Presumably the other half keep their eyes open for a move that will give them ownership deals.

Below the three top slots there is an even wider variation in compensation. That's because different companies have very different views of the responsibilities entailed. Some examples:

**Director of finance or comptroller.** The man in this job who receives $12,000 a year without significant supplemental compensation must be regarded as nothing more than a glorified bookkeeper. But a $42,000 salary plus sup-

---

### Compensation Continued

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary (annual)</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jetero Corp. ($53 million)</td>
<td>$60,000 - 120,000</td>
<td>548,565 - 2,008,016</td>
</tr>
<tr>
<td>Kaufman &amp; Broad Inc. ($260 million)</td>
<td>$181,840 - 708,662</td>
<td>1,642,573 - 6,034,025</td>
</tr>
<tr>
<td>Key Co. ($25 million)</td>
<td>$42,740 - 113,739</td>
<td>1,642,573 - 6,034,025</td>
</tr>
<tr>
<td>Land Resources Corp. ($47 million)</td>
<td>$36,353 - 78,850</td>
<td>35,000 - 35,000</td>
</tr>
<tr>
<td>Lane Wood Inc. ($46.6 million)</td>
<td>$57,500 - 47,500</td>
<td>207,900 - 157,190</td>
</tr>
<tr>
<td>Leadership Housing Inc. ($190.5 million)</td>
<td>$357,391</td>
<td>4,025</td>
</tr>
<tr>
<td>Leisure Technology Corp. ($68.9 million)</td>
<td>$86,200 - 55,750</td>
<td>2,008,016 - 61,640</td>
</tr>
<tr>
<td>Lennar Corporation ($99 million)</td>
<td>$55,000 - 58,750</td>
<td>1,143,667 - 145,500</td>
</tr>
<tr>
<td>McCarthy Co. ($32.5 million)</td>
<td>$57,940 - 7,500</td>
<td>50,000 - 10,000</td>
</tr>
<tr>
<td>McKeon Construction Co. ($87 million)</td>
<td>$70,000 - 65,000</td>
<td>2,423,400 - 18,750</td>
</tr>
<tr>
<td>H. Miller &amp; Sons ($12 million)</td>
<td>$36,405 - 107,500</td>
<td>1,773</td>
</tr>
</tbody>
</table>

---

*Subsidiary*
<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitchell Energy &amp; Development Corp.*</td>
<td>$97,400</td>
<td>2,991,469</td>
</tr>
<tr>
<td>George P. Mitchell, pres.</td>
<td>69,800</td>
<td>32,106</td>
</tr>
<tr>
<td>Bernard F. Clark, exec. v-p.</td>
<td>58,300</td>
<td>19,165</td>
</tr>
<tr>
<td>B.J. Houck, sr. v-p.</td>
<td>52,200</td>
<td>2,906</td>
</tr>
<tr>
<td>J. Leonard Lyons, sr. v-p.</td>
<td>49,400</td>
<td>24,230</td>
</tr>
<tr>
<td>Leland W. Carter, sr. v-p.</td>
<td>48,200</td>
<td>21,490</td>
</tr>
<tr>
<td>M.D. Thompson Jr., sr. v-p.</td>
<td>$35 million</td>
<td></td>
</tr>
</tbody>
</table>

*Parent of Mitchell Development Corp. of the Southwest, which contributed about 15% to the company’s gross revenue.

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$34.2 million</td>
<td>$41,000</td>
<td>71,017</td>
</tr>
<tr>
<td>Jacob L. Freedman, chmn.</td>
<td>40,000</td>
<td>48,447</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$80 million</td>
<td>$50,000</td>
<td>49,260</td>
</tr>
<tr>
<td>Malcolm M. Prine, pres.*</td>
<td>57,000</td>
<td></td>
</tr>
</tbody>
</table>

*Also pres. & ch. exec. off. Pittsburgh National Corp. **Retired.

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$17 million</td>
<td>$60,000</td>
<td></td>
</tr>
<tr>
<td>Stanly G. Tate, chmn.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$16.1 million</td>
<td>$97,400</td>
<td>764,120</td>
</tr>
<tr>
<td>Irving R. Seligman, pres. &amp; treas.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$85 million</td>
<td>$62,500</td>
<td>439,857</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$19 million</td>
<td>$70,550</td>
<td>395,613</td>
</tr>
<tr>
<td>William J. Harnett, chmn.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14 million</td>
<td>$97,400</td>
<td></td>
</tr>
<tr>
<td>William Malat, pres.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$165 million</td>
<td>$50,000</td>
<td>31,666</td>
</tr>
<tr>
<td>George H. Weyerhaeuser, pres.†</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Also president of the parent company.

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14 million</td>
<td>$41,000</td>
<td>89,019</td>
</tr>
<tr>
<td>Alvin Teiser, v-p.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$7.2 million</td>
<td>$40,000</td>
<td></td>
</tr>
<tr>
<td>Louis Reedman, v-p.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$114 million</td>
<td>$41,000</td>
<td>62,364</td>
</tr>
<tr>
<td>Melvin H. Malat, secy.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$60.8 million</td>
<td>$50,000</td>
<td>480,000*</td>
</tr>
<tr>
<td>Robert J. Gav, sr. v-p.</td>
<td>51,125</td>
<td>57,000</td>
</tr>
</tbody>
</table>

*Class B common stock equal to two votes per share; also owns 99,100 shares of common stock equal to one vote per share.

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$97,400</td>
<td>71,017</td>
<td></td>
</tr>
<tr>
<td>Jacob L. Freedman, chmn.</td>
<td>40,000</td>
<td>48,447</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$350 million</td>
<td>$348,358</td>
<td>190,964</td>
</tr>
<tr>
<td>Bruce G. Nimmer, v-p.</td>
<td>80,000</td>
<td>171,696</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$350 million</td>
<td>$578,429</td>
<td>241,458</td>
</tr>
<tr>
<td>David Shapell, exec. v-p.</td>
<td>50,000</td>
<td>73,700</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$35 million</td>
<td>$439,857</td>
<td></td>
</tr>
<tr>
<td>Fred Rzepka, pres.</td>
<td>4,000</td>
<td>80,685</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$85 million</td>
<td>$247,560</td>
<td></td>
</tr>
<tr>
<td>Ronald R. Foell, pres.</td>
<td>75,000</td>
<td>241,458</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14 million</td>
<td>$25,000</td>
<td></td>
</tr>
<tr>
<td>Louis Frieberg, ch. exec, off.</td>
<td>241,458</td>
<td>241,458</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$17 million</td>
<td>$40,000</td>
<td>156,001</td>
</tr>
<tr>
<td>Melvin H. Malat, secy.</td>
<td>35,000</td>
<td>78,108</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$19 million</td>
<td>$70,550</td>
<td>395,613</td>
</tr>
<tr>
<td>William J. Harnett, chmn.</td>
<td>52,150</td>
<td>35,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$165 million</td>
<td>$305,000</td>
<td>31,666</td>
</tr>
<tr>
<td>George H. Weyerhaeuser, pres.†</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*The firm is a wholly owned subsidiary of Weyerhaeuser Co. The Weyerhaeuser Real Estate Co. owns Pardee Construction Co., Centennial Homes Inc., Babcock Co. and other building companies. †Also president of the parent company.

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14 million</td>
<td>$41,000</td>
<td>89,019</td>
</tr>
<tr>
<td>Louis Reedman, v-p.</td>
<td>41,000</td>
<td>94,302</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Company (gross revenue)</th>
<th>Salary</th>
<th>Shares common stock owned</th>
</tr>
</thead>
<tbody>
<tr>
<td>$114 million</td>
<td>$41,000</td>
<td>62,364</td>
</tr>
<tr>
<td>Melvin H. Malat, secy.</td>
<td>41,000</td>
<td></td>
</tr>
</tbody>
</table>
Conti­nu­ed

Supple­men­tal compensation for this posi­tion means its incumbent probably plays a vital role in his company’s finan­cial strategy.

Con­struc­tion di­rec­tor. A man with this title who gets far below the average income in his company category is likely to be in actuality a project man­ager, par­ticu­larly if he doesn’t have heavy profit-and-loss respon­sibility.

Sim­i­lar­ly, a poorly paid project man­ager without profit-and-loss respon­sibility is probably functioning only as a super­intend­ent or senior fore­man.

Mar­ket­ing di­rec­tor. This is the most dif­fi­cult position to assess because the meth­ods of com­pen­sa­tion are so diverse, par­ticu­larly among smaller firms. In the $1-to-$10-mi­lion group­ing, 1% re­ceived no salary, only com­mis­sions or profit shar­ing. Forty-eight percent re­ceived bonuses which ranged from $2,000 to $20,000 and averaged $8,000. Forty-one percent re­ceived some form of profit shar­ing.

Ful­ly half of the com­pa­nies in the $1-to-$10-mi­lion group­ing didn’t fill this position at all, and 27% in the $10-to-$25-mi­lion cat­e­gory also left the posi­tion vac­ant. The func­tion is ei­ther filled by some­one else in the com­pany or by an outside firm.

In this same size company the range of supple­men­tal compensation for mar­ket­ing di­rec­tors is es­pe­cially great. It goes from a 5% bonus on a $30,000 salary base, or $1,500, to a 220% bonus on an $18,000 salary base, or a $40,000 bonus. How­ever, it is more typ­i­cal to offer a 25% bonus on a $40,000 salary base, or $10,000, plus profit shar­ing.

Bu­t mon­ey isn’t every­thing

It is as­sumed by many that a high an­nu­al in­come is the pri­mary and so­li­tary goal of execu­tives. In fact, mon­ey is rare­ly a man’s only goal, and some­times it is his least im­por­tant moti­vating factor. Chal­lenge, pre­s­tige, self-es­teem and au­tonomy may, at dif­fer­ent levels of man­age­ment and dif­fer­ent times in a man’s career, be much more im­por­tant.

At lower manage­ment levels, the ne­ophyte ex­ec­u­tive is con­cerned main­ly with mon­ey and the self-es­teem it con­fers. Sec­ond­ar­ily, he is in­ter­ested in how much he can use his cur­rent job as a prov­ing ground for bet­ter jobs. Thus, a slight­ly higher sal­ary of­fer usu­ally will be enough for him to change jobs.

At the mid­dle manage­ment level, it takes a propor­tion­ately larger in­crease in the pay pack­age to per­sua­de the ex­ec­u­tive to change jobs. And the mid­dle man­ager is also look­ing for greater au­tonomy, chal­lenge, pre­s­tige and fu­ture op­por­tu­nity. When he sees lit­tle pros­pect of ac­quir­ing these, he may begin think­ing of leav­ing regard­less of how well he is paid.

At top manage­ment levels, high sal­aries are taken for granted, and even greater em­phasis is put on the self-ful­fill­ment that comes with hav­ing con­trol over a tough and chal­len­ging project. A man wants to run his own show.

“What the senior ex­ec­u­tive re­ally wants is the op­por­tu­nity to test the lim­its of his capa­bil­i­ties,” says Lee Stephens. — Michael J. Robinson

Salaries: medians reported by an execu­tive search firm

<table>
<thead>
<tr>
<th>Position</th>
<th>Company volume (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1-$10</td>
</tr>
<tr>
<td>Board chairman</td>
<td>$50,000</td>
</tr>
<tr>
<td>President</td>
<td>45,000</td>
</tr>
<tr>
<td>Executive vice president/director operations</td>
<td>35,000</td>
</tr>
<tr>
<td>Director finance/comptroller</td>
<td>22,000</td>
</tr>
<tr>
<td>Director marketing/sales</td>
<td>25,000</td>
</tr>
<tr>
<td>Director construction</td>
<td>25,000</td>
</tr>
<tr>
<td>Area/division manager</td>
<td>24,000</td>
</tr>
<tr>
<td>Project manager</td>
<td>22,000</td>
</tr>
<tr>
<td>Superintendent</td>
<td>16,000</td>
</tr>
<tr>
<td>Director property management</td>
<td>24,000</td>
</tr>
<tr>
<td>Director administration/personnel</td>
<td>21,000</td>
</tr>
<tr>
<td>Director land acquisition</td>
<td>20,000</td>
</tr>
<tr>
<td>Director land development</td>
<td>22,000</td>
</tr>
<tr>
<td>Director design/architecture</td>
<td>18,000</td>
</tr>
</tbody>
</table>

* Barton-Sans Inc., New York City
Salaries and bonuses: highs and lows reported by an executive search firm

Company execs in firms with up to $20-million volume

<table>
<thead>
<tr>
<th>Position</th>
<th>Base Salary</th>
<th>Bonus (% of base)</th>
<th>Total cash compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Vice president finance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice president marketing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vice president production</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subsidiary president</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General sales manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project sales manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director construction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director property management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director mortgage finance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchasing agent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comptroller</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project manager</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Includes overrides and commissions

Divisional or regional execs in companies with $20-to-$75-million volume

<table>
<thead>
<tr>
<th>Position</th>
<th>Base salary</th>
<th>Bonus (% of base)</th>
<th>Total cash compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>President/general manager</td>
<td>$25,000</td>
<td>$55,000</td>
<td>$27,500</td>
</tr>
<tr>
<td>Assistant division manager</td>
<td>20,000</td>
<td>40,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Director operations</td>
<td>20,000</td>
<td>35,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Director marketing</td>
<td>25,000</td>
<td>45,000</td>
<td>27,500</td>
</tr>
<tr>
<td>Sales manager</td>
<td>20,000</td>
<td>35,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Project sales manager</td>
<td>15,000</td>
<td>25,000</td>
<td>16,500</td>
</tr>
<tr>
<td>Director land acquisition</td>
<td>20,000</td>
<td>30,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Director land development</td>
<td>20,000</td>
<td>30,000</td>
<td>21,000</td>
</tr>
<tr>
<td>Director finance</td>
<td>18,000</td>
<td>30,000</td>
<td>18,900</td>
</tr>
<tr>
<td>Director property management</td>
<td>18,000</td>
<td>35,000</td>
<td>18,900</td>
</tr>
<tr>
<td>Mortgage department manager</td>
<td>15,000</td>
<td>30,000</td>
<td>15,750</td>
</tr>
<tr>
<td>Project manager</td>
<td>18,000</td>
<td>30,000</td>
<td>18,900</td>
</tr>
<tr>
<td>Purchasing agent</td>
<td>18,000</td>
<td>25,000</td>
<td>18,900</td>
</tr>
</tbody>
</table>

1 Includes overrides

Corporate execs in companies with over $100-million volume

<table>
<thead>
<tr>
<th>Position</th>
<th>Base Salary</th>
<th>Bonus (% of base)</th>
<th>Total cash compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Board chairman</td>
<td>$40,000</td>
<td>$125,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>President</td>
<td>40,000</td>
<td>125,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Executive vice president</td>
<td>35,000</td>
<td>75,000</td>
<td>38,500</td>
</tr>
<tr>
<td>Subsidiary president 1</td>
<td>35,000</td>
<td>70,000</td>
<td>38,500</td>
</tr>
<tr>
<td>Vice president marketing</td>
<td>40,000</td>
<td>70,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Vice president finance</td>
<td>25,000</td>
<td>70,000</td>
<td>26,250</td>
</tr>
<tr>
<td>Vice president operations</td>
<td>35,000</td>
<td>60,000</td>
<td>38,500</td>
</tr>
<tr>
<td>Vice president property management</td>
<td>30,000</td>
<td>45,000</td>
<td>33,000</td>
</tr>
<tr>
<td>Director finance/comptroller</td>
<td>25,000</td>
<td>50,000</td>
<td>27,500</td>
</tr>
<tr>
<td>Director administration/personnel</td>
<td>20,000</td>
<td>35,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Director architecture</td>
<td>18,000</td>
<td>35,000</td>
<td>18,900</td>
</tr>
</tbody>
</table>

1 Refers to a separate operating company in a related field such as mortgage banking, commercial/industrial construction and recreational land development.

* Korn/Ferry International, Los Angeles

H&H July 1974 77
PROJECT PORTFOLIO

PROJECT: Woodlands
LOCATION: Memphis, Tenn.
DEVELOPER: Alodex Corp.
ARCHITECT: Jack Rose Assoc., Memphis
LANDSCAPE ARCHITECT: Robert Green & Assoc. Inc., Memphis
SITE AREA: 16.5 acres
NUMBER OF UNITS: 83 condominium townhouses
PRICE RANGE: $87,000 to $141,000
Woodlands epitomizes what it takes to market high-priced, in-city condominiums. It offers 1) location—a former estate in an area of $75,000 to $150,000 homes; 2) security—walls and a gatehouse (above) manned 24 hours a day; 3) conservative luxury—elegant, low-key design with from 2,600 to over 4,000 sq. ft. of living area per unit. The merchandising program is also low key: but, thanks to the California experience of the developer, it has a snap and sharpness seldom seen in the East. Sales have been good: 21 units since the opening a year ago, and this despite tight money and a market area unused to, hence very suspicious of, condominium.
The Woodlands model complex (right) is just inside the gatehouse; there are three furnished models. Picture was taken from the lawn of the project’s recreation center, which includes one tennis court, a clubhouse and a pool (photo below).

Site plan shows how the project’s units are laid out in pairs. Each unit has a completely walled rear yard on the side away from the driveway. The large building at left of the recreation center is the estate’s original mansion. It too will be sold as a condo.
The Woodlands merchandising formula

A combination of low-profile prestige and California clout

The low profile is to match the buyer profile: wealthy, socially prominent couples already living in the area who are fifty years old or more and are getting rid of large single-family houses generally valued in the $100,000 range.

The California influence—apparent primarily in the tasteful, but lively, model decor—is part of an effort to convince prospects that even though they are moving from larger to smaller homes, their new home is a step up, not a step down.

Promotion efforts began at the same time as construction of the first phase. A list of 3,000 prime prospects was assembled from business listings, private club memberships, etc., and broken into modules of 200 names each—the prime 200, the next best 200 and so on. Personal letters, brochures and gifts were mailed to selected segments of the list, with the result that within a brief time the name "Woodlands" was well established with prime potential buyers.

As the models and first units were being built, a trailer was brought to the site to serve as a pre-sales sales office. Reservations were taken with a nominal deposit. When the models were finished and furnished, each of the 3,000 prime prospects was invited to one of three private showings and cocktail parties. An astonishing total of 1,800 actually showed up, and since then traffic has been very good indeed—with no advertising whatsoever. An average of more than 60 people per day goes through the models on weekdays and on weekends there are from 200 to 300 visitors daily.

Two problems have cropped up which, according to senior vice president Jack G. Rose, have cost some sales:

First, none of the 19 early buyers in Woodlands had any children. This gave the project a childless image and turned off some otherwise promising prospects. Now, says Rose, two families with teenage children have bought, and earlier turnoffs are beginning to reconsider.

The second problem was inventory: There hasn't been any because buyers moved in too quickly. "This cost us sales," says Rose, "because some prospects had sold their homes and needed something new within 30 days. Now we're pushing the second phase and we'll have homes for people to move right into."
Completely walled patios are part of all models; the one shown above is part of Plan B. Landscaping is done by the buyers, and the common maintenance program does not include this area. Because of the newness of the condo concept in the area, the developer feels a fee-simple program with a homeowners association would be preferable for future projects.

The swimming pool shown above is part of the model decor for Plan A. It is available as an extra for $6,500, not including the landscaping that surrounds it.

Front entrances [left] are given maximum privacy and made strong design elements. The reason: That's what most prospects are used to in their present homes, and they don't want to feel that they are downgrading their living style in any way by buying in Woodlands.
Dining room (top of page) and kitchen (above) are in the project’s best seller, Plan A, in the plan grouping at right. Note the blending of traditional decor with California-style indoor-outdoor living and bright, lively colors. Decorating is by Carole Eichen Interiors.

Plans of the basic models (right) include Plan B with 2,659 sq. ft., priced from $87,000; Plan C with 2,651 sq. ft., priced from $89,000; and Plan A with 2,967 sq. ft., priced from $102,000. A one-story model, Plan C, is preferred by elderly buyers and widows. It is also available with a second floor containing three bedrooms and two baths, this version has 4,085 sq. ft. and is priced from $141,000. Plan A became a best seller with an optional $5,000 elevator, a feature that is now standard.
Living room of the Plan B model is shown above. It typifies the spaciousness that appeals to buyers used to large single-family houses. One marketing problem quickly became apparent in this model: Prospects liked the indoor-outdoor kitchen, but they didn't like the idea of having to carry groceries through the dining room to the kitchen. In newer models the positions of kitchen and dining room have been reversed, and buyer acceptance has increased sharply.
That's where the action is these days, and with good reason. The latest Nielsen count showed 20.2 million tennis players—almost double 1970's 10.6 million. Adult players totaled 14.3 million, outnumbering the nation's 12.8 million golfers.

Tennis began to move out of the country club back in 1968, when major tournaments were opened to pros. Television coverage followed, and the public saw how well the game fit in with their interest in physical fitness without requiring a big investment in time or equipment. The boom was on.

Many developers have already cashed in on it—this month's Tennis magazine lists 69 tennis-oriented condominium communities—and you can too. But remember, tennis is no automatic bonanza. You've got to know what you're doing. Here are some of the basics, plus pointers from people who have learned from experience.
It began with resorts like John Gardner's tennis ranch in Scottsdale, Ariz., the Lakeway World of Tennis near Austin, Tex. and the Tennis Club of Fort Lauderdale, Fla., where tennis was so important that the condominiums became the real amenity.

But building tennis resorts isn’t the only way to cash in on the boom. Some developers are finding that tennis can help them sell or rent primary housing. Others are finding that a tennis club can be a profitable sideline.

So the housing industry is going into tennis in a big way. One developer—Millstream Corp., a subsidiary of Miller Associated Industries of Skokie, Ill.—is even building a 9,000-unit tennis-oriented PUD near Fort Lauderdale, Fla. When finished, it will have 80 courts.

Building tennis facilities means making decisions about any number of specialized areas: how many courts to build, surfaces, lighting, clubhouses, indoor facilities, etc.

Here’s what you should consider before making these decisions, plus some tips from professionals on some of the things that can go wrong.

**How many courts should you build?**

There’s no hard and fast formula. Estimates range from one court for every 20 players to one for every 50. (Indoor facilities are another matter and will be discussed separately.)

Generally, communities where there are younger, upper-income families or many competitive tennis players who like to test themselves in tournaments require a lower player-to-court ratio. So do resorts and warm-weather areas. But if you require reservations, you will need fewer courts than if you operate them on a first-come-first-served basis.

Consider, too, what other facilities are available in the area, whether yours will be as good or better, whether you expect to draw players from the outside and turn your tennis facilities into a profit center or whether you are just rounding out an amenity package for so-called recreational players—those who enjoy the game but don’t go in for tournament competition.

In California, Mission Viejo, with 15 courts in operation and eight more to be built, found that putting in more and more courts wasn’t the way to satisfy the players.

“No matter how many we built, the recreational players complained because the competitive players were more aggressive and more organized and hogged all the courts at peak times,” says Vice President Roger Clark.

The solution? Mission Viejo set aside seven courts for a tennis association. For $125 a year above the usual recreation fee, a family obtains the right to reserve one of the seven courts and to use a small lounge and changing area. Association membership will be limited to 250 families to preserve a good player-to-court ratio.

**How much land will you need?**

The in-bounds area of a doubles court is 36 ft. by 78 ft. However, a regulation court is 60 ft. by 120 ft. to provide sufficient space behind and beside the lines.

You can shave a bit off the 60 ft. width if you build your courts in larger batteries. Set side by side, two courts need 108 ft., three need 156 ft., four need 204 ft.

However, the more space there is between the courts, the more comfortable it is for the players. Twelve ft. between in-bounds areas is common, and a few developers have even gone up to 24 ft.

The ultimate, and also the most attractive visually, is for courts to be individually fenced or built in batteries of two and separated from the other batteries by landscaped walkways. They can even be staggered. That way, players do not feel lost in a sea of courts, and their games are not interrupted by stray balls.
No matter what the shape of your site, you must lay out the courts with the long axis in a north-south direction. In southern latitudes, the United States Lawn Tennis Assn. (USLTA) recommends turning them 22° off true north so that they run slightly northwest-southeast.

If you follow these rules, you will minimize the amount of time players must look directly into the sun. You can save yourself a lot of trouble if you hire a good tennis consultant before you reach the working drawing stage of your project.

A consultant can help you decide on the number and type of courts and their relationship to a clubhouse, housing and other facilities such as swimming pools and playgrounds. He can also save you money by determining how much of the work can be done by your regular subs and how much must be done by a more expensive court contractor.

A familiar warning: A lot of non-professionals are trying to cash in on the tennis boom. So before you hire a consultant or court contractor, talk to people he has worked for and inspect the jobs he has done.

And after hiring a consultant, don't keep calling him in for conversations. Each day costs money that could be better spent elsewhere. Generally, he'll need a day to work with your drawings, another to work with your staff and one or two to check the work in progress.

**How close should tennis courts be to housing?**

That depends on how tennis-oriented your market is.

"A tennis player is a person who will not walk two blocks to run for three

---

**TENNIS COURT SURFACES: HOW THEIR**

<table>
<thead>
<tr>
<th>Court type</th>
<th>Repairs may be costly</th>
<th>(1974 prices) $ Initial cost per court incl. base</th>
<th>Maintenance</th>
<th>Av. time before resurfacing</th>
<th>Resurf. cost (1974 prices)</th>
<th>Other uses</th>
<th>Surface hardness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POROUS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fast dry</td>
<td>no</td>
<td>no</td>
<td>daily and yearly care</td>
<td>10 yrs.</td>
<td>$3,500</td>
<td>yes</td>
<td>soft</td>
</tr>
<tr>
<td>Clay</td>
<td>no generally</td>
<td>3,500-4,500</td>
<td>daily and yearly care</td>
<td>5 yrs.</td>
<td>2,000</td>
<td>yes</td>
<td>soft</td>
</tr>
<tr>
<td>Dirt</td>
<td>no</td>
<td>2,500-3,500</td>
<td>daily and yearly care</td>
<td>3 yrs.</td>
<td>1,000</td>
<td>yes</td>
<td>soft</td>
</tr>
<tr>
<td>Grit</td>
<td>no</td>
<td>2,500-3,500</td>
<td>daily and yearly care</td>
<td>3 yrs.</td>
<td>1,000</td>
<td>yes</td>
<td>soft</td>
</tr>
<tr>
<td>Grass</td>
<td>no no</td>
<td>8,000-10,000</td>
<td>daily and yearly care</td>
<td>indefinite</td>
<td>varies</td>
<td>yes</td>
<td>soft</td>
</tr>
<tr>
<td>Special (porous concrete)</td>
<td>yes no</td>
<td>11,000-16,000</td>
<td>very minor</td>
<td>3 yrs.</td>
<td>2,500-4,500</td>
<td>yes</td>
<td>hard</td>
</tr>
</tbody>
</table>

| **NON-POURUS NON-CUSHIONED**|                       |                                               |             |                             |                             |             |                  |
| Concrete                    | yes no (if colored)   | 8,500-12,500                                 | very minor | 3 yrs. | 1,500-4,000 | yes | hard |
| Asphalt plant mix (colored playing surface) | no no | 6,000-8,000 | very minor | 5 yrs. | 1,500-3,500 | yes | hard |
| Asphalt job mix (colored)   | no no                 | 6,500-8,500                                  | very minor | 5 yrs. | 1,500-3,500 | yes | hard |
| Asphalt penetrated macadam | no no                 | 5,000-7,000                                  | very minor | 5 yrs. | 1,500-3,500 | yes | hard |
| Wooden                      | no no                 | varies                                       | very minor | indefinite | varies | yes | hard |

| **NON-POURUS CUSHIONED**    |                       |                                               |             |                             |                             |             |                  |
| Asphalt bound system (colored) | no no | 7,000-10,000 | very minor | 5 yrs. | 1,500-2,500 | no | soft |
| Synthetic                   | no no                 | 8,000-20,000                                 | very minor | varies | varies | yes | soft |
| Synthetic carpet            | no no                 | 8,000-14,000                                 | very minor | varies | varies | yes | soft |
| Removable                   | no no                 | 6,000-15,000                                 | very minor | varies | varies | yes | soft |

1 Not including fencing or site preparation
2 Hard on balls, shoes and racquets
3 New surfaces now in experimental stage require little watering thus reducing indoor humidity problems

---

88 H&H July 1974
hours,” says consultant Florence Graham of Chicago. “A lot of people are trying to say that a tennis court is as attractive as a golf fairway, which it obviously is not,” says John Baker, director of tennis for Sea Pines Co., Hilton Head, S.C. “But if people are really gung ho about tennis, it’s nice for them to be able to step out of their homes straight onto the court.”

This is borne out by the experience of Dennis Burchell, who founded (and has since sold) the Tennis Club of Fort Lauderdale. Burchell found that apartments with court views sold faster than the others, even at a premium of $2,000 to $3,000.

**How do you choose a surface?**

There are three main categories of court surface: porous, non-porous non-cushioned and non-porous cushioned.

**Porous surfaces** include clay, dirt, grit, grass, a special concrete and the popular fast-dry, generally a crushed greenstone, known under such trade names as Har-tru, Rubico and En-tout-cas.

Non-porous non-cushioned courts are usually asphalt or concrete coated with an acrylic latex, vinyl, epoxy or neoprene. Chevron’s Laykold, California Products’ Plexipave and Flintkote’s Decoralt are examples.

Non-porous cushioned courts are also generally asphalt, but they are coated with a surface of rubber particles bound in asphalt or plastic. Dynaturf, American Biltrite’s Uniturf, 3M’s Highland and Borden’s Elastaturf are examples of non-porous cushioned surfaces.

Important things to consider before choosing a surface are:

**Cost.** This varies with geography, amount of site preparation needed, cli-
mating and type of court. When estimating cost, don't forget to take into account the amount and type of maintenance needed and the length of time before resurfacing.

**Player preference.** Generally, easterners prefer the slower fast-dry surfaces; westerners prefer the faster non-porous surfaces. Older players like the resilient porous or cushioned surfaces because they are easy on the legs.

In Jacksonville, Fla., Fletcher Properties' Bay Meadows [H&H, Feb. '71] has found that if players can't get a reservation on one of the fast-dry courts they simply won't play. But in two complexes now under construction in Memphis, Tenn. and Birmingham, Ala. the company will install hard surfaces because that's what people are used to in those areas.

**Court supervision.** Some surfaces can be damaged by players with improper shoes, children's bicycles, etc. So if your courts are to be left unattended, choose a surface that can withstand abuse.

**Maintenance.** Fast-dry courts need daily brushing, watering and rolling. By contrast, asphalt courts usually require nothing more than cleaning.

**Climate.** In hot weather, concrete tends to absorb heat. Other surfaces soften, crack or produce glare. Extreme cold or frost can also cause cracking or heaving unless you take special care with building and maintaining the courts.

Such factors as ball bounce, skid, slide and abrasiveness should also be considered before choosing a court surface. For a quick comparison of the prices and characteristics of different surfaces, check the USLTA chart on page 88.

**Should you light your courts?**

Definitely yes, all the experts agree.

In fact, says Mission Viejo pro Norm Williams, "If money is a problem, you'll be better off building fewer courts and lighting them. In the long run your players will get more use out of them."

Three types of outdoor lighting systems are available: incandescent or quartz, mercury vapor and multi-vapor or metal halide.

Quartz produces a warm, natural color tone. The fixtures are small in size, thus need only a lightweight pole. The estimated lamp life is only 2,000 hours. Cost is about $40 a fixture.

Mercury-vapor fixtures produce a
to 11 p.m. seven days a week—a total of 315 hours for the three courts—and in winter they are in use 90% of the time. Indoor fees are $12 to $16 an hour in winter and $8 an hour in summer. Outdoor fees are $6 an hour.

The winter rates, to go into effect October 1, are $2 to $4 higher than last season's. Still, even before the 1973-74 season had ended, 70% of the court time for 1974-75 had already been booked.

An important reason for this heavy demand is that McClurg's tennis facilities are first-rate. Bolltex carpeting has been laid on asphalt to produce a cushiony surface that is easy on the feet, sounds well and also deadens sound.

Green fabric backdrops line the walls to a height of 25 ft. to improve visibility.

An indirect mercury-vapor system provides 73,000 watts of lighting per court.

The demand is also the result of the heavy emphasis that Davidson, himself a former college tournament champion, places on creating a good atmosphere. With the help of 20 full- and part-time employees, he sees to it that the facilities are kept spotless—and special attention is given to such details as making sure that members receive credit when they offer their court time for sale. There are little luxuries, too—for example, a completely stocked shave bar for men and no limit on the number of towels a person may use.

McClurg was designed in 1967, before anyone foresaw the tennis boom, and Davidson now regrets that more indoor courts were not included. He is considering ways of enclosing the outdoor courts, which are on the roof of the sports center. That won't be easy, however, because any such structure could block the view from some apartments.

Also in the planning stage: more facilities for women. Says Davidson: "Interest in physical fitness has been growing year by year, with the result that women now want more exercise facilities. We're going to expand our sports center to provide them."

blue-white light, which can be improved by using color-corrected lamps. The fixtures are large and heavy, requiring a stronger, more expensive pole, and cost about $280. However, lamps have a life of 24,000 hours, and the same wattage produces over twice the light of quartz lamps.

Multi-vapor or metal halide fixtures combine some of the best features of the quartz and mercury-vapor systems. They produce a natural color tone and are 50% more efficient than mercury vapor. The fixtures are about the same size and price as mercury vapor, but estimated lamp life is considerably less: about 6,000 to 8,000 hours. But since they are so much more efficient, fewer fixtures are needed to obtain the same amount of light.

In-place costs of an outdoor lighting system hinge on the type of fixture used. The range is anywhere from $3,500 to $8,000. If you decide the cost is feasible, here are three suggestions from the U.S. Tennis Court and Track Builders Assn.:

1. Place light fixtures parallel to the sidelines of courts rather than at the ends or in the corners. That way, players won't look directly into the light.

2. Get a tennis consultant's advice in designing the lighting system. Engineers are often not familiar with special tennis problems, thus design either overly expensive or inadequate systems.

3. Insist on proper lighting maintenance. A system can lose as much as 50% of its efficiency if the fixtures are not kept clean.

How much fencing do you need?

Some experts, including Palm Beach's Dennis Burchell and Mission Viejo's Norm Williams, say a facility is not truly first class if each court is not individually fenced. Others—Sea Pines' John Baker is among them—disagree. Baker feels that two-court batteries work well and that the extra expense of individual fencing could be better put into additional landscaping or other facilities.

At any rate, you will need a 10 ft. or 12 ft. backstop—either vinyl-clad or galvanized chain link fencing. Side fencing can run the length of the court or only 20 or 30 ft. from each backstop. If possible, players should be able to walk onto any court without crossing others.

Wind curtains—lengths of green polypropylene or canvas stretched over...
the fencing—improve visibility, deflect sun, light and wind, create privacy and dress up the courts. But in a heavy wind, they don't help at all and may damage the fencing. If you expect to put up wind curtains, use heavier fencing, with the poles set closer together.

Finally, a tip from Mission Viejo's Williams: If you anticipate holding tournaments, have the fencing designed so that sections can be removed temporarily for easy viewing from temporary bleachers on the adjacent court.

What other facilities should you offer?
If possible, figure on a practice backboard and a shaded rest area; neither costs much, and both will be appreciated by players. And if your tennis complex is large enough, you may want to consider a clubhouse and pro shop.

You can provide a shaded area by simply putting an awning over a bench. Or you can build an elaborate cabana with comfortable chairs, water cooler and telephone, as Dennis Burchell has done between each of the courts in his new Tennis Club of Palm Beach: "It makes people feel important," he says.

There's a wide range, too, in clubhouses—from a changing area with a few lockers to an elaborate facility with pro shop, lounge, restaurant, gymnasium and a host of other amenities. Many developers build one clubhouse to serve both tennis and swimming.

Some tennis-clubhouse basics:
• Put the pro shop where the person running it can control all the courts for sign-up.
• Make the men's locker and changing facilities appreciably larger than the women's. Some experts say it should be two or three times as large. Women, it seems, take fewer showers outside the home.
• Design your traffic pattern to route players through the pro shop.
• If you're building a resort, consider putting in some squash and handball/racquet-ball courts.
• Plan on a terrace or deck that can serve as a viewing area. People like to watch tennis; players like an audience.
• If you may eventually put a bubble over some of your courts, make sure there will be an indoor route to the bubble from the locker room.

In any resort-area club, food and beverage service is a necessity. Unfortunately, it's also an easy way to lose

Memphis:
A bit of snob appeal for a rental complex

The Sycamore, a 328-unit adult garden apartment complex, had several strikes against it when it opened early in 1973.

The rental market was soft, with vacancies averaging 35.6% in apartments less than six months old.

The location—some 20 miles from downtown Memphis—was a new frontier. There were no jobs nearby, the nearest housing was four miles away.

And then along came the energy crisis.

Still, in little more than a year, all 328 apartments were rented at rates averaging 10% above the market; $169.50 for a 590-sq.-ft. one-bedroom and $199.50 for a 650-sq.-ft. two-bedroom apartment. Today 25 or 30 people are waiting to get in.

Much of the credit must go to the Sycamore Racquet Club, according to Avron Fogelman, president of Fogelman Investments, who markets and manages the apartments developed by his brother Robert. This despite the fact that the complex offers not only tennis but an Olympic-size pool, health club, volleyball and other amenities. Says Fogelman: "Most residents don't even use the racquet club facilities, but they're here because they like being in a tennis atmosphere. It has a bit of snobbishness to it and that's helped a lot. We could never have rented the apartments as fast as we did without it."

A tennis atmosphere can exist only where there are serious players. Thus, Fogelman spent $200,000 to build a first-rate facility that would attract them: eight Laykold courts, all lighted for night play, stands for tournaments, a clubhouse with locker facilities, lounge, bar and snack-bar, and a fully stocked pro shop. An Australian pro, who had been top man on Memphis State University's tennis team, and an assistant pro, also an Australian, are on hand to give lessons and to arrange tournaments. Players must sign up for courts in advance, and rules about attire are strictly enforced. The club is open from 8 a.m. to midnight seven days a week.

Although membership is in-
money. Bill Fruehling, senior vice president of Sunrise Corp., says the food and beverage operation at the spectacularly successful Sunrise Country Club (H&H, June) has been losing $70,000 or $80,000 a month. Part of the loss comes from operating the restaurant before most of the families have moved in, so it is really a marketing expense. But part of it is inherent in any food and beverage operation. Now the company is considering a more limited menu to help cut labor costs. Dennis Burchell had a similar problem with the Tennis Club of Fort Lauderdale. Because the site was small—only 10.3 acres—he could build only 13 courts, thus had to limit the membership to 500. That wasn’t enough to support the restaurant, and it ran a deficit of $20,000 a month.

**How many parking spaces do you need?**

It seems like a matter of simple arithmetic. If you’re building six courts, there will never be more than 24 players at one time. So you figure on one space per player plus six for employees. “Wrong,” says Chuck Brainard, manager and resident pro of the Bay Valley Racquet Club in Bay City, Mich. “You’ll really need about double that number.” Brainard’s arithmetic makes sense if you think about it for a moment: If there can be 24 players at one time, 24 more people can arrive to play the next hour. Or one court alone can hold 15 people for a clinic, and there could still be 20 people coming and going on the other five.

There is some disagreement among the experts as to how close parking should be to outdoor courts. At Mission Viejo, players complained about having to walk 300 yards from their cars to the courts. Thus pro Norm Williams now believes parking should be as close as possible to the courts but screened from them by landscaping.

At the tennis club of Fort Lauderdale, on the other hand, players were annoyed by hearing car doors slam and people talking. So at developer Burchell’s new Palm Beach club, parking will be around the site perimeter and buffered from the courts by five-story apartments.

**Where can you get more tennis advice?**

There are two good sources of information—both worth scanning before you embark on any tennis program.

One is the U.S. Lawn Tennis Association’s book *Tennis Courts,* which you can obtain by sending $4 to the association at 51 East 42nd Street, New York, N.Y. 10017.

The other source is the series of official construction guide specifications available free from the U.S. Tennis Court and Track Builders Assn., 1201 Waukegan Road, Glenview, Ill. 60025. This association’s membership roster is a good source of reliable court contractors and consultants.

And here are some tips from Mission Viejo’s Norm Williams that you won’t find in any books:

- Electrical outlets and microphone jacks are useful for teaching and necessary for special events. They’re best installed when courts are built, especially if you’re putting in lights.

- Water is another hazard. If the water fixtures are on the walkways, as they often are, it’s wise to recess the walkways. That way, water from a hose leak or drip will not run onto the courts. You will also be able to wash the left hand bank of courts while players are using the right.

The same thing goes for drinking fountains. If they are in the walkways or close to the courts, make sure they are pointed away from the courts and that they have large catch basins.

- Planting ground cover right up to the edge of the courts can result in a double problem: water from watering the plants and increased maintenance because of plants creeping onto the courts.

**Should you build an indoor club?**

Indoor courts should not be built just as part of an amenity package, for there are few developments large enough to support them. It takes between 110 and 120 players merely to make one indoor court break even. And a six-court facility requires a minimum investment of $500,000, plus about three to five acres of land.

This means that building indoor facilities must be a separate investment decision, taken only after the proper

---

Main entrance to The Sycamore’s 25-acre site leads directly to the racquet club. The most popular apartments—for which no premium is charged—are about 75 ft. from the courts, close enough for tenants to watch the games from their balconies.
market and feasibility studies have been made.

It's worth noting that some people think the tennis boom will go the way of the bowling boom of the fifties. Consultant Alfred Alschuler of Chicago disagrees. Tennis, he points out, does not enjoy the same easy financing that the bowling equipment manufacturers used to offer anyone who wanted to open a bowling alley.

Still, Alschuler cautions that while the need for indoor facilities will continue to grow in the nation as a whole, there are already signs of overbuilding in certain markets.

In an overbuilt area the clubs with the best location, facilities and management will garner the major share of the market while the clubs with less than first-class facilities will divide the leftovers. When planning your club, it's important to keep the future in mind: You will always be competing with the last best facility built. Thus you may want to consider including—or at least leaving room for future expansion to include—such luxuries as nurseries, whirlpool baths, saunas, exercise rooms and food service.

About 70% of the nation's indoor courts are housed in pre-engineered steel buildings, 10% in bubbles, 12% in cement-block buildings, and 8% in other types of structures.

Costs of erecting a steel building, including insulation but not site clearance and foundation, are approximately as follows:

<table>
<thead>
<tr>
<th>16' eave</th>
<th>20' eave</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 courts</td>
<td>$168,000</td>
</tr>
<tr>
<td>6 courts</td>
<td>$252,000</td>
</tr>
</tbody>
</table>

Those prices are for the shell of the court area alone. Add another $40,000 for a 4,000-sq.-ft. pre-engineered steel building to house reception and lounge areas, locker rooms, etc., or else add the cost of constructing the same facilities conventionally.

Also, keep in mind that prices have gone up considerably in the past year because of a 30% increase in steel costs. Industry spokesmen predict that prices will go up an additional 15% to 20% by the end of 1974.

The other basic costs for constructing a six-court facility are roughly:

- Paving—3" sub-base: $24,000
- Playing surface: 45,000-68,000
- Lighting: 34,500-39,000
- Heating: 13,000-16,500
- Air conditioning: 30,000-33,000

You'd expect tennis to be an important feature of a vacation community, and Carl M. Fremm's $150-million Sea Colony is no exception. Sea Colony has 15 courts, three of them under a bubble. Thirteen more are planned, plus four paddle tennis courts.

Construction is about to begin on a large recreational clubhouse, with a glass-enclosed swimming pool which overlooks the ocean, a restaurant, outdoor ice skating rink, squash and handball courts and complete gymnasium facilities.

Last winter, however, with only 208 of a projected 1,000 highrise units and 24 single-family homes complete and occupied, the company was faced with providing an off-season attraction for what was billed as a year-round family resort. It was also necessary to generate rental income for Sea Colony's condominium owners. Tennis offered a solution.

In January Sea Colony opened three indoor courts under a cheerful yellow-and-white bubble. There was an immediate upsurge of rental activity.

From March through June, teaching pro Bobby Rush organized a series of weekend tennis clinics. The faculty consisted of a number of well-known pros, including tennis superstar Jimmy Connors.

About 25% of the clinic participants were Sea Colony owners, 60% to 70% were renters or guests, and the remainder were local residents. "People who came here last winter came mainly for tennis," says Jim Rosenberg, general manager of Sea Colony. "We got great response when we run ads on the tennis clinics."

Still, Rosenberg was disappointed to find that the clinics were more likely to produce future renters than buyers. Unlike other developers, he does not see tennis as becoming a profit center, although he admits that it is too early to be sure.

Sea Colony does not yet have any experience with a pro shop—often a good source of revenue. There's a temporary shop in a trailer to fill the gap until the tennis club building opens in about two years. Another disadvantage is that the tennis courts are about a mile and a quarter from the present housing, in an area to be built up in about two years.

"On balance," says Rosenberg, "we chose tennis as an activity that was appropriate to the development and as a means to attract people. But our main business is to create a family
Most outdoor playing surfaces can also be used indoors although there is sometimes a humidity problem with fast-dry, which must be watered daily (see chart page 88). There are also a number of surfaces, such as Bolltex, which is a type of carpet, that can only be used indoors.

Lighting, too, can be provided with the same systems indoors and out. In addition, fluorescent fixtures or an indirect system—either halide or sodium—may be used.

To avoid hot spots, indirect fixtures should be at least four ft. below the ceiling. Thus if you are contemplating such a system, you should plan for 20-ft. caves.

Two problems sometimes crop up with tennis buildings:

First, the type of spray-on insulation commonly used on steel buildings is not strong enough to withstand the impact of the balls. So in a few years, the owner may be forced to go to the expense of covering the interior to hide the cracked and dented insulation.

Second, because tennis buildings are so large, drainage can be a problem if the downsputs do not carry the water far enough away from the structure. This means that water backs up on the courts and hours—or even days—of playing time are lost.

Another way to provide indoor facilities is with an air-supported structure or bubble. Bubbles have the advantage of being relatively inexpensive and allowing outdoor courts to be used year-round. However, their life is only about eight to ten years (although the manufacturers emphasize that they can last a great deal longer with careful maintenance), and in some areas they are prohibited by building codes.

Other considerations are climate—high winds or heavy snows can damage the structure—and heating and cooling costs, particularly for uninsulated bubbles.

Sample prices for a bubble, including inflation system, heating, lighting, doors and anchorage are:

<table>
<thead>
<tr>
<th></th>
<th>Non-insulated</th>
<th>Insulated</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 courts</td>
<td>$70,000</td>
<td>$85,000</td>
</tr>
<tr>
<td>6 courts</td>
<td>$95,000</td>
<td>$110,000</td>
</tr>
</tbody>
</table>

Following is a breakdown of sources of income and expense for a six-court indoor facility over a 32-week season. It is based on the experience of Consultant Doug Coyle, who also owns a string of indoor clubs in Connecticut.

### Income

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership fees</td>
<td>20%</td>
</tr>
<tr>
<td>Season courts</td>
<td>7%</td>
</tr>
<tr>
<td>Open time rentals</td>
<td>4%</td>
</tr>
<tr>
<td>Pro shop (net)</td>
<td>4%</td>
</tr>
<tr>
<td>Pro lessons</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

### Costs

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lights</td>
<td>9%</td>
</tr>
<tr>
<td>Heat</td>
<td>5%</td>
</tr>
<tr>
<td>Salaries</td>
<td>5%</td>
</tr>
<tr>
<td>Rent</td>
<td>10%</td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>3%</td>
</tr>
<tr>
<td>Cleaning</td>
<td>2%</td>
</tr>
<tr>
<td>Supplies</td>
<td>2%</td>
</tr>
<tr>
<td>Advertising and promotion</td>
<td>1%</td>
</tr>
<tr>
<td>Bookkeeping</td>
<td>1%</td>
</tr>
<tr>
<td>Legal and insurance</td>
<td>2%</td>
</tr>
<tr>
<td>Management fee</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>44%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt service</td>
<td>20%</td>
</tr>
<tr>
<td>Taxes</td>
<td>10%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>41%</td>
</tr>
</tbody>
</table>

Net income, says Coyle, may range from 15% to 30% depending on taxes.

**How can your marketing approach help you create the right ambience?**

Once you have built a first-rate tennis facility, you still have the problem of creating the proper ambience. Dennis Burchell likens it to creating the proper atmosphere in a bar: "It's one of those intangibles that either is there or isn't, but without it you're sunk."

The trick is to identify the project with serious tennis. Sponsoring tournaments, hiring a name player as resident pro or having nationally known clinics in your club can all accomplish this. It's also a good idea to get the local tennis establishment involved with your project.

For example, to market his new Palm Beach club, Burchell first located a good player who was also a respected local citizen and asked him to act as a member of a board of advisers. This man in turn recruited four or five others to join him on the board; all received free lifetime memberships in the club.

The core of local players then led Burchell to others whom he solicited for 100 dues-paying, founder memberships. And so it continued, much in the manner of a chain letter. Burchell got not only a large group of unpaid salesmen but also a year-round base of good local players whom his condominium buyers or renters could count on as partners—a terrific selling point, Burchell says.

Even before breaking ground for the
Portland, Oregon: A super amenity for a super site

Perhaps the strongest sales asset at Mountain Park, a 700-acre PUD in suburban Lake Oswego, Ore., is the spectacular site: a wooded hillside with vistas of Mt. Hood, the Coastal Range and Portland.

So when developer Lem Nelson decided to build a large tennis complex, he made sure it would harmonize with the environment. This meant solving two problems: 1) how to keep the 36-ft.-high tennis building in scale with the rest of the project, and 2) how to build courts on the steep hillside.

The solution to the first problem was to set the tennis club into the hillside and to build it of brick and wood rather than the usual steel. Its pitched roof, constructed of glulam beams and wood decking with a Cor-ten exterior, rises in six peaks to provide the necessary 36 ft. of clearance over each of the six courts. The core of the building, which contains showers, locker room, saunas, whirlpool, sunroom, nursery, pro shop, etc., also houses three handball courts and one squash court.

The $1.2-million building was designed by the Portland architectural firm of Harlan, Gessford and Erichsen.

The solution to the hillside problem was to cut six outdoor courts into the slope below the clubhouse—an expensive process as it meant building retaining walls. The effect is good, however, as the walls cut down the amount of unsightly chainlink fencing that is needed. And since the courts are considerably downhill from the building, the clubhouse terrace becomes an ideal spectator area.

Both indoor and outdoor courts are asphalt surfaced with Plexipave, an acrylic. All outdoor courts are lighted, and lighting is controlled by the players so that courts can be used even when the racquet club is closed.

The club opened in June 1973. It now has 225 members from within Mountain Park and 75 from outside. There is an initiation fee of $850 for family membership, $350 of which is refundable if a family resigns after two years of continuous dues-paying membership. Monthly dues are $35. The initiation fee for single memberships is $400, none of which is refundable. Monthly dues are $21. There is no charge for the use of courts, but it is
necessary to make a reservation. A staff of six operates the club: a manager, two pros, a receptionist, a maintenance person and a pro shop attendant. A third pro is available when needed. The pros have devised special programs for men, women and children, plus tournaments, and the courts are busy over 90% of the time.

Nelson, president of Mountain Development Corp., emphasizes the need for professional management. "We feel that the people who run the facility have to be as good as the facility," he says. "It pays off in the end if you have people who are tops in their field because they'll know how to manage, how to keep the facilities clean, how to treat the membership, how to give personal advice. They'll save you money in the long run."

After ten months of operation, the club was close to break-even. The pro shop was already making money, and the snack service, which offers sandwiches from a local gourmet shop plus beer and wine, was just about to make it into the black.

Surprisingly, even in good weather members prefer to play indoors. The building was designed so that three more courts can be added, and Nelson's one regret is that he did not build them right from the start.

In Louisville, Ky., Plainview Farms, a $47-million, 670-acre PUD with eight tennis courts and a clubhouse, recently kicked off its publicity campaign by sponsoring a Grand Masters tournament for senior (over-45) world-class players who included such venerable names as Frank Sedgman, Vic Seixas and Tony Trabert. Expenses and prize money came to $33,000.

"It's too early to tell what the tournament will do for us," says Vice President Bill Fruehling: "but we did get terrific television and newspaper coverage."

In Palm Springs, Calif., however, the Sunrise Country Club turned down a chance to sponsor a pro-celebrity tournament. Says Vice President Bill Fruehling: "We preferred to spend the $30,000 on our members."

What he didn't say was that Sunrise has another drawing card: Dennis Ralston is its resident tennis director. Ralston lives at Sunrise for nine months of the year, sets up its teaching programs, writes a column in its newspaper and is on hand for clinics and lessons.

In Fox Lake, Ill. Leisure Technology's Vacation Village, a year-round condominium resort, got the right kind of tennis publicity by sponsoring a dinner for the pros when the pro tour came to Chicago. This summer it will also be the site of one of Billie Jean King's Tennis America programs. Condominium owners will get a discount if they wish to participate in the program. Otherwise they will have the advantage of renting their units to the outsiders who sign up for the program. —Natalie Gerardi

In the diagram, the Tennis Courts are labeled and there is also a Squash Court.
The business of recycling old, substandard buildings into the housing mainstream offers a variety of opportunities, as witness the three projects shown on the following pages. In one an old barn was turned into a contemporary home; in another luxury apartments were created in an historic warehouse; in the third a typical attached city house was gutted to provide two apartments—a duplex for the owner, the other to be rented for income. All three projects are winners in the 1974 Homes for Better Living Awards program.*

*Mixed Bag of Remodeling Winners

Winners were chosen in a two-day session at the headquarters of the American Institute of Architects, which sponsors the program in cooperation with House & Home and American Home magazines. The 1974 multifamily winners were published in May, custom winners last month and a merchant-built winner will appear in October.
In the shell of an old barn: a contemporary house

For all of its contemporary materials, graphics and equipment, this remodeled barn retains much of its original character. It still has a soaring central area. It still has lofts, which overlook the central area and are used for all living spaces except the bedrooms. And it still has barn-like interior surfaces—textured plywood sidings that tie the old hand-hewn beams together and thus stiffen the structure.

Outside, the original siding was replaced by new sheathing, black asphalt shingles and windows of gray-tinted plate glass.

The 100-year-old barn is the home of a country veterinarian, his wife and their three children. The family possessions include a large reed organ; hence the organ room on the ground floor (see plan).

AWARD OF MERIT

ARCHITECT: Stanley Tigerman & Associates
BUILDER: Lester Krumrie
LOCATION: Southwestern Michigan
LIVING AREA: 5,000 sq. ft.
In the shell of a partly empty warehouse: luxury apartments

From the outside, however, there's little indication that the 140-year-old building contains 27 new living units renting at $400 to $700 a month.

The apartments range in size from 600 to 1,500 sq. ft. Sixteen of them occupy formerly unused space on the fifth floor and in the attic (see plans). The other 11 are on the third and fourth floors at the right end of the building.

To accommodate the sixteen units, several structural changes were made. A mezzanine was built in the large, open space of the A-shaped attic, creating duplex units. A new roof was built over the original roof to provide large balconies and dormer windows for the new mezzanine level. And to accommodate service and ventilation equipment, a plenum was built by constructing a new floor level above the existing fifth floor.

As the interior photos show, old brick and timber structural materials were left intact. And new items, such as oak flooring, door frames, trim and stairs, were custom-made to complement the existing materials.

The new units are the first phase of a step-by-step restoration program. The balance of the building, which now contains moderate-rent apartments, offices and stores, also is slated for renovation as space becomes available.

FIRST HONOR AWARD
ARCHITECT: Anderson Notter Associates Inc.
OWNER/DEVELOPER: Trustees of the Custom House Block
LOCATION: Boston, Mass.
NUMBER OF UNITS: 27
AWARD OF MERIT

ARCHITECT: Daniel Solomon, AIA
BUILDER: H.D. Grae
LOCATION: San Francisco, Calif.
NUMBER OF UNITS: 2

In the shell of an old attached house: two new apartments

In this inner-city remodeling, two small (620 sq. ft.) flats were converted into an owner's duplex and a one-bedroom rental unit (not shown).

The conversion entailed adding one story to the front half of the building and extending one side (at the duplex living room level) by three feet (see isometric drawing). Additionally, because of code requirements, two steel moment frames were threaded through the existing structure and left exposed (see interior photos). These frames eliminated the need for shear walls. Thus the floor plan is open, exposing living areas to a maximum amount of sunlight and views.

The duplex unit contains 965 sq. ft. The other unit, containing 620 sq. ft., rents for $235.
Florida developers discover an attractive alternative—
Cellwood Bi-Folds.
The developers of Park Place Condominiums, near Hollywood, Florida, know what it takes to get a competitive edge.

"We put a great deal of time and thought into product selection for our units. CELLWOOD Bi-Fold doors were selected for their superiority over other bi-folds and sliding closet doors that we used in the past. This includes metal, wood and plastic over wood framing."

PHILIP PEARLMAN,
President

"CELLWOOD Bi-Fold doors give us the image producing effect we're looking for. Their natural, wood grain finish adds extra appeal. Customer reaction has been most favorable. They accent any style or decor."

EDWARD KLAASSMAN,
Director of Marketing and Sales

"CELLWOOD Bi-Folds have better resistance to damage than the doors previously used. We don't anticipate any maintenance problems. They're easy to install, take less time and no bottom track is needed."

SEYMOUR BINKOV,
Project Manager

CELLWOOD structural foam polystyrene Bi-Folds have started a trend. For a price only slightly higher than metal and a great deal lower than wood, you can install a wood-grained, open-louver door that will give your development that special touch of class. Pre-finished in an attractive off-white acrylic, CELLWOOD Bi-Folds also take wood staining with magnificent results.

For more information on CELLWOOD Bi-Fold doors... the attractive alternative... write or call Mr. Richard F. Andrews, National Sales Manager, Allastics, Dept.HH-7, 6564 Warren Drive, Norcross, Ga. 30071, (404) 449-1000.

---

CELLWOOD Bi-Fold Doors and Shutters

A DIVISION OF KUSAN, INC
Now that codes are serious about 20-minute fire doors, you should know a few facts from the people who pioneered low-cost fire doors.

1. Most 20-minute fire doors are mill-certified and may be accepted by the codes. But they have not been independently certified by Underwriters Laboratories, Inc. (UL).

2. It isn't easy to get a UL label. The doors must withstand 1,462°F at the 20-minute point, and hold firm under 30 lbs. of hose-stream pressure.

3. Weyerhaeuser Timblend® core doors and staved core doors have passed this rigorous test, and the protection assured by UL.

Excuse us if we're sounding moralistic, but our stand has always been to push the fire doors that are proven safe.

For more details on the 20-minute fire doors with a UL rating that save money and lives, write Weyerhaeuser.
A House & Home seminar

MARKETING MERCHANDISING & SELLING

ATLANTA, JULY 22-23
NEW YORK, AUGUST 19-20
DALLAS, OCTOBER 8-9
MARKET ANALYSIS, PRODUCER RELATIONS, ON-SITE MERCHANDISING, SALES TRAINING

Here's why you should attend

Because today's tough market and tight money make it more important than ever that you market the right product at the right price in the right location.

Because today's restrictive travel situation makes it more important than ever that your advertising and promotion reach — and pull — just the right prospects.

Because today's rising costs and prices make it more important than ever that your merchandising and sales programs hammer every advantage your product offers.

And finally, because no matter how experienced you and your sales staff are, it's vitally important that you keep your competitive edge; and that means constant reviewing of the basics as well as the newest trends and techniques.

You'll get practical answers to these and other key questions

**Market Analysis**
- How can the research budget be spent more effectively?
- Can a small builder get sound research at reasonable cost?
- What must you know about your prospective buyers in order to plan land purchasing? Prices? Design? Effective ads? Sales programs?
- How do you discover your market's price voids? Product voids?

**Product Research**
- How can you determine the strongest possible product for your market?
- What extra features have the greatest appeal?
- How do you know if your product is hitting—or missing— the market?
- How should you monitor your competition to further your own success?

**Advertising**
- How do you pick — and work with — a good advertising agency?
- How much should the ad budget be in your particular market?
- What are the key ingredients in every good ad?
- How can you slant your advertising towards a specific market?

**Model Presentation**
- Where is the prospect in today's tougher market, and what new advertising approaches will bring him out?

**Public Relations**
- Can a good PR program make an ad campaign more effective?
- What are some of the new ways to use the media?
- How can you make referrals really work?
- What kinds of communications are most effective after a prospect has visited your project?

**Sales and Sales Training**
- What kind of sales order should you have — Permanent? Movable? Model? Garage? Nothing?
- What percent of the marketing budget should go into sales and model areas?
- How do you create graphics that make the sales area and the models more appealing?
- How can you control traffic on the sales and model area?

**On-Site Merchandising**
- How much do you need to spend to have an effective sales office?
Bayne A. Sparks is vice president, communications for Santa Anita Consolidated, whose homebuilding subsidiary, Grant Corp., is one of the country's major developers. Formerly, as corporate vice president of marketing for Grant Corp., he supervised the firm's marketing and merchandising operations in Northern and Southern California, Nevada, Arizona and Hawaii. Before joining Grant Corp., Mr. Sparks directed marketing and sales operations for Coronado Cays and for Rancho Bernardo, well-known projects in the San Diego area.

W. E. Mitchell is president and senior associate of Market Profiles, a marketing, merchandising, sales and research consulting firm. Previously, he was director of residential marketing for Walker & Lee, Inc., one of the West's largest residential real-estate firms, and later became general sales manager for Deane Brothers, Inc., a builder widely respected as one of the most creative marketers in the country. Market Profiles was formed in 1968.

Jack Ritchens is founder and head of Jack Ritchens Associates, a consulting firm that provides comprehensive marketing services specially designed for the small and medium-volume builder. Before founding his own firm he held a number of key marketing positions: general sales manager of a division of American Housing Guild, project manager for Deane Brothers, Inc., national marketing vice president of H. J. Snyder, Co., and national marketing vice president of Deane & Deane, Inc. He is currently Region II chairman of the Sales and Marketing Council of NAHB.

Dave Stone is president of The Stone Institute, Inc., a market and management consulting firm with offices in California, Minnesota, Missouri and Washington, D.C. He has been both a realtor and a builder, and served as general manager of Stone & Schulte Inc., a realty firm that represented many of the San Francisco Bay Area's most successful builders. He is best known as homebuilding's leading expert on sales and sales training; over the last 20 years he has lectured on these subjects to more than 100,000 industry people in 50 states, and he has authored eight books on real-estate selling.
A House & Home seminar

MARKETING MERCHANDISING & SELLING

Seminar Registration
To register, please complete and return the coupon below to House & Home, McGraw-Hill, Inc., 1221 Avenue of the Americas, N.Y., N.Y. 10020. Or you may register by calling (212) 997-6692. Registration must be made in advance of the seminars. All registrations will be confirmed by mail.

Seminar Fee
The full registration fee is payable in advance and includes the cost of all luncheons, workbooks, and meeting materials ——-$375.

Seminar hours
Registration starts at 8 a.m. Sessions are 9 a.m. to 5 p.m., informal discussions to 6 p.m.

Hotel Reservations
While House & Home does not make individual reservations for seminar participants we have arranged with the Marriott Hotels involved to hold a limited block of rooms for the use of attendees. You can reserve your room by phoning (800) 228-9290. Please be sure to say that you are attending the House & Home seminar. This will identify your reservation with the block of reserved rooms, and assure you of the special seminar rate.

Cancellations, Refunds and Transfers
Registrations may be cancelled without charge up to five working days before the seminar date. Registrations cancelled later than this are subject to a $50 service charge. Substitutions of attendees may be made at any time. Registrations may be transferred with full credit to a later seminar any time prior to the original seminar date.

Tax Deduction of Expenses
An income tax deduction is allowed for expense of education (includes registration fees, travel, meals, lodgings) undertaken to maintain and improve professional skill. See Treasury regulation 1.162-5 Coughlin vs. Commissioner 203F. 2d 307.

Name
Title
Company
Address
City State Zip
Phone
Signature

Additional registrations from my company:

Name
Title

Name
Title

Bill my company □ Bill me

House & Home
McGraw-Hill, Inc.
1221 Avenue of the Americas
N.Y., N.Y. 10020

Gentlemen: Please register me in the MARKETING, MERCHANDISING AND SELLING seminar checked below.

☐ Atlanta, July 22-23
Marriott Hotel
☐ New York, August 19-20
Marriott’s Essex House
☐ Dallas, October 8-9
Marriott Hotel
☐ Check payable to House & Home enclosed

□ Bill my company □ Bill me

108 H&H JULY 1974
massive study of 607,438 sales leads from House & Home readers confirms that sales action in housing & light construction comes from every segment of the industry

To identify all the important people in housing and light construction active in the selection of building products, materials, services and equipment, House & Home has followed up 607,438 advertising inquiries from its reader service cards and received a 33% return involving 202,697 inquiries.

Survey questions were designed to determine what, if any, "sales actions" were taken as a result of readers having seen advertisements in House & Home.

For this study, "sales actions"—that is, those actions bringing products and prospects closer to a sale—have been defined as specifying, recommending, approving, purchasing, and still investigating for possible purchase.

For each sales action, of course, the unknown multiplier is the number of residential or other units for which the sales action was taken. For example, a single purchase mention could involve a 10-house development, a 280-unit apartment complex, or anything in-between.

As shown in the table below, results indicate in the clearest possible manner that sales action comes from every segment of the industry and only House & Home—with its industry-wide circulation—offers advertisers all the sales action in the market.

<table>
<thead>
<tr>
<th>Reader Classification</th>
<th>Literature Requested by Readers Surveyed</th>
<th>Literature Requested by Survey Respondents</th>
<th>Literature Received by Survey Respondents</th>
<th>Specified Product</th>
<th>Recommended Product</th>
<th>Approved Product</th>
<th>Purchased Product</th>
<th>Still Investigating Product</th>
<th>Total Sales Actions</th>
<th>Total Sales Actions as % of Literature Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architects</td>
<td>122,265</td>
<td>45,358</td>
<td>39,561</td>
<td>5,720</td>
<td>6,641</td>
<td>4,039</td>
<td>1,077</td>
<td>9,782</td>
<td>27,259</td>
<td>68.9%</td>
</tr>
<tr>
<td>Builders</td>
<td>259,082</td>
<td>81,092</td>
<td>69,392</td>
<td>5,717</td>
<td>7,973</td>
<td>7,406</td>
<td>7,594</td>
<td>23,695</td>
<td>52,385</td>
<td>75.5%</td>
</tr>
<tr>
<td>Commercial</td>
<td>15,937</td>
<td>4,969</td>
<td>4,212</td>
<td>295</td>
<td>507</td>
<td>232</td>
<td>219</td>
<td>1,422</td>
<td>2,675</td>
<td>63.5%</td>
</tr>
<tr>
<td>Engineers</td>
<td>15,643</td>
<td>6,197</td>
<td>5,450</td>
<td>419</td>
<td>617</td>
<td>361</td>
<td>250</td>
<td>1,913</td>
<td>3,560</td>
<td>65.3%</td>
</tr>
<tr>
<td>Financial</td>
<td>11,717</td>
<td>4,530</td>
<td>3,953</td>
<td>210</td>
<td>405</td>
<td>284</td>
<td>189</td>
<td>1,383</td>
<td>2,471</td>
<td>62.5%</td>
</tr>
<tr>
<td>Government</td>
<td>12,870</td>
<td>5,857</td>
<td>5,102</td>
<td>313</td>
<td>554</td>
<td>372</td>
<td>235</td>
<td>1,670</td>
<td>3,144</td>
<td>61.6%</td>
</tr>
<tr>
<td>Realty</td>
<td>23,603</td>
<td>7,796</td>
<td>6,876</td>
<td>411</td>
<td>704</td>
<td>625</td>
<td>411</td>
<td>2,660</td>
<td>4,811</td>
<td>70.0%</td>
</tr>
<tr>
<td>Retailers</td>
<td>11,950</td>
<td>3,641</td>
<td>3,008</td>
<td>270</td>
<td>358</td>
<td>268</td>
<td>257</td>
<td>1,081</td>
<td>2,234</td>
<td>74.3%</td>
</tr>
<tr>
<td>Subcontractors</td>
<td>21,705</td>
<td>6,267</td>
<td>5,459</td>
<td>359</td>
<td>677</td>
<td>625</td>
<td>543</td>
<td>1,712</td>
<td>3,916</td>
<td>71.7%</td>
</tr>
<tr>
<td>Wholesalers</td>
<td>7,010</td>
<td>2,377</td>
<td>2,042</td>
<td>150</td>
<td>259</td>
<td>132</td>
<td>134</td>
<td>727</td>
<td>1,402</td>
<td>68.7%</td>
</tr>
<tr>
<td>Others not identifying self</td>
<td>105,656</td>
<td>34,613</td>
<td>29,960</td>
<td>1,947</td>
<td>2,849</td>
<td>2,103</td>
<td>1,359</td>
<td>8,995</td>
<td>17,253</td>
<td>57.6%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>607,438</td>
<td>202,697</td>
<td>175,015</td>
<td>15,811</td>
<td>21,544</td>
<td>16,447</td>
<td>12,268</td>
<td>55,040</td>
<td>121,110</td>
<td>69.2%</td>
</tr>
</tbody>
</table>
Gut-feeling or seat-of-the-pants methods of deciding what to build and where to build are too often a short-cut to disaster!

Your logical alternative—this market research package:

Attached Housing II

- Includes 36 Development Profiles
- Displays 36 Development Floor Plans
- Details 36 Development Land Plans
- Identifies every Development by Name and Location

Attached Housing II offers the homebuilding industry an outstanding, highly comprehensive report outlining the basic criteria now being used for attached ownership units in Southern California.

The 36 developments included in this valuable research package are located in Los Angeles and Orange Counties. Since the mid-sixties, builders from all over the country have been studying California models, California design, California decorating and California merchandising. With this research report, you can now zero in on attached ownership, based on actual California research which you can apply to projects anywhere.

Highly readable, the format of Attached Housing II provides a development critique which outlines the basic profile of each of the plans, features, and amenities. Also included are schematics of the floor plans as well as the land plans utilized.

In addition to quantitative data, the report acquires qualitative depth through the penetrating analysis of W. E. Mitchell of Market Profiles—a marketing, merchandising, sales and research consulting firm headquartered on the West Coast.
Mr. Mitchell's analysis centers around the demographics and consumer preferences of buyers. His comments also relate to product orientation and to the strength and weakness of the various land plans and floor plans presented.

The color photographs shown in this advertisement do not appear in the research package itself. However, they are actual photos of one of the developments covered in Attached Housing II and reflect one of the several types of attached housing studied.

This research report on attached housing was undertaken by Market Profiles where W. E. Mitchell is president and senior associate. Previously, Mr. Mitchell was director of residential marketing for Walker & Lee, Inc., one of the West's largest residential real-estate firms, and later became general sales manager for Deane Brothers, Inc., a builder widely respected as one of the most creative marketeers in the country.

For your personal copy
MAIL COUPON WITH REMITTANCE TO
Housing Bookcenter, House & Home
1221 Avenue of the Americas
New York, NY 10020

YES!
Send me ___ copies of Attached Housing II for $300.00 each. Enclosed is my check for $____ payable to Housing Bookcenter.

Your Name

Firm Name

Mailing Address

City

State

Zip

(Please Print Clearly)
**PRODUCTS**

**Marble-like bathtub surround comes in a pre-packaged kit**

Easily installed by one person, the five-piece tub wall of DuPont Corian adds an elegant touch to any bathroom. After the end wall is measured and drilled to accommodate plumbing fittings (1) the simple installation process begins. An end-wall Corian sheet is held in position (2) and traced to provide an outline area for adhesives. Adhesive is applied in running beads 6" to 8" apart (3) and allowed to set for five to seven minutes. Panel is then applied and pulled away from the wall for two minutes (4) to allow the solvent to vent. Finishing nails are inserted to provide caulking space between the tub and the panel. Three other wall panels are installed in the same manner. After both caulk and adhesive are applied to back walls, a center strip is pressed into place. Shim nails are removed and the openings between the tub and the Corian panels are caulked. Corners where panels meet are also caulked (5). Then all seams are smoothed with a damp sponge (6). DuPont, Wilmington, Del.

**Mobile parking garage helps solve a multitude of auto problems**

The "Park Mobile" module is like a vertical ferris wheel as it moves 22 mini-garages up one side of a tower and down the other. The system, which returns cars in an average of 45 seconds, is operated by a simple pushbutton and needs no attendant. Used individually or in groups (below), each module takes up the space of only two cars, saving valuable land. All cars are parked in individual slots above ground, safe from dents, scratches and would-be vandals. Pollution-free parkmobile can be moved and re-erected on another site in less than 30 days. Units—which are leased, not bought—can be used open or covered with an architectural facade such as the one shown below. Park Mobile, New York City. CIRCLE 201 ON READER SERVICE CARD
Peachtree Door's new entry system seals against the weather—better.

We started from scratch—reviewed the efforts of others—consulted with the nation's leading experts. The result? An insulating system better than anything on the market.

The Secret... Instead of old-fashioned magnets, a radically new weatherstripping was designed for our new door. It's a unique soft foam inner core covered in rugged vinyl.

Performance Tested... After 100,000 spirited door slammings... after laughing off temperatures from 160°F to 40° below zero, Peachtree Door's new weatherstrip showed absolutely no wear or fatigue. It permitted less water and air seepage through the system than any other on the market. A great performance.

The weatherstrip is locked into our special frame design. It overlaps and interlocks in every corner. When you shut the door, the single plane weatherstripping is compressed at the jambs, head, threshold and corners... compressed to give you a near perfect, continuous, perimeter weather seal. Air, water and outside temperatures stay out. Inside comfort stays in. A great seal... part of a great new system.

PEACHTREE DOOR
Closet Maid
ventilated, vinyl-coated steel-rod closet shelving

I'm custom-cut to fit each closet, tagged and shipped to the job site.
I'm highly versatile and provide more usable space in a given area.
I'm ventilated, vinyl-coated, maintenance-free.
I'm easy to install, super strong, yet slim and attractive.

I'll like to talk to architects, developers, contractors, builders and buyers of homes, apartments and condominiums. It tells them about its clean, fresh lines, adaptability to any storage requirement, low installation cost, ready availability and... well... listen!
for a fresh flow of custom home design ideas
Join the Custom Home Plans Club

plus 5 new designs each month for
the next 12 months

Get 1,000 home designs now

The Custom Home Plans Club has been created to provide a fresh flow of design ideas you can use to make your business more profitable.

As a new member, you will immediately receive an attractive binder containing 1,000 home designs illustrated with full color renderings and detailed floor plans.

With this complete library of a thousand buildable homes to select from, you and your clients will be pleased with the wide variety of homes available in all styles, types and sizes appropriate to local needs, tastes, and budgets. These wide-ranging selections include:

- Deluxe Small Homes—two and three bedroom
- Ranch and Suburban Homes—conventional and contemporary
- Brick and Masonry Homes
- Multi-level and Hillside Homes—split level, split foyer, others
- Second Homes—duplex and multi-family; holiday and retirement; chalets, A-frames, cabins, cottages

As you guide clients to a commitment, you—as a member of the Custom Home Plans Club—will have no time in coming up with a complete set of working drawings, which will be shipped postage-free from Club headquarters the same day your request is received.

And with your working drawings you will also receive a complete list of the building materials you will need—essential for accurate bids and reliable cost estimates.

With so much of the exacting, tedious, preparatory work already done, you will realize substantial savings in time, effort, and money and at the same time, a growing list of clients will realize that you’re the one to come to for the right home at the right price.

plus 5 new home designs-of-the-month each month for the next 12 months

To supplement your library of 1,000 home designs, the Custom Home Plans Club will provide you with a steady flow of 5 new home design ideas each month for the next 12 months.

Illustrated in full color renderings—and complete with detailed floor plans—your five fresh designs-of-the-month can easily be added to your basic binder of 1,000 homes.

In this manner, the Custom Home Plans Club broadens the range of selections available to you and your clients, and keeps you current on home design trends beyond your immediate market.

A full set of working drawings with collateral floor plans and a list of building materials will be available on both the original 1,000 home designs and the 60 new designs you will receive during the coming year.

plus 12 sets of professional working drawings for homes of your choice

Members of the Custom Home Plans Club are entitled to receive a total of 12 sets of professional working drawings without charge.

These building plans may be ordered in any combination desired: 12 sets of drawings for 12 different homes; 4 sets of 3 different homes; or any other way you prefer them.

Beyond the initial 12 sets available as part of the Club..
memberships fee, members may obtain additional working drawings at a 35% discount off published prices which range from $25 to $50 for single sets and from $50 to $75 for four-set packages—depending largely on the square-footage of single-family homes and the number of units for multi-family dwellings.

Drawn to FHA and VA general standards, these blue line prints—size 36" x 20"—are easy to read on a white background. Depending on the size and complexity of the house design, plan sets may include as many as nine sheets. Notes and drawings indicate location and types of materials to be used. With complete freedom of choice, Club members may order their 12 sets of detailed working drawings at any time during the 12-month membership period.


Plus itemized lists of building materials for accurate bids and reliable cost estimates

To eliminate the time-consuming task of taking off material requirements from each set of plans ordered, the Custom Home Plans Club automatically provides members with itemized lists of building materials needed to obtain reliable bids, to make accurate cost estimates, and to order building materials from suppliers.

The lists include the size and quantity of all millwork such as doors, lumber and built-ins . . . framing lumber . . . roofing . . . wallboard . . . masonry . . . concrete . . . reinforcing . . . insulation . . . beams . . . finishing materials, and more.

The lists of building materials used in conjunction with the detailed working drawings—save Club members dollars, drudgery and valuable time more profitably spent with clients.

Application for membership

Enclosed is a check for $240 for a full year of membership in the Custom Home Plans Club. For this I am to receive immediately a binder containing 1,000 home designs, plus a portfolio of 5 new designs each month for the next 12 months.

My membership also entitles me to a total of 12 sets of professional working drawings and a list of building materials for Club homes of my choice. These sets of working drawings may be ordered in any combination I desire: 12 sets for 12 different homes, 4 sets for 3 different homes, or any other way I prefer them. Beyond these 12 sets included in my membership fee, I will be able to buy additional sets at a 35% discount off published prices during my membership period.

If after receiving my first set of working drawings I am less than completely satisfied, I am entitled to a refund in full—and no hassle—simply by returning the binder of 1,000 designs and the working drawings in good condition.

Make check payable to Custom Home Plans Club.
Luxurious “Steeping Bath” measures a full 20" deep—6" deeper than conventional 5' bathtubs. The 3'-wide soaking tub, offered in a choice of 13 colors, features a gently sloping back with integral lower-back support and armrests. Unit has safety grip handles and a slip-resistant tub bottom. Kohler, Kohler, Wis.

CIRCLE 202 ON READER SERVICE CARD

Flo-Free" brass plumbing fittings for residential use are easy to install. The line includes a three-handle transfer valve unit (right), a switch-back two-handle fitting with transfer control on the spout, a two-handle control for shower only and a two-handle fitting for bath filler installation. Speakman, Wilmington, Del.

CIRCLE 204 ON READER SERVICE CARD

Contemporary “Juliet” lavatory (below) features offset brass fittings, a swing-away spout and a shampoo spray for convenience. Offered in eight colors, the self-rimming vitreous-china unit has recessed soap dish and overflow. Crane, New York City.

CIRCLE 205 ON READER SERVICE CARD

Recessed oval bathroom cabinet from the “Dunhill” collection features an elongated 20”x36” frame. Available in a choice of four furniture finishes, the traditional leaf frame opens to reveal a storage area. Monarch Metal, Elk Grove Village, Ill.

CIRCLE 206 ON READER SERVICE CARD

“Twin Wall” toilet tank (below) is of rugged high-impact injection-molded plastic. Tank, with impregnated color, will not scratch or chip. The unit features a crown cover that fits flush with side walls. Bemis Mfg., Sheboygan Falls, Wis.

CIRCLE 207 ON READER SERVICE CARD
Open some best sellers.
Simpson International Doors.

When you sell Simpson International Doors, you're offering your customers some of the most popular, most widely accepted entry doors available anywhere.

The best-selling doors shown above are part of a long line of designs created exclusively for Simpson, and produced using the most modern mass production methods.

Every International Door has the luxury look of custom styling, yet costs little more than an ordinary stile and rail door.

You can always be sure of Simpson quality, backed by the experience and craftsmanship that have produced over seventy million doors in use all over the country.

Simpson International Doors. You can profit from their popularity.

Recessed bathroom cabinet features an oversized, oval mirrored door. Frame of injection molded, wood-like plastic comes in a wide range of finishes. Also available in surface-mounted models, cabinets are offered with a line of complementary lighting. Triangle, Chicago.

“Versailles” medicine cabinet features triple doors. Mirror is constructed to appear as one-piece when closed. Offered in recessed or surface-mount models, units have full-width, adjustable shelves. Wood frames come in a choice of finishes. Dura Steel, Los Angeles.

“Madiera Oak” vanity is available in a wide range of sizes from compact space-saver to the double door standard shown. The unit is accentuated by a detailed backplate and a pendant door pull in an “Old Silver” finish. Camden Crafts, Lebanon, Ohio.

Double-door vanity cabinet features a cultured marble top with an integral bowl. Available in seven standard sizes, unit is offered in a choice of Spanish oak, shown, white oak and gold or white and gold finishes. Continental, Salt Lake City, Utah.

Linen storage cabinets are available in seven models to match vanity bases. Units can be stacked or installed side by side. Shown in “Provencial” gold and white, cabinet has a hand-rubbed finish. General Bathroom, Elk Grove Village, Ill.

Early American-style vanity ensemble is finished in a dark, mellow patina. Units are constructed of select maple frames, mortise-and-tenon joints and ladder core doors with one-piece faces. Cabinets come in a range of sizes and styles. Brammer, Davenport, Iowa.

Ecology toilet, operating on standard household current, destroys waste without creating discharge. The waterfree TK-4 reduces solid waste to inert ash less than .5% in volume and uses latent heat to flash off liquid wastes. Tekmar, Stamford, Conn.

Easy-to-maintain white “Carefree Lavanity” is designed to be childproof. Faced with Micarta laminated plastic, unit wipes clean with a damp cloth. Cabinets are accented by white and gold hardware. IXL, Westinghouse, Elizabeth City, N.C.
WHILE OTHERS WAIT FOR MATERIALS, THE KINGSBERRY MAN DELIVERS!

When you call the Kingsberry Man, there's no waiting—no delay caused by shortage of materials! Lately, you may have been slowed down by lack of building materials such as studs, plywood, floor framing, insulation, roofing or plumbing. In turn, you may have been slowed down in reaching the point of it all—your profit. But there's a better way to build the right homes, right now! Just talk to the Kingsberry Man. He's got a completely different story, and that can make a world of difference to you. You see, he's backed up by Boise Cascade's national buying power, which means purchasing in large quantity to keep a complete inventory on hand. And he offers a cost control system that shows you pre-determined prices on whatever fine Kingsberry package you choose. Because each of our 170 designs is engineered to go up quickly and easily, you'll even wind up spending less for your on-site labor. Add it all up—a wide variety of designs, a cost control system and availability of materials! Then take the next step. Mail the coupon fast for all the help you can get.

KINGSBERRY HOMES
Boise Cascade
Manufactured Housing/Eastern Division
Frank D. Carter, Director-Marketing
Boise Cascade Manufactured Housing/Eastern Division Dept. HH-7, 61 Perimeter Park, Atlanta, Georgia 30341, (404) 458-9411

Yes, I would like all the help I can get.

Name ____________________________

Firm ____________________________

Lots ready to build on: □ None, □ 1-10, □ 11-25, □ 26-50

Units built in past year: □ None, □ 1-10, □ 11-25, □ 26-50

□ Single Family, □ Multi-family, □ Vacation

Address ___________________________

City ____________________________ State ____________________________

Zip ____________________________ Phone ____________________________

Kingsberry Homes are distributed throughout a 38 state area of the Mid-West, Mid-Atlantic, Southeast, Southwest and New England states from plants located in Alabama, Iowa, Oklahoma, Pennsylvania and Virginia.

IT'S ALL THE HELP YOU CAN GET.
Wall-mounted smoke and heat detector is equipped with an 8' cord and can be plugged into existing 115v wiring or used in conjunction with the "Thomas Home Security Fire Alarm System." The device sounds a piercing horn whenever high levels of heat or smoke are reached. Thomas Industries, Louisville, Ky. CIRCLE 220 ON READER SERVICE CARD

Keyless solid-state alarm switch, "Compu-Larm", can be used to activate or deactivate any burglar alarm system. The tamperproof miniature computer, mounted inside or outside the premises, sets off the alarm unless the correct combination of digits is tapped out on the face plate. Innovative, Chatsworth, Calif. CIRCLE 216 ON READER SERVICE CARD

Double-duty security locksets feature "Florian" style knobs and antique brass finish. Units are available in either passage sets or keylock sets combined with deadbolt auxiliary locks and escutcheons. Combination locksets are keyed alike. Auxiliary locks have a slip ring design. Dexter, Grand Rapids, Mich. CIRCLE 217 ON READER SERVICE CARD

Self-monitoring fire detector plugs into any 110v AC outlet. The ionization-type unit is capable of early warning detection and can sense the products of combustion before smoke or flame appear. The attractively styled solid-state unit has an indicator light to signal that detector is functioning and sensitivity is correct. BRK, Aurora, Ill. CIRCLE 218 ON READER SERVICE CARD

Heavy-duty tubular deadlock, "Model 921", features an extra long 1" deadbolt, a hardened-steel internal security ring and a heavy-gauge strike box. Other tamperproof features are a spinning pin inside the deadbolt, making hacksawing impossible and a freewheeling escutcheon. Arrow Lock, Brooklyn, N.Y. CIRCLE 219 ON READER SERVICE CARD

Concealed wall safe, made of heavy-duty steel welded construction, is designed with side flanges drilled for screws on 16" centers. Flanges are fastened into building studs and can be grouted in place for added security. Fireproof safe provides about 1/2 cu. ft. of storage. Safe Manufacturers National Assoc., New York City. CIRCLE 223 ON READER SERVICE CARD
Fred and June have a new kitchen full of Long-Bell ideas.

Long-Bell helps you capture the remodeling business with cabinet ideas people are looking for

When even super boxoffice stars like the Fred MacMurrays get the remodeling fever, you realize that remodeling is on millions of minds. Fred and June can choose virtually any kitchen in the world. They chose Long-Bell cabinets and gas appliances, too. And just look at the stunning results. Beauty that's unmatched. Construction that's craftsmanship at its best. Styling that's in tune with today. Plus ingenious kitchen conveniences designed to save a busy woman's time and a world of space as well.

Fred and June started with Long-Bell ideas. Hundreds in your area in a remodeling or new construction frame of mind will turn to you for help. You can supply those Long-Bell ideas to them on all your projects. Long-Bell's modular sizing from 9" up is a plus for you in doing the job. You have easy installation right from the carton on to wall with precision fit in any size or shape room.

Send the coupon, today, for your complete Long-Bell Cabinet Kit that includes a 16-page Idea Book, kitchen cabinet and vanity brochures and your nearest Long-Bell cabinet source.

Great family kitchens start with Long-Bell ideas.

INTERNATIONAL PAPER COMPANY
LONG-BELL DIVISION
P. O. Box 8411, Dept. 436, Portland, OR 97207
Tell me more about Long-Bell kitchens and vanities. □ Please send literature and specifications. □ Please have a representative call. I am a □ Builder □ Architect □ Other.

Company
Address
City State Zip
Attn.

CIRCLE 123 ON READER SERVICE CARD

H&H JULY 1974 123
Early warning smoke detector is capable of sensing fire in the earliest stages of combustion. The self-contained photoelectric device operates on the light scatter principle and responds to a predetermined amount of smoke. The plug-in UL-listed unit is for independent door control. Rixson-Firemark, Franklin Park, Ill. CIRCLE 224 ON READER SERVICE CARD

Attractively styled smoke detector is designed to blend easily with contemporary interiors. Prominent alarm vents have been eliminated. In the new configuration vents are located unobtrusively in a textured band which encircles the face of the device. The alarm is unchanged. Edwards, Norwalk, Conn. CIRCLE 227 ON READER SERVICE CARD

"Series 3000" alarm annunciator is a self-contained unit for central supervision of remote detectors. Available in seven- and thirteen-channel versions, units monitor for the presence of smoke, water, fire and unauthorized exit or entry. Unican, Montreal, Canada. CIRCLE 228 ON READER SERVICE CARD

All-American aluminum mailbox with a baked-enamel finish has a nylon American flag contained in the post. Durable unit, which can be locked for maximum security, is constructed with all stainless steel moving parts and a compartment for newspapers and magazines. Parker Mailboxes, Richmond, Va. CIRCLE 229 ON READER SERVICE CARD

Telephone-operated security system, "Entraguard", below, services up to eight doors and 512 telephones. Ideal for multi-door and adjacent buildings, system features lights on each entry panel to signal operation. When one panel is in use all others disconnect momentarily. Marlee, Beverly Hills, Calif. CIRCLE 230 ON READER SERVICE CARD

Easy-to-install security system, "Sentral-Control" (below), is designed to monitor multifamily dwellings. The wireless system uses AC electrical pathways to transmit signals. Sensors and master controls located in individual units are monitored by a plug-in display console. Polar, Deerfield Beach, Fla. CIRCLE 226 ON READER SERVICE CARD

"Communi-Center" radio intercom includes a built-in family message center, a cassette tape player and recorder and a digital clock. Control panel contains eight remote station switches plus volume and tone controls. Door, patio and indoor speakers allow for customizing. Nutone, Scovill, Cincinnati, Ohio. CIRCLE 225 ON READER SERVICE CARD

"Communi-Center" radio intercom includes a built-in family message center, a cassette tape player and recorder and a digital clock. Control panel contains eight remote station switches plus volume and tone controls. Door, patio and indoor speakers allow for customizing. Nutone, Scovill, Cincinnati, Ohio. CIRCLE 225 ON READER SERVICE CARD

Easy-to-install security system, "Sentral-Control" (below), is designed to monitor multifamily dwellings. The wireless system uses AC electrical pathways to transmit signals. Sensors and master controls located in individual units are monitored by a plug-in display console. Polar, Deerfield Beach, Fla. CIRCLE 226 ON READER SERVICE CARD

"Communi-Center" radio intercom includes a built-in family message center, a cassette tape player and recorder and a digital clock. Control panel contains eight remote station switches plus volume and tone controls. Door, patio and indoor speakers allow for customizing. Nutone, Scovill, Cincinnati, Ohio. CIRCLE 225 ON READER SERVICE CARD

Easy-to-install security system, "Sentral-Control" (below), is designed to monitor multifamily dwellings. The wireless system uses AC electrical pathways to transmit signals. Sensors and master controls located in individual units are monitored by a plug-in display console. Polar, Deerfield Beach, Fla. CIRCLE 226 ON READER SERVICE CARD

"Communi-Center" radio intercom includes a built-in family message center, a cassette tape player and recorder and a digital clock. Control panel contains eight remote station switches plus volume and tone controls. Door, patio and indoor speakers allow for customizing. Nutone, Scovill, Cincinnati, Ohio. CIRCLE 225 ON READER SERVICE CARD

Easy-to-install security system, "Sentral-Control" (below), is designed to monitor multifamily dwellings. The wireless system uses AC electrical pathways to transmit signals. Sensors and master controls located in individual units are monitored by a plug-in display console. Polar, Deerfield Beach, Fla. CIRCLE 226 ON READER SERVICE CARD
Potlatch has a feel for the barn board look.

We call it Weatherworn.

The first time you see Potlatch's dramatic Weatherworn plank paneling you'll probably touch it to see if it's "real." That's because we've totally captured the authentic weathered effect of ancient siding sculptured and toned by years of exposure to the elements.

You'll never lose that feeling—or the beautiful natural look Weatherworn brings to your home—inside or outside. Weatherworn's easy-to-handle individual boards make it the perfect choice for entry, walls, wainscote or ceiling—wherever you want that rugged country look.

Potlatch Weatherworn plank paneling can be specified for interior or exterior use; it's factory finished in weathered gray or black. Weatherworn, the weathered look without the wait.

We know our way in the woods.

Potlatch Corporation
Wood Products Group
P.O. Box 5414
Spokane, Washington 99205

CIRCLE 125 ON READER SERVICE CARD

H&H JULY 1974 125
Rich yellow indoor/outdoor carpet, cut into a scalloped square, defines the dining area of this outdoor patio setting. "Topside", tufted of fade-resistant polypropylene, has a dense foam back and retails for about $7 a sq. yd. Lees, King of Prussia, Pa. CIRCLE 231 ON READER SERVICE CARD

Boldly patterned cut-loop shag, "Academy Award", is tufted of sharply contrasting colors. Constructed of 100% continuous filament space-dyed heat-set nylon, it comes in 15 color combinations. Two new splashes are also offered. Certainteed, Valley Forge, Pa. CIRCLE 232 ON READER SERVICE CARD

"St. Tropez", the first pattern in a "Million Dollar Carpet" line, is made of stain- and soil-resistant Marvess olefin fiber. Carpet, in a flat, textured construction with a heavy rubber backing, can be installed in a variety of ways. General Felt, Saddle Brook, N.J. CIRCLE 233 ON READER SERVICE CARD

Contemporary bedroom is highlighted by lush, plush "Crown Jewel" carpet of Allied Chemical third generation Anso-X nylon. The polymer-base fiber is inherently static resistant and soil hiding. Carpet comes in a range of colors. Lock Weave, Santa Anna, Calif. CIRCLE 236 ON READER SERVICE CARD

Cut and loop shag with a sculptured look, "After Dark", is made of 100% heat set nylon. The attractive diamond pattern is highlighted by a two-tone effect. The pattern is available in a choice of 16 bright colorations, ranging from a blending of browns and blues to a Spanish copper. Kentile, Brooklyn, N.Y. CIRCLE 234 ON READER SERVICE CARD

"Carpet Pedimat" entrance mat (below), features a tread-rail design that stops dirt, mud and water at the door. Each tread is locked into an extruded aluminum rail providing safe footing even for narrow heels. Replaceable treads are of acrylic and nylon Milstar carpet. Construction Specialties, Muncy, Pa. CIRCLE 235 ON READER SERVICE CARD
Save a Tree.

We think trees look best as trees. That's why Benchmark Entrance Doors are made of steel. 23 gauge galvanized steel with a foam core.

Our special embossing process creates the deep-drawn look of wood on both sides. But unlike wood, these doors won't warp, crack, shrink or peel. And that means time and money saved on callbacks.

Benchmark Entrance Doors are available in seven distinctive styles and come complete in quick-to-install, pre-hung packages.

Benchmark Bi-Fold Doors are the same rugged steel construction and are available in five different styles.

Save time. Save money. Save a tree.

Get out of the woods with Benchmark.

Benchmark Door Systems – A Division of General Products Company, Inc.
For full details contact: Benchmark Sales Office, P.O. Box 887, Fredericksburg, Va. 22401. (703) 373-8877.
PRODUCTS/FLOORING

High-style plush carpet line, "Emperor's Suite", consists of 24 nature-inspired colorations. The pebble-point textured floorcovering is tufted of 100% nylon. Heavy-duty carpet meets federal flammability standards. Burke, San Jose, Calif. CIRCLE 237 ON READER SERVICE CARD

Wood flooring in a traditional Thomas Jefferson finger pattern is available unfinished or in a choice of woodtones. The "Thai-Teak" design consists of 9"x9" blocks surrounded by 1 ¼" angle cut strips. Bangkok, Philadelphia. CIRCLE 238 ON READER SERVICE CARD

Seamless vinyl resilient flooring for indoor or outdoor use withstands exposure to the elements without fading, shrinking or rapid aging. Formulated of PVC resins, abrasion- and wear-resistant "Lonleum" is designed for heavy traffic areas. Lonseal, Torrance, Calif. CIRCLE 239 ON READER SERVICE CARD

Navajo-inspired printed carpet, "American West", is a striking accent for a southwestern-ranch-style den. Tufted of Enkalure® II soil-hiding nylon, the easy-to-maintain carpet comes in a wide range of colors. Brinkman, Dallas, Tex. CIRCLE 240 ON READER SERVICE CARD

Frieze printed carpet, "Country Chic", is traditional Early American with a contemporary flair. Tufted of 100% DuPont nylon in six distinctive colors, the pattern is reminiscent of a Pennsylvania Dutch design. Patcraft, Dalton, Ga. CIRCLE 241 ON READER SERVICE CARD

Long wearing rugged flooring, "Futurus Carpetile", is manufactured from select aircraft and truck tire sidewalls. Available in squares and strips, the heavy duty material appears much like a chenille-textured carpet. International Rubber, Avon, Mass. CIRCLE 242 ON READER SERVICE CARD
Build a 10 story building with loadbearing masonry and get the 11th story free.

When you build with a modern loadbearing masonry system, you can save as much as 10% on construction costs. Because masonry lets you save on the two biggest expenses of building: Time and materials.

Instead of building separate structural systems and enclosure walls, you can have them both in one step. Masonry walls work together with roof and floor systems to create one solid structural shell. Complete with enclosure walls and inside partitions. And you can begin finish work on each floor as soon as the masons begin erecting the floor above it. So your building is finished faster. And you can stop paying interim interest and start charging rent.

You save on maintenance costs too. Because masonry doesn't warp, dent, bend, buckle or rot. It gives superior fireproofing and sound control. And with its inherent beauty, it never needs painting.

When you add all these savings up, you can save enough money to add that eleventh story. If that sounds like an interesting prospect to you, mail this coupon. We'll send you the complete story.

International Masonry Institute
Suite 1001 823 15th Street, N. W.
Washington, D. C. 20005

Send me information on the modern loadbearing masonry building system.

Name
Title
Company
Address
City State Zip
Nature of Business

CIRCLE 129 ON READER SERVICE CARD
Architectural artwork from the past engineered for today.

No 114 CEILING CORNICE MOULDING
Depth 7 Projection 5 1/16
Crisp in detail, this light weight moulding ships beautifully and installs as a single member.

Also shown Ceiling Medallion No 809

FOR INFORMATION CONCERNING THE COMPLETE LINE OF FOCAL POINT PRODUCTS WRITE
FOCAL POINT INC.
3760 Lower Roswell Road
Marietta, Georgia 30060
404-971-7172

CIRCLE 130 ON READER SERVICE CARD

ATTACH LABEL HERE

changing your address?

MAIL TO
House & Home, P.O. Box 430, Hightstown, N.J. 08520

your name

your mailing address

city zip code

your firm name

firm address

city zip code

type of business

your title or position

TO ENTER OR EXTEND YOUR SUBSCRIPTION,
CHECK HERE:

□ NEW □ ONE YEAR $12.00
□ RENEWAL □ THREE YEARS $24.00

MAIL REMITTANCE TO
House & Home, P.O. Box 430, Hightstown, N.J. 08520–Rates Apply to U.S. & Canada Only.

CIRCLE 130 ON READER SERVICE CARD

PRODUCTS/KITCHENS

Double-tier pantry storage cabinet is a self-concealing, maximum utility food preparation center. Unit, available in a choice of finishes, features curved tambour doors, revolving shelves and a round natural-maple cutting block. Offered as an easy-to-assemble kit or a three-piece assembly, the cabinet also comes in a corner version with flat doors. RPW, Puyallup, Wash.

CIRCLE 263 ON READER SERVICE CARD

Economy-designed series of “Vesta” ranges is a complete line of modular sizes from 21” to 36”. Available in either gas or electric, models feature lift-up cooktops and lift-off oven doors for easy cleaning. Offered in copper tone, avocado, harvest gold or white, ranges can be ordered with optional black-glass oven windows and floating trim kits for a built-in look. Athens Stove, Athens, Tenn.

CIRCLE 264 ON READER SERVICE CARD

Convenience appliances are the key to a well planned kitchen. Trash compactor (left in photo) is available in under-the-counter or freestanding models. The easy-to-clean ceramic cook-top range (right in photo) with a continuous-cleaning oven, doubles as counter space. Sears Contract Sales, Chicago.

CIRCLE 265 ON READER SERVICE CARD

Large item slide-out storage cabinet is designed to hold unwieldy trays and cutting boards as well as baking pans and pot lids. All pieces stand on end for easy viewing and access. Cabinet, offered in a full range of styles, features pegboard divider. Long Bell, Portland, Ore.

CIRCLE 266 ON READER SERVICE CARD
Every good cabinetmaker has one line he is extra proud of.

Our Athena hardwood cabinets are the best we make. That says a mouthful. They have the style and quality people expect only from the most luxurious custom cabinets. Any units with elegant Athena kitchens are bound to be talked about.

It's an extra broad line (vanities, too), with choices to please the most demanding housewife.

For example, there are seven beautiful, hand-rubbed furniture quality finishes. Black Walnut, Cherry, Chestnut, Poppy, Harvest Gold, Avocado and Antique Imperial White.

Drawer and door fronts are faced front and back with choice 5 ply hardwood veneer. Exposed drawers ride on two self-closing nylon roller metal slides with positive stop. Hardwood slides for inner drawers and trays are permanently lubricated.

Athena cabinets are the best we build. Surely they belong in the best you build.

For details, see your Yorktowne distributor. Or write for our brochure. Yorktowne, Red Lion, Pennsylvania 17356. Manufacturers of fine kitchen cabinets since 1936.

Athena cabinets are the best we build. Maybe they should be in the best you build.
“Cue-pack” game table is an unusual addition to a recreational package. Players use billiard cues to shoot bumper pucks around 18 holes of miniature golf. The walnut-framed table with a laminate playing surface adjusts from 24” to 30” in height so that it can be used by children, adults and handicapped persons. North American, Bridgeport, Conn.  

Prefabricated poolside cabana features fully fitted, separate bar and dressing areas. The insulated 8’ x 12’ structure comes with wiring and plumbing installed. Exterior is finished in a vertical groove siding in natural stain or a choice of colors. The roof is of cedar shingles. Leisure Homes, Dallas, Tex.

Refreshment cabinet combination can be built into a family room or added to the kitchen as a handy accessory. Unit, featuring slide-out shelves for bottles and cans, is available in a choice of wood tones and styles including the “Regent” model shown. Riviera, St. Paul, Minn.

Colorful, easy-to-maintain, galvanized steel recreational shelter can be erected by two men within a day. Available in a choice of solid colors or in the multicolored design shown, the unit is for permanent installation. Baughman-Oster, Taylorville, Ill.

Contemporary concrete picnic table and separate benches are designed for permanent installation on concrete slab. Each unit is a one-piece casting reinforced with steel. An acrylic sealer waterproofs the surface and prevents staining. Form, South Lyon, Mich.

Easy-to-install saunas constructed of California redwood are available in seven sizes accommodating from three to 18 people. Units, complete with benches and urethane insulated ceilings, feature V-groove, T&G or Lok-Plank construction. A series of UL-listed heaters is also offered. Fasco, Fayetteville, N.C.

“Nostalgic 1050 jukebox” combines 1940s styling with 1970s technology. The coin-operated machine features the familiar bubble-top dome design. Unit, holding 100 stereo selections, is constructed of modern, low-maintenance materials. Wurlitzer, North Tonawanda, N.Y.
When we put it together, we leave out the trouble.

Because we leave out the washer.
Sooner or later any compression washer wears out. The faucet drips. And it’s a headache.
That’s why we took the washers out of Delta faucets. We replaced them with a patented rotating valve that, tests show, lasts about 7 times longer.

We made Delta faucets easy to install, too.
For instance, Delex Scald-Guard bath units can be put in back-to-back, without worrying about any “wrong side.” Both valves connect to the same risers.
Just flop the valve 180 degrees and hot stays on the left, cold on the right.
That saves on installation time and crosspiping costs.

Specify Delta single-handle and Delex two-handle faucets in your buildings. Leave out faucet trouble.

They’re styled to look good and to work even better. Turned on or turned off.

For illustrated literature, write:
Delta Faucet Company, A Division of Masco Corporation,
Greensburg, Indiana 47240, and Rexdale, Ontario.

Delta Faucets.
Washerless. To work as good as they look.
"When people are second or third time home buyers, they know what they want. And our buyers want KitchenAid dishwashers."

"Most of our buyers have had dishwashers in their previous homes. If they've had a KitchenAid dishwasher, they know how reliable KitchenAid is. If they've had some other brand, they may have had a bad experience with it. Either way, they're always happy to see we're using KitchenAid dishwashers."

Those are the words of Ralph Smykal, President of Smykal & Associates in Wheaton, Illinois, builders of suburban Cress Creek, 25 miles west of Chicago. The Cress Creek project includes patio homes and townhouses, ranging in size from 2000 to 3500 square feet and priced in the $60,000-and-up bracket.

"At Cress Creek," says Smykal, "we use appliances that are on a par with the quality of our homes. And KitchenAid is the most prestigious name in dishwashers. Besides, there are no problems." Unless the buyer absolutely insists on some other brand, KitchenAid dishwashers are used in every home built by Smykal & Associates.

Let KitchenAid appliances help you say quality to your buyers. Check our catalog in Sweet's Light Construction File. Or call your KitchenAid distributor about his builder plan. KitchenAid Division, Department 4DS-7, Hobart Corporation, Troy, Ohio 45374.

*KitchenAid: Built better. Not cheaper.*

Dishwashers • Trash Compactors • Disposers • Hot-water Dispensers

CIRCLE 134 ON READER SERVICE CARD
ATTENTION ALL HOME BUILDERS:

THE 1975 BLUE BOOK OF HOMEBUILDERS®
(TENTH EDITION)

is Now in
Research Preparation

If your firm will complete 75 or more housing units in 1974, possibly you qualify for inclusion in the all new 1975 edition to be released early next year.

FREE THERE IS NO CHARGE OF ANY KIND TO BE LISTED IN THE BLUE BOOK OF HOMEBUILDERS

FILL OUT AND SEND IN THE COUPON BELOW—TODAY!

CMR Associates, Inc. • 2152 Defense Highway • Crofton, Md. 21113

Gentlemen:
Yes. We will build 75 or more houses in 1974. Please send us your "Who's Who" Questionnaire for inclusion in The 1975 BLUE BOOK OF HOMEBUILDERS.

NAME: ____________________________
TITLE: ____________________________
FIRM: ____________________________
ADDRESS: ________________________
CITY: ____________________________
STATE: ____________________ ZIP: ______

PHONE: (_________)

PLEASE FILL IN NUMBER OF UNITS TO BE BUILT IN 1974

SINGLE FAMILY DETACHED
SINGLE FAMILY ATTACHED
LOW RISE MULTI-FAMILY
OTHER MULTI-FAMILY
TOTAL

NOTE! If your firm appeared in the 1974 Edition of the Blue Book, You need NOT return this form.

H&H July 1974 137
World's largest selling authentic Finnish SAUNA

Made in Finland

Built by the people who discovered Sauna 2000 years ago.

The hottest item in the building industry is the in-home Sauna. We offer prefabricated models with Helo Heaters that can be installed virtually anywhere. Saunas in every size for every need—from small closet or bathroom to large, luxurious cabana models. The widest selection of superb UL Listed Heaters in the USA. Handrubbed Redwood Rooms. Authentic "Konno" rock heating units with the largest rock capacity of all Sauna Heaters, for controlled, even heat. Automatic Control Panels. Custom or pre-fab...all at healthy, down-to-earth prices.

SPECIAL! 4 x 4 x 6' High, Pre-Wired Sauna Pre-fab with 110 Volt "Plug-in" Heater. Floor, 2 Benches, Guard Rail around Heater. Visibility Window. Pre-wired Light, and UL Listed Heater. Now only: $449.00 to builders. Incredibly priced. Assembles in less than 30 minutes.

SAUNA DISTRIBUTORS, INC.
92-21 Corona Ave., Elmhurst, N.Y. 11373 (212) 592-6594, 892-6805

SOLE IMPORTERS Saunas from Finland since 1919.

"HELO" SAUNA DISTRIBUTORS, INC.
92-21 Corona Avenue, Elmhurst, N.Y. 11372 (212) 592-6594, 892-6805

- Deliver Helo Sauna "Specials" at $449. ea. F.O.B. N.Y.C.
- Enclosed check for 30% deposit balance C.O.D.
- Check of $ in full (to save C.O.D. charge)
- Send Helo Sauna Brochure Send Health Club Equipment Brochure

SPECIAL! Galvanized steel entry door provides the look of traditional wood carving on interior and exterior surfaces. Tempered-glass sections are available insulated or non-insulated. The "Benchmark" door has polyurethane framed-in-place core for added strength and insulation. General Products, Fredericksburg, Va.

CIRCLE 257 ON READER SERVICE CARD

Safety-glazed storm screen door comes with hydraulic closer and a black screen. The "Winchester", designed to blend with any decor, is available in white with black handles. It is equipped with three oilite-bearing hinges. Unit carries a 15-year written guaranty. Alsco Anaconda, Akron, Ohio.

CIRCLE 250 ON READER SERVICE CARD
How do you select an electrical contractor?

NECA study reveals opinions of general contractors.

NECA, the National Electrical Contractors Association, recently completed a study among key decision makers on the building team to determine what characteristics they look for in selecting or recommending electrical contractors for new construction and modernization projects.

Most participants agreed: Competence is the single most important characteristic looked for in professional electrical contractors. Closely related qualifications include integrity, reliability, efficiency, quality of work, financial position, caliber of work force and equipment, and ability to coordinate with other construction craft groups. All these qualities are found in professional electrical contractors.

Advantages?

Work well done, when and where it is needed. Economically, accurately, efficiently. Handled by a flexible, well managed work force of electrical craftsmen. Competent in everything electrical—from power line construction and power distribution wiring to interior and exterior lighting, communications, security alarms, motors and controls, space conditioning, etc., etc., etc.

If electricity makes it possible, electrical contractors make it practical.

National Electrical Contractors Association, Inc.
Washington, D.C. 20014
HAVE WE GOT A HOT ONE FOR YOU!

BRIMSTONES

From the fiery world of ceramics come BRIMSTONES, a new ceramic floor tile by Arketex Ceramics. Produced from carefully graded fire clays at extra high temperatures, BRIMSTONES offer you a surfacing material designed to last a lifetime. Excellent for heavy traffic areas—indoors and out. Easily installed. Easily maintained with just water and detergent. Designed non-uniformity in size, shape, and color, and antique edges and faces provide a beautiful handcrafted look. BRIMSTONES are available in a variety of earth tone shades and ceramic glazes in two sizes, 4" x 8" x ½" and 8" x 8" x ⅝". When your next project calls for floor tile, order the hot one ... BRIMSTONES from Arketex. Immediate availability. Write for information.

ARKETEX CERAMIC CORPORATION BRAZIL, INDIANA 47834

get it all together

Folding Shower Doors

for bath systems 4

Tub-Shower from Owens-Corning

Decorative steel entry door with Mediterranean styling enhances a southwestern home. Door with carved look features a three-dimensional design. The model "800-M", shown, and all other "Therma-tru" doors come with wooden frames, sills and optional side lites and are delivered primed for paint. Lake Shore, Toledo, Ohio. CIRCLE 253 ON READER SERVICE CARD

Aluminum replacement window with removable inserts is easy to clean. Weatherstripped, with marine-type vinyl glazing, it prevents drafts. Unit, with spring-loaded alignment clips and floating interlock, is available in anodized and mill finishes with Electrocote® color. Season-all, Indiana, Pa. CIRCLE 254 ON READER SERVICE CARD

Door sealing system, consisting of semi-rigid plastic weatherstripping and a rigid PVC threshold, eliminates water leaks and air infiltration. System is primarily designed for use with hollow metal doors and frames. Schlegel, Canadigua, N.Y. CIRCLE 252 ON READER SERVICE CARD

Write:
TUB-MASTER for OWENS CORNING
TUB-MASTER CORP., 413 Virginia Drive
Orlando, Florida 32803
Branch Plant: Anaheim, California
These townhouses are the prototype for a series of multi-unit structures on very small sites. The problem was to impress the buyer with the individuality of a unit and yet allow it to blend into the overall structure.

Red cedar shingle roofs and walls were part of the solution. They provide the warmth and texture that makes each unit a home. Which makes for the prestige and low upkeep that sells townhouses fast.

Next time you have a problem like this consider the natural material with texture, durability, and superior insulative properties. Let red cedar dress up your next project.

For more details, write Red Cedar Shingle & Handsplit Shake Bureau, 5510 White Bldg., Seattle, Washington 98101. (In Canada: 1055 West Hastings St., Vancouver 1, B.C.)

These labels on bundles of red cedar shingles or handsplit shakes are your guarantee of Bureau-graded quality. Insist on them.
The hinges that hide

NOW YOU SEE IT
NOW YOU DON'T

The Soss Invisibles—for a custom look for any room! These amazing hinges hide when closed, eliminating unsightly gaps, hinges, and door jambs. They're the perfect hidden touch for doors, doorwalls, storage cabinets, built-in bars, stereos, and TV's. Specify the Soss Invisibles wherever looks matter. See listing in Sweet's or write for catalog: Soss Manufacturing Co., Division of SOS Consolidated, Inc., P.O. Box 8200, Detroit, Mich. 48213.

CIRCLE 70 ON READER SERVICE CARD

Why pay an answering service when you can own your own?

Dictaphone has a machine to make sure you never lose another cent through a missed phone call or a garbled message. In fact, we have a whole line of them. They're called Ansafone Telephone Answering Systems. You can buy one outright or possibly lease it for about what you're paying your answering service now. And it works for you 24 hours a day, 7 days a week.

For a free brochure describing how much an Ansafone can help you, mail this coupon now.

Dictaphone
Box L-7-20, 120 Old Post Road, Rye, New York 10580
Please send me full details of the Ansafone line.

Name
Company
Address
City, State, Zip Code

Ansafone and Dictaphone are registered trademarks of Dictaphone Corp.

CIRCLE 142 ON READER SERVICE CARD

PRODUCTS/TOOLS, EQUIPMENT

Circular "Sawcat" has a sawdust ejection system designed to keep cutting line clear by deflecting sawdust away from operator. A calibrated vertical adjustment allows for smooth depth of cut changes. Black & Decker, Towson, Md.

CIRCLE 257 ON READER SERVICE CARD

Heavy duty sprayer, "Super Pattern Pistol" (below), has interchangeable air nozzles. Factory-fitted for one- or two-gun operation, the unit has the capability to spray thin lacquers and heavy mixes at pressures up to 100 psi. Goldblatt, Kansas City, Kan.

CIRCLE 258 ON READER SERVICE CARD

High torque diamond drill motor accepts bits up to 14" in diameter. The heavy-duty 3½-hp motor is wired for 110 volt, 50 cycle current. Unit features a built-in water swivel to keep bit cool while drilling and to flush away cuttings. Swivel has a shear pin that protects motor against sudden shock loads. Longyear, Minneapolis, Minn.

CIRCLE 259 ON READER SERVICE CARD
Quick!
What do W.G. Best builders have that you need more of?

One fixed price, a complete package to tightly control costs and greatly improve profits.

Quality craftsmanship, fast construction at one fixed price. That’s what makes a highly profitable difference for you. Once you order your W. G. Best home, you know exactly where you stand. You get the complete package at one time, on time. No waiting for late materials. No searching for missing parts. No unexpected increased costs.

With W. G. Best, you build top quality homes, solidly constructed with the finest crane erection methods. That’s what it takes to win in today’s highly competitive market. And make money at the same time.

What’s more, W. G. Best maintains huge inventories of materials to assure you of a constant supply of all your needs. We meet all delivery dates on time because only our own trucks are used. We depend on no one but ourselves. That’s why you can always depend on us.

Mail the coupon today. Let the Best man show you how to build better homes at better prices in less time. And at a better profit.
That’s the Best way.

ATTENTION, BUILDERS!
W. G. Best franchises are available in 22 Midwestern, Central and Northeastern states.

Send the coupon at right for complete information.
Versatile trencher, “M-440”, is capable of performing a variety of dirt-handling tasks. Equipped with a trencher, backhoe and dozer blade attachments, the unit is powered by a liquid-cooled Ford engine. Vehicle has 4-wheel drive, power steering, center pivot articulation and three tire sizes for various traction needs. Vermeer, Pella, Iowa. CIRCLE 260 ON READER SERVICE CARD

Lightweight 1 hp flexible shaft vibrator is designed for use with seven different high amplitude heads. Unit, with an easy-access, top-mounted on/off switch, can be used for vibrating concrete in narrow forms and in larger pours. Stow, Binghamton, N.Y. CIRCLE 261 ON READER SERVICE CARD

Compact high-pressure washing unit, “Pamline Model e-0725”, is capable of delivering up to two gallons of water per minute with a trigger-activated 18” wand at 500 psi. Portable heavy-duty unit features a ¾”-diameter high-pressure hose. An injector valve for liquid solutions is controlled at the gun. Palo Alto, Emmetsburg, Iowa. CIRCLE 262 ON READER SERVICE CARD

Every expert started with the basics

The new, sixth edition of The Appraisal of Real Estate is now available

Becoming an expert in any field takes time, study and practice. In real estate appraising, learning often begins with The Appraisal of Real Estate.

Since its first printing nearly 25 years ago, this text has been used in appraisal courses of the American Institute of Real Estate Appraisers, colleges and universities across the country. Now, in its sixth edition, The Appraisal of Real Estate is the most contemporary, comprehensive text in its field. Each chapter contains concise descriptions of the concepts and techniques used by every professional in appraising.

To order your copy of The Appraisal of Real Estate, Sixth Edition, fill out this coupon. It’s your best investment in professionalism.

To: The American Institute of Real Estate Appraisers
HH-774
155 East Superior Street
Chicago, Illinois 60611

Please send me... copies of The Appraisal of Real Estate, Sixth Edition. I enclose $check $money order in the amount of $14.50 for each copy. (Add $1 for shipping and handling charges)

Name ____________________________
Address __________________________
City _____________________________ State _______ Zip ________

The marks of professional appraising

CIRCLE 144 ON READER SERVICE CARD
If It's Worth Warehousing, The Building Deserves A Raynor Door

Because Raynor offers so many options and choices, you can virtually customize the door you need for the warehouse you're planning. You can order doors in wood or steel or aluminum or fiberglass, each with custom wound springs and custom hardware that exactly fits the characteristics for a specific warehouse opening. Raynor makes a full range of sizes, from the smallest toolshed to doors for aircraft and locomotives. Each has the same careful attention to detail and quality that is characteristic of every Raynor garage door. Why on earth does Raynor go to all the extra trouble in making doors? So you won't have trouble later. If it's worth warehousing—or manufacturing or plain protecting—the building deserves a Raynor door. Send for our free catalog.

Raynor
The Brand You Can Depend On

RAYNOR MANUFACTURING COMPANY, DEPT. HH-7, DIXON, ILLINOIS 61021

CIRCLE 145 ON READER SERVICE CARD

H&H JULY 1974 145
Watts-saving guide: A handy giveaway for buyers and renters

This full-color, 16-page brochure on home energy conservation makes a good promotional piece to give buyers and renters when you turn over their front door keys. Illustrated in a cartoon-type style (see photo above), it lists facts and suggestions (“a typical large screen solid-state television set uses about half the power of a similar ‘tube-type’ set”) for saving watts in heating and cooling equipment, kitchen appliances and home entertainment devices. Entitled “Watts going on where you live”, the booklet can be ordered in multiples of 50 for $0.10 per copy. A sample copy costs $0.25. Write General Electric Co., P.O. Box 500, New Concord, Ohio 43762.

Electrical distribution and protection equipment is cataloged in 153 pages. Electrical, mechanical and installation information is included along with illustrations, an alphabetical index and a model-number index. Specifications are listed. Federal Pacific Electric, Newark, N.J. CIRCLE 304 ON READER SERVICE CARD

Security systems are the subject of this illustrated, 12-page booklet. Entitled “Building a building without a security system could be a costly mistake...”, the brochure discusses the cost-saving advantages of planning for security during a building’s design stage. Suggested for inclusion in building plans is a series of electric locks and hinges wired to a central control. ECO Security, St. Louis, Mo. CIRCLE 301 ON READER SERVICE CARD

Open coil duct heater catalog contains text descriptions, specification charts, illustrations and price lists. Brochure also describes finned tubular duct heaters with controls in either built-in or remote panels. INDEECO, St. Louis, Mo. CIRCLE 303 ON READER SERVICE CARD

Siding is featured in a full-color, 16-page brochure. Products discussed include mineral siding, textured plywood, hardboard, overlaid plywood and pebble-surfaced panels. U.S. Plywood, New York City. CIRCLE 302 ON READER SERVICE CARD

Foil-back gypsum panels for interior use are featured as an insulation aid. Effects on in-wall condensation and heat and cold are discussed. Specifications are listed in charts. U.S. Gypsum, Chicago. CIRCLE 305 ON READER SERVICE CARD

Gypsumboard for wall and ceiling systems is detailed in this 40-page catalog. The binder-hole-punched booklet contains product descriptions in chart form. Enclosure systems are illustrated. One page shows colors and textures available in vinyl-surfaced gypsum-board. Georgia-Pacific, Portland, Ore. CIRCLE 310 ON READER SERVICE CARD

Mobile-home park guidebook discusses the essentials of developing such a community. Divided into two sections, booklet delves first into site planning, water supply, insect control, etc. The second section outlines a five-part health and safety ordinance. For a copy send $2.25 to Mobile Home Manufacturers Assoc., Dept. EHG, P.O. Box 201, Chantilly, Va. 22021.

Our Triton I desk-top whiteprinter lets you eliminate ammonia (and its fumes) from white-printing. Without a lot of high rental costs and operating costs. In fact, you get more from your money with a Triton I pressure development whiteprinter than any other non-ammonia whiteprinter. You get quick, clear, sharp prints and copies, at speeds up to 21 feet per minute. You get easy operation, easy cleaning and easy installation (just plug it in).

For a free demonstration of Triton I, and free literature, call our Action Line: (201) 647-1040. Or write. Teledyne Rotolite, 328 Essex Street, Stirling, N.J. 07980.
A House & Home seminar

MAKING CONDOMINIUM WORK

SAN FRANCISCO, JULY 15-16
CHICAGO, AUGUST 26-27
Two years ago, condominium looked like the salvation of the housing industry.

Single-family developers saw it as the way to offer home ownership at a price moderate-income families could afford.

Apartment developers saw it as the way to stay in the multi-family business with a badly overbuilt rental market.

Apartment owners saw condo conversion as the way out of bad cash-flow situations.

But today, everything is changed, and condominium is in trouble.

Class-action lawsuits are being filed against developers by condo associations.

Condo is becoming a favorite target of consumer groups, and prospective buyers are shying away.

Lenders are growing warier—and tougher—on loans for condo projects.

The IRS has laid a crippling tax burden on condo associations.

But condominium still can work and work well—if you and your management team foresee the key problems. And that's what you'll learn to do in this seminar.

You'll study both new construction and conversions, and your curriculum will include subjects such as these:

**Condo Associations**
- When—and how—you should organize your residents
- How to avoid the problems that grow out of the developer's control of the association
- Which problem areas most often lead to class-action suits
- How your referral market can be increased through a smooth-running association
- How to be sure that your maintenance-fee assessments are really accurate

**Marketing Condominiums**
- How to reassure prospective buyers about all those negative things they've been hearing about condominiums
- What marketing practices are most likely to lead to later lawsuits
- When you should—and should not—lower prices in a slow-selling condo project
- In condo conversions, when to give renovation options and when to re-do everything
- Practices that are perfectly legal, but will murder your sales

**Financing**
- Why more and more lenders are becoming apathetic about condo projects—and how they can be turned on again
- Common mistakes that lower the value of condominium projects
- How developers and lenders can work together to bridge slow-sale periods

**Legal Problems**
- The difference between disclosure and deception
- Just how safe "boiler plate" documents really are
- What to do about condo fees on unsold units
- Whether your contract of sale for condo units is or is not enforceable
- Why condominium? You might consider a homeowners' association instead

**The Future of Condominiums**
- How the rash of problems in condominium is reshaping condo regulations all over the country
- Development and sales practices you may be using that will foster over-strict condominium laws
- What you can do to bring about new legislation that will help both the buyer and the developer

Seminar Director:
Maxwell C. Huntoon, Jr.
Managing Editor:
House & Home
You'll work with the most experienced faculty ever assembled for a condominium seminar

David B. Wolfe is President and founder of Community Management Corp. of Reston, Va., the country's first firm to specialize in the establishment and management of condominium homeowner associations. Established four years ago, CMC has since contracted with more than 110 projects comprising more than 200,000 units when fully developed, and representing over $60,000,000 in annual assessment revenues. Mr. Wolfe is also a land planner, and was formerly senior partner of Wolfe, Reader & Associates, a landscape-architecture and planning firm.

Patrick C. McKeefer is a partner in the law firm of Shaffer, McKeefer & Fitzpatrick, Rockville, Md. His firm's practice is concentrated strongly in the field of real estate, and particularly in condominium development and condominium conversions. Mr. McKeefer is a member of the Maryland Bar of Appeals, United States District Court for the District of Columbia, United States District Court for Maryland, and the United States Supreme Court.

F. Gregory Opelka is Executive Vice President and Senior Appraiser of the Fairfield Savings & Loan Association, Chicago. He has written supplements on condominium appraisal for that organization's Construction Lending Guide. He is currently a Governor of the International Society of Real Estate Appraisers. Mr. Opelka has taught various courses in appraisal, and has lectured extensively on the specific financial and appraisal problems of condominium.

Albert W. Highsmith is chairman of the Virginia Real Estate Commission. He has also served as chairman of a special committee set up by the Virginia legislature to rewrite the state's condominium act, a task which took him into virtually all major housing markets in the country to talk to condominium owners, condominium developers, and state officials. The new act, just completed, is expected to be a model for altering other state condominium acts. Mr. Highsmith is a Realtor, and is associated with Real Title Co., Arlington, Va.

San Francisco, July 15-16 Stanford Court
Chicago, August 26-27 Marriott Hotel
A House & Home seminar

MAKING CONDOMINIUM WORK

Seminar Registration
To register, please complete and return the coupon below to House & Home, McGraw-Hill, Inc., 1221 Avenue of the Americas, N.Y., N.Y. 10020. Or you may register by calling (212) 997-6692. Registration must be made in advance of the seminars. All registrations will be confirmed by mail.

Seminar Fee
The full registration fee is payable in advance and includes the cost of all luncheons, workbooks, and meeting materials . . . . $375.

Seminar Hours
Registration starts at 8 a.m. Sessions are 9 a.m. to 5 p.m., with informal discussions to 6 p.m.

Hotel Reservations
While House & Home does not make individual reservations for seminar participants, we have arranged with the Marriott Hotels in Chicago, and the Stanford Court in San Francisco, to hold a limited block of rooms for the use of attendees. You can reserve your room at either of the Marriott Hotels by phoning (800) 228-9290, and at the Stanford Court by calling (800) 622-0812 from California, or (600) 227-4248 from other parts of the country.

Please be sure to say that you are attending the House & Home seminar. This will identify your reservation with the block of reserved rooms, and assure you of the special seminar rate.

Cancellations, Refunds and Transfers
Registrations may be cancelled without charge up to five working days before the seminar date. Registrations cancelled later than this are subject to a $50 service charge. Substitutions of attendees may be made at any time. Registrations may be transferred with full credit to a later seminar any time prior to the original seminar date.

Tax Deduction of Expenses
An income tax deduction is allowed for expense of education (includes registration fees, travel, meals, lodgings) undertaken to maintain and improve professional skill. See Treasury regulation 1.162-5 Coughlin vs. Commissioner 203F.2d 307.

House & Home
McGraw-Hill, Inc.
1221 Avenue of the Americas
N.Y., N.Y. 10020

Gentlemen, Please register me in the MAKING CONDOMINIUM WORK seminar checked below.

- San Francisco, July 15-16
  Stanford Court
- Chicago, August 26-27
  Marriott Hotel
- Check payable to House & Home enclosed
- Bill my company
- Bill me

Name
Title
Company
Address
City State Zip
Phone
Signature

Additional registrations from my company:

Name
Title
Company
Address
City State Zip
Phone
Signature
Positions Vacant

EXCELLENT PRESENT AND FUTURE POSITIONS WITH
MARYLAND HOUSING CORPORATION, INC.

We need more people now and next year. Maryland Housing Corporation, Inc. is an expanding home manufacturer with a 35-year successful track record and will have a new MID-ATLANTIC Plant on stream soon. If you are experienced in production supervision, design & drafting, plant maintenance, accounting, purchasing, quality control, transportation, estimating, field service, or selling to builders; we want to hear from you. All inquiries will be held in confidence and answered immediately. Excellent compensation, many fringe benefits. move ahead with us today!

Send resume to:
Thomas A. Brown, Senior Vice Pres.
MARYLAND HOUSING CORPORATION, INC.
5810 Southern Boulevard
Baltimore, Maryland 21227

Equal Opportunity Employer


Bathroom Accessories Mfrer. needs reps. calling on building material outlets. Write Sales Mgr., 11438 Lambert, El Monte, Ca. 91723.

REPS WANTED: If you're interested in representing the fastest growing product in America today, Hydro Spa Whirlpools and Whirlpool Bathtubs on the market. Please send Resume in strict confidence to: American Leisure Corp., Box 2422, Ft. Lauderdale, Fla. 33311.

ADVERTISERS INDEX

Allastics, Inc. ........................................ 103
Mackey, Green & Assoc.
American Institute of Real Estate
Appraisers ........................................ 144
Superior Advertising Assoc.
Amerock Corp. ..................................... 50, 51
Racile and Vallarta Assoc.
A-L Andersen Corp. ................................ 42, 43
Campbell-Mithun, Inc.
Arketer ............................................. 140
Weil & Associates
Artilleri Lighting & Sound
([Rittenhouse Div.]) ......................... 5
Sweet & Co.

B.F. Goodrich Chemical Co. ................. 49
Griswold-Eshleman Co.
Blu-Ray, Inc. ...................................... 151
The K.C. Shenton Co.
Blue Book ........................................ 56, 57, 137
Francis J. Litz
Boise Cascade Corp. ......................... 46, 47
Young, White & Rohr, Inc.
Bonsal Co. ........................................ 136A

United Advertising Agency, Inc.
Bookcenter .................................. 39, 110, 111
Burke Carpet Mills .......................... 136A
Hal Lawrence, Inc.

A C-E Morgan ...................................... 65
E. R. Hollingsworth & Assoc.
Carnation Glico Specialties ............. 48
Harold Warner Adv.
Carrier Air Conditioning Co. ............. 54
N. W. Ayer & Son, Inc.
A Celotex Corp. ................................. Cov. II
Lando/Bishopic
Chrysler Corp./Dodge Truck .......... 64
Ratten, Barton, Dustine & Osborne, Inc.
Classified ....................................... 151
A-I Closet Maid .................................. 114
Jim Jeonigan & Associates
Crane Co. ........................................ 45
Doverus Uptown
Custom Home Plans Club .................. 115-117

A-L-D Delta Faucet Co. ....................... 133
Griswold-Eshleman Co.
Dietzphone Corp. ............................... 142
DPR Assoc.
Focal Point, Inc. ............................... 110
Creative Promotions, Inc.
A-L-D Formica Corp. .......................... Cov. III
The Ralph H. Jones Co., Adv.
A-L General Electric Co. ................. 18, 19
Young & Rubicam International
General Products Co. ..................... 127
Cabell Eanes Adv.
A-L-D Georgia-Pacific Corp. ............. 21-23
McCann-Erickson, Inc.
Hamilton Mortgage Corp. ................. 136C
LaVadge & Assoc.
A Hele ........................................... 138
Wellington Adv. Inc.

A-I-L Hercules, Inc. ......................... 14, 15
W. B. Doner and Co.
Heyman Milg. Co. [(HEYCO)] .......... 151
Keyer, Matton & Co.
Homestake Co. ................................ 25
Richard LaFond Adv. Inc.
House & Home .................................. 54B, 109

International Masonry Inst.
Henry J. Kaufman & Assoc., Inc.
International Paper Co./Long-Bell Div.
Gerber Advertising

Johns-Manville ................................ 35-38
Broyles, Allenbaugh & Davis, Inc.
Kingsberry Homes ......................... 121
Lilley, Neal, Battle & Lindsey, Inc.
KitchenAid, Div. Hobart Corp.
Griswold-Eshleman Co.
A Kohler Co. The ......................... 30, 31
Clifton E. Frank, Inc.
The Lumbermens Mutual
Insurance Co. ......................... 118B
Charles Day & Assoc.
McGraw-Hill Book Co. ................... 136B
Martin Ind. ....................................... 60
Maze, W. H. ...................................... 66
Hanson Adv.
Mellon National Mortgage Co.
of America ................................. 54D
Batsch, Blach & Gabriel
Modular Materials, Inc. ................. 29
Marketing Eccetara

National Electrical Contractors
Assoc. ................................. 139
Fannin Dugdale
National Floor Products Co., Inc. .... 54C
Jarman Associates, Inc.
Norandex ......................................... 54A
Hesselbart & Maten, Inc.
A Nutone, Div. of Scovill ............... 1, 2
The Media Group, Inc.

A-L Olympic Stain Co. ................. Cov. IV
Kraft, Smith & Lowe
Peachtree Door, Inc. ...................... 113
Bound Associates, Inc.

A-P Potlatch Corp. ......................... 125
David W. Evans & Associates, Inc.
Price Pfister
A Norris Industries Co. ................. 9
Eynart & Rose Adv., Inc.
Quality Insns International ............. 55
Raynor Mfg. Co. ............................... 145
The Fanning Adv. Agency
A-I-L Red Cedar Shingle & Handsplit
Shake Bureau
Ayer/Biddle Adv.
A-I Rudd Mfg. Co. ......................... 136D
Kubnisk Carpenter & Associates, Inc.

A-L Scheirich, H.J. ......................... 6, 7
Doe-Anderson Adv.
Semaing
Making Condominium Work .......... 147-150
Marketing Merchandising & Selling .. 105-108
A-I-L Simpson Timber Co. .......... 10, 11, 119
Richardson Singley Ralls & McCoy, Inc.
A Soss Mfg. Co. ......................... 142
Brewer Associates, Inc.
Southern Calif. Gas Co. ............ 136B
Doyle Dane Bembach, Inc.
A-L Speed Queen Div./McGraw-Edison
Co. ............................................ 118A
The Hargham Co.

Teledyne-Rotolite ................................ 146
Barbetta Miller, Inc.
A-L Thermador
(A Norris Industries Co.) .......... 53
Hardware Engineering Co.
A Tile Council of America, Inc. .... 41
McKinney & Silver
Triangle Pacific Cabinets ............ 26, 27
TPP Adv.
Trus Joint Corp. ............................... 62, 63
Cline Advlg. Service
A TubMaster Corp. ......................... 140

A-L-D U.S. Plywood ......................... 17
Glory Advertising, Inc.
A-I U.S. Steel Corp. ....................... 58, 59
Compton Advertising, Inc.
A Valley Faucet Div. [(U.S. Brass Corp.)] ... 61
Carpenters & Associates

W. G. Best ........................................ 143
Garfield-Linn & Co.
Weiser Lock
A Norris Industries Co. .......... 13
Hardware Engineering Co.
A-L-D Western Wood Products Assn. ... 32, 33
McCann Erickson, Inc.
A-L Eylhcarusco Co. ....................... 104
Cole & Weber, Inc.
Williams Company ..................... 136A
Baer, Kemble & Spicer, Inc.
Yorkstone ....................................... 131
Aves Advertising, Inc.

Advertising Sales Staff

ATLANTA 30309
Glen N. Dougherty
Glen N. Dougherty
1175 Peachtree St.
[404]262-2688

BOSTON 02116
Matthew T. Reseika
McGraw Hill Bldg.
607 Boylston St.
[617]262-1160

CHICAGO 60611
Charles M. Crowe, Jr
Charles E. Durham, Jr
645 N. Michigan Ave.
[312]751-1700

CLEVELAND 44113
Milton H. Hall, Jr
55 Public Square
[216]781-7000

DENVER 80202
Harry B. Doyle, Jr
1700 Broadway
[303]156-1863

DETROIT 48202
William J. McAlere
1400 Fisher Bldg.
[313]679-7410

HOUSTON 77002
John Strong
2270 Exxon Bldg.
(713)248-8831

LOS ANGELES 90010
Donald Hanson
5200 Wilshire Blvd.
South Tower
(213)447-1160

NEW YORK 10020
Matthew T. Reseika
1221 Avenue of the Americas
[212]997-6935

PHILADELPHIA 19102
Raymond L. Kammer
Three Parkway
[215]568-6161

PITTSBURGH 15222
Raymond L. Kammer
4 Gateway Center
(412)391-1314

SAN FRANCISCO 94111
Stephen D. Blacker
435 Battery Street
[415]562-4000

PRE-FILLED CATALOGS OF THE MANUFACTURERS LISTED ABOVE
ARE AVAILABLE IN THE SWEET'S CATALOG FILE AS FOLLOWS:
A Architectural File (green)
I Industrial Construction File (blue)
L Light Construction File (yellow)
D Interior Design File (black)

152 H&H JULY 1974