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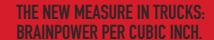
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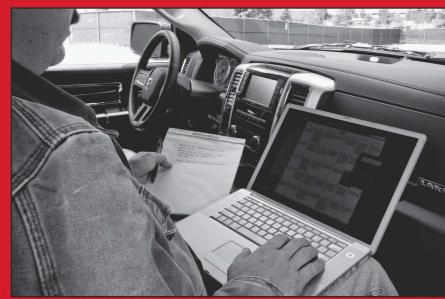
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editor's note

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The September issue of Professional Builder featured Overhead Door's EcoBuilt line. The product shown should have been listed as "EcoBuild." We regret the error.

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How Bad? How Long?



Neither reliable reports nor experts can predict the recovery, but it's likely it'll get worse first. Let's rip off the Band-Aid as soon as we can.

henever I talk with someone in the housing industry, it invariably boils down to two questions: How bad will this downturn get? How long will it last?

There is part of me that doesn't want to know how bad it will get. I heard one reliable report that predicted we would have a couple of months in 2009 when we'll build houses at an annualized rate of 300,000 starts. I heard another reliable report that says this will last well into 2010. Those are the worst I've heard, but the best I've heard isn't a whole lot better than that.

Here's the only thing I know for certain. The new home building industry is going to get worse before it gets better, and I fervently hope that it gets as bad as it's going to get fast. Confused? In short, let's rip off the Band-Aid and get past the pain as quickly as we can.

This is a sentiment that was expressed in June at PCBC by Richard Dugas, CEO of Pulte Homes, and Bert Selva, CEO of Shea Homes. During a discussion with *Housing Giants* columnist and real-estate consultant John Burns, they both hoped that our industry would make a rapid deep dive to the bottom. That was in June. Five months later, we're still slipping downward, but the descent has not been as quick as hoped.

During the *Professional Builder* Benchmark and Avid Leadership Conference in October, a variety of experts in real-estate, mortgage financing, housing and capital markets, at different points and in different words, all supported the supposition that our recovery will have a much shallower slope than our downturn.

The consensus? In the latter part of 2009, we will begin to see a gradual move upward. That movement will take years, not months or quarters. Maybe that's not a scenario some would hope for, but I have to say that I'm firmly in the camp of slow, measured growth is better for everyone than the high-flying times we saw in the recent past. Home building is not a commodity businesses nor a new industry, so it shouldn't be subjected to the harsh

Consensus is we'll have a much **shallower-slope recovery** than our downturn.

winds those environments suffer. For those builders who have managed their assets, controlled their businesses and made the hard choices that have allowed them to survive this downturn, these next few years of growth could be the best of their

careers. Imagine the day when you can have time to react to the vagaries of the market; control your production schedule; and more easily deliver quality and customer satisfaction.

Perhaps I'm naïve or overly optimistic to look forward to those days, but I believe having a vision of the future is essential to our success (survival) today. But I am also impatient. I want to get there immediately, so let's hope for one final yank on the Band-Aid and begin our recovery.

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Paul Deffenbaugh, *Editorial Director* paul.deffenbaugh@reedbusiness.com

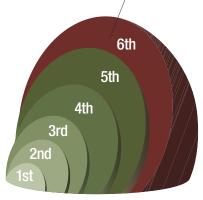
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They're called the Millenials, and they're coming to a development near you. Also known as Generation Y, our youngest age group – the oldest are about 26 right now – have been protected by their parents and are used to VIP treatment, generational expert Neil Howe told builders at the *Professional Builder* Benchmark and Avid Leadership Conference last month. Millenials are all about being perfect – and your homes better be, too. Have you done your research?

Photo: Ryuichi Sato/Gettylmages

INSIDE \\\\\\

California could get impact fee relief [page 13]

A site to save on Energy Star [page 13]

Buy land or develop lots? [page 16]

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[IMPACT FEES]

California Builders Applaud Impact Fee Legislation

By Bill Lurz, Senior Editor, Business

attered by an unprecedented housing slump, California's home builders can take heart that Gov. Arnold Schwarzenegger and the state legislature now recognize builders need relief from the huge burden of impact fees in that state, where only 70,000 residential building permits are expected to be pulled this year — the lowest level since record-keeping began in 1954.

The governor recently signed into law AB 2604, a bill that encourages — but does not mandate — California local jurisdictions to defer collection of impact fees until as late as the close of escrow on a house, allowing builders to get projects off the ground that would otherwise be unfeasible. In most municipalities, fees have been collected when building permits are pulled or even when land-use approvals are granted.

"In Southern California, our impact fees vary between \$50,000 and \$100,000 per home," says Barratt American Homes President Mick Pattinson, a long-time activist against the burden such fees impose on housing affordability. "This bill is a start toward reversing the upward trend."

Nick Cammarota, general counsel for the California Building Industry Association, was part of the CBIA lobbying team that pushed the bill in Sacramento. "There's no stick in it, no penalty to municipalities that continue to collect fees early," he says. "The previous state law said collec-



tion of fees could be happen any time up until the date of certificate of occupancy. Some municipalities argued the state was mandating that they never be paid later than that. This bill now makes it clear it's OK with the state to delay collection until close of escrow."

When the money is collected makes a big difference. "In Ontario, where fees average about \$50,000 a house, that's \$500,000 on a phase of 10 houses," says Adrian Foley, president of Brookfield Homes' Los Angeles/Orange County Group. "If I don't have to pay it up front, I can use that money to build two or three houses. If the fees don't have to be paid until close of escrow, we don't have to transact cash at all. We can just pay from the proceeds (of each closing)."

CBIA argued there's no need for fees to be paid before occupancy because there's no "impact" on local services until a house is occupied. But local governments say they often have to advance money for infrastructure years earlier. They don't want to wait to collect fees when the investment is already out of pocket. But many municipalities now realize it's a moot point if no houses get built.

The new legislation does not include school impact fees. "We didn't want to pick a fight with the school districts, California Teachers Association and the Coalition for Adequate School Housing," Cammarota admits.



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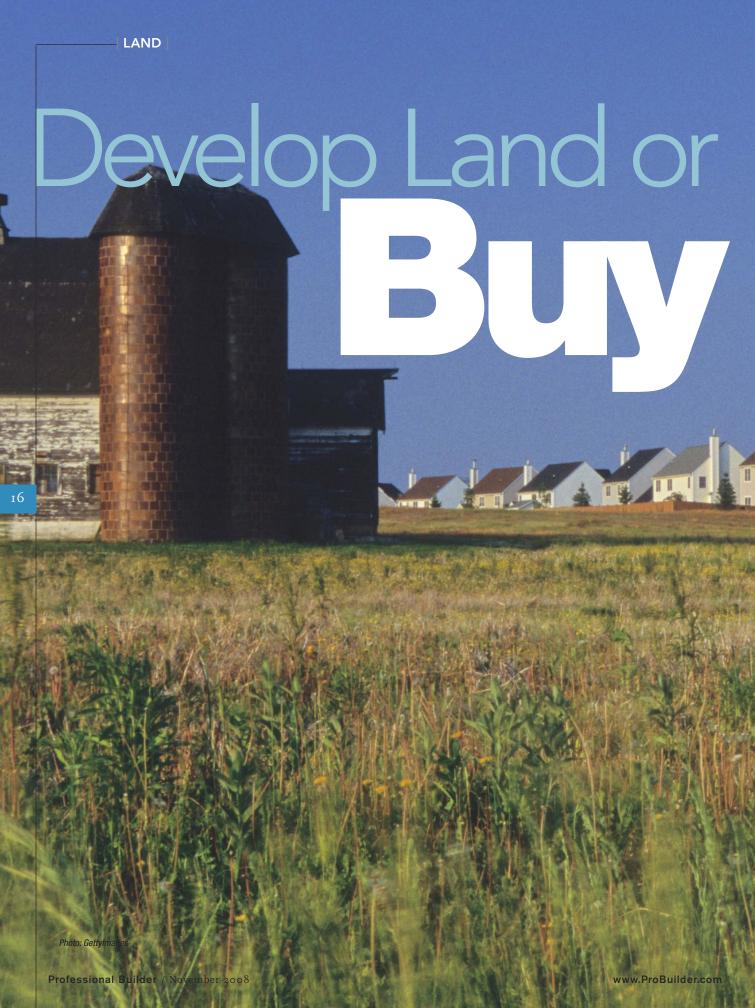
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It's an easy question in the short run. But can you really make conversion to the land-light NVR model of operations stand up over the long haul?

By Bill Lurz, Senior Editor, Business

ven with the primary focus on surviving the cataclysmic housing market, in the back of every production builder's mind is a troubling concern: what strategy will assure an adequate supply of building lots for the next few years (when lots are bound to be plentiful and terms easy in most markets) and when the lot supply tightens again five years from now?

It's a big worry because in some markets, it takes three to five years to plan, entitle and develop a parcel of ground. And most builders now face the certainty that their bankers will not be there with the expansive credit lines they've counted on to provide land acquisition, development and construction financing for the last 15 years or more. "There's going to be a fundamental change in the way builders do business," says Littleton, Col. based management consultant Chuck Shinn. "The banks will be out of real-estate lending for the next five years, probably more."

Shinn believes builders are going to have to depend on equity fi-

nancing for a long time — private investment groups, pension funds, insurance companies, etc. That's more expensive money. And none of those investors have much appetite for land risk after the bloodletting of the last three years and Uncle Sam's massive \$700 billion bailout of the financial industry. "Even the public builders will try to operate as land-light as possible," Shinn reasons. "Wall Street is certainly not going to let them carry a 10-year supply of lots and land under development. Just-in-time delivery of lots will be the goal of production builders large and small."

No wonder the NVR model is the subject of so much cocktail conversation these days. The McLean, Va.-based public builder has been the darling of Wall Street for years because of the superior margins it earns by specializing in efficient home building, leaving land acquisition, entitlement and lot development — and the profits associated with those functions — to others. A network of developers and land bankers funnel lots to NVR in markets from the mid-Atlantic to the Carolinas.

One little problem

The Catch-22 for all those builders who suddenly think the NVR model is the way to go is that it just won't work in some

markets, or at least it never has. Production builders in Southern California, South Florida and the Chicago suburbs, for example, have to develop land to get enough lots to grow their companies. Land developers in those markets don't operate on a scale to match the sales pace production builders achieve. You might be able to survive by buying developed lots in those markets for the next several years, but when housing heats up, you'll have to develop land to hold market share, let alone grow.



BUZ HOFFMAN, president of Lakewood Homes, says Chicago builders will still have to develop land, even if banks don't provide financing.

"We'll still develop land," says Chicago find builder Buz Hoffman of Lakewood Homes, ".

builder Buz Hoffman of Lakewood Homes, "and I'll be able to put together private investment groups made up of local



DAVID DREES, president of The Drees Co., worries an absence of bank financing for developers may make the NVR model obsolete

professionals — doctors and lawyers — to provide the capital we need. The thing that will have to change is the scale of the projects. They will be smaller — to limit the risk."

At the *Professional Builder* Benchmark and Avid Leadership Conference in October, The Drees Co. president David Drees asked pointedly, "What makes you think even NVR will be able to make that model work in the future, when the developers they count on can't get bank financing?

"To find anyone willing to shoulder the risk of carrying land for a builder, you're going to have to guarantee better returns

OPPORTUNITY IN A LAND SUPPLY GAP?

Despite stagnant sales and a current oversupply of building lots in many markets, Colorado-based management consultant Chuck Shinn believes the housing industry could soon see a shortage of serviced lots that will drive up prices — at least temporarily.

"The federal bailout of financial institutions is going to result in creation of a new government entity resembling the Resolution Trust Corporation (RTC) of the late 1980s," Shinn predicts, "except this time, they won't let the banks go broke like they did the savings and loans. This time, the feds are going to buy the assets in order to put equity back into the banks and keep them alive."

This scenario will allow banks to foreclose on builders, then dump land assets on the federal government, which will eventually package them into large blocks and sell them off. The trouble, Shinn says, will come from the long delay between acquisition and disposition of these land assets. "The federal bureaucracy can't do anything fast," Shinn warns. "It took the RTC four years to begin to get land back into the market in 1991.

"When the housing market comes back, we'll see a shortage of lots until the feds finally bring all those lots back into play," Shinn says.

He predicts lot prices will go up faster than house prices until the feds finally put the assets trapped in a bureaucratic backwater into the market again.

The good news: Shinn sees an opportunity for builders to negotiate with bankers during 2009, before they flip land assets to the feds. "The government will only pay 20 cents on the dollar for this stuff," Shinn says. "The banks want 70 cents. And the gap in availability will drive up lot prices. No one will develop dirt during the gap because everyone knows the feds will eventually dump huge quantities of lots back on the market."

Builders able to negotiate asset prices slightly above what the feds will pay could create an advantage for themselves to build on cheap lots, Shinn reasons. "Those lots will become scarce and valuable during the gap."

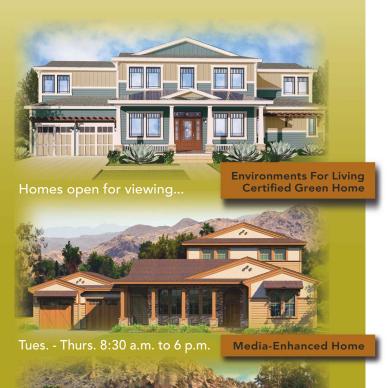
than those firms produced in the past," Drees surmises.

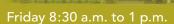
Tom Krobot, president of Atlanta-based Ashton Woods Homes, believes many of the firms that performed the role of land banker for public builders earlier in this decade are on their way out of business. "They'll either go away or be greatly diminished," he says, "because most of them have to be upside down today. The land they invested in is under water (impaired) and the builders are walking away from their deposits, which don't begin to cover the losses."

Where the NVR model works

The NVR model will not work everywhere, but where it does, it has a proven track record of success. Anywhere with an established land development industry producing large quantities of finished lots in a variety of sizes and price ranges, builders who disdain developing their own land swear by the results. Texas is one region where builders can probably do fine, with-

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out developing land, for the foreseeable future.

"Our company operated on the NVR model for 25 years before we started developing land seven years ago," says David Weekley, chairman of Houston-based giant David Weekley Homes, who once spent a week studying how land-light operations work with former NVR chairman Dwight Schaar. "Going forward, unless land returns reach double digits or the market gets as constrained as it is in Southern California, it just doesn't pay for a builder to be a land developer," he says.

Weekley says when Texas housing markets stayed hot for a dozen years, he lost sight of the risk inherent in land development. "We all forgot the pain potential. The risk was less visible. All we could see was the gain some builders derived from those double-digit margins in land development."

Developers' terms got so tough, Weekley says, builders chafed at the cost and thought they could do it themselves. "When we had to put up half a million dollars in advance to get lots, we figured we were basically financing the cost of development without getting the profit," he says.

Crashing land values brought a change of heart. "We're returning to our roots," Weekley says. "If I ever go back into developing land, scold me. The only place we'll ever do it again is on infill parcels for high-density projects. We've got to develop those from scratch."

Future players emerge

Although many of the companies that used to land bank for

public builders before the crash may be going away, new players are emerging, eager to take their place. One is Starwood Land Ventures, a subsidiary of Greenwich, Conn.-based Starwood Capital Group Global. It was formed in September 2007 to create a nationwide business as a capital source for residential builders as well as a joint venture partner and land developer.

"Our niche is residential land," says Starwood's east region president Mike Moser, who operates out of Bradenton, Fla. He was formerly a home building and land development executive with Taylor Woodrow Communities. "We will entitle land, develop it and deliver lots. In some situations, we'll sell lots to builders, but we also have the ability to move toward other forms of business relationships, even providing equity funds to private builders who need to circumvent the absence of bank financing."

Moser says Starwood will form joint ventures with builders where the firm carries the bulk of the land risk and the builder a much smaller share. "That will allow the builders we partner with to grow when the market comes back rather than just survive," he says. He admits firms of a similar nature that bought land in 2004 and 2005 and carried it for public builders into the housing crash have not survived. Still, that's the role Starwood wants.

"Acting as off-balance-sheet land bankers for the public builders is the niche we're designed to fill," Moser says, "delivering lots on a just-in-time basis."

What goes around comes around. PB

Trouble Without Problems: A Look at The Estridge Group



Indianapolis builder Paul Estridge (The Estridge Group) says his market is largely free of the problems causing housing markets to freeze up in many areas of the

country. Still, the fallout from crashing financial institutions and consumer fear are impacting his business, which is concentrated in the move-up market, at prices between \$350,000 and \$500,000.

"What's going on in California and Florida is as foreign to me as if it happened on the moon," Estridge says. "We've not seen any drop in home values. In fact, our prices in Indianapolis have gone up 3.6 percent in the last year. We don't have any overhang of unsold inventory. Our

market is one of the most affordable in the country. And yet, our customers are scared to death. They watch the news on TV."

Estridge says his sales were off 50 percent this year, until 90 days ago, but now are just fine. "We've sold 63 homes since then," he reports, "split almost equally between contracts and inventory houses."

He reports that less than 1 percent of Estridge buyers have ever used sub-prime mortgages. "Our average buyer has a 720 credit score and an 83 percent loan-to-value ratio on the home purchase," Estridge says. But he also reports his bank financing is going away, just like that of builders in more stressed markets.

"To make up for the absence of bank financing, I'll put together private equity ventures," he says. "I've lived here all my life and I have the reputation to do it. The

public builders have walked away from a lot of deals, but I've never done that."

He says he'll pull together local investors, insurance companies and several small community banks to provide financing. "The guy down the street who has \$5 million to invest and hates for it to be in the stock market will come to me because he knows me and I have his trust."

Estridge develops land. "We could go either way," he says, "but we choose to develop land so we can control the quality of the community and the timing of lot availability. Developers were not delivering lots when I needed them."

He has one request: "Why doesn't the national media report that the housing market in Indianapolis is stable, and that we've never had a run-up in prices?"





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[SALES & MARKETING]

Measure Your Listening Skills



Learn how to measure if you are really hearing what's important to your customer.

By John Rymer, New Home Knowledge

very sales professional knows that listening is the key to great salesmanship. But how good are your listening skills? When I ask most salespeople this question, the answers typically range from "pretty good" to "excellent." But are you really sure? Can you really measure how well you hear what a customer is looking for?

Track the time

To start, try a test that anyone can take. Begin by taking two stop watches with you on a sales presentation. (You can also do this as an after-the-fact measurement when reviewing a video sales shop.) Use the stop watch in your right hand to measure the time the sales professional is speaking. Use the stop watch in your left hand to measure the time the customer is

speaking. At the conclusion of the sales presentation, compare the time of each stop watch! Uh Oh!

Sales professionals with excellent listening skills should expect that the time on each stop watch will be approximately the same, meaning the same amount of time the customer is speaking is equivalent to the time the salesperson is speaking. Yet the results of most new home sales presentations I review are far more one sided: 10-I in favor of the sales professional or even as high as 20-I.

Take actions

The point of this exercise is to understand you're not listening if you're talking. While it's certainly true that a customer's talking is no guarantee that the sales professional is listening, it's also true that

if the sales professional is monopolizing what's being said, the customer is rarely engaged — or heard — during the visit.

The root of the problem is that the vast majority of sales professionals have abandoned "selling" in lieu of "presenting." Rather than seeking to understand the customer's needs and build the presentation around a solution, they focus their efforts with the customer on presenting their models and floor plans, hoping that something in the presentation may have meet their needs.

John Rymer is the founder of New Home Knowledge, which offers sales training for new home builders and real-estate professionals. You can reach him at john@newhomeknowledge.com.

Rymer's Rules

GREAT SALES PRESENTATIONS INVOLVE 50% LISTENING AND 50% SPEAKING

Sales agents who don't take the time to listen learn little about the needs of their customers.

GOOD QUESTIONS EQUAL BETTER ANSWERS

Great questions get the customer talking and uncover their needs and motivations in buying a home — essential information for making a sale.

IF YOU'RE TALKING, YOU'RE NOT LISTENING

It's far easier to "listen" your way to a sale than to keep demonstrating something you're not sure your customer wants or needs.

The root of the problem is that the vast majority of sales professionals have abandoned "selling" in lieu of "presenting."





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[EXPERT ADVICE]

Our Favorite Sales Tips

We've canvassed sales experts and collected great tips you can share with your sales team.

here are myriad resources for sales training; seminars, books, podcasts and even boot camps have become the norm. While those might be useful, we know that money is tight and time is limited. We've made it easy for you by collecting what we think are great tips from expert sales trainers and consultants.

"If you will really listen to your customer, they will provide you with a path to home ownership." — John Rymer, New Home Knowledge

"The follow-up involves taking the necessary steps from the outset of the sales presentation to bring the customer back, ready to listen, understand and buy." — Bob Hafer, author and sales trainer

"Lose the jargon. They're not in the business. When sharing technical data, use pictures."

— Beverly Koehn, Beverly Koehn & Associates

"By presenting a home to customers before you discuss pricing and incentives, you can cause them to emotionally own it."

Bob Schultz,New Home Specialist

"The best way and the surest way to get yourself placed in the 'keep' pile is to create a memory point. You accomplish this by showing your customer how you're different."

Rick Heaston,TouchPoint Selling



"The biggest change in selling today versus yesterday is the necessity to multiple-close. ... Now we have to exercise repetitive closing because the world of persistent — not high-pressure — closing is a reality."

— Tom Richey, Richey Resources

"Consistent communication is the key to achieving a high return on the branding investment."

David Miles, Milesbrand

Essential

Avid Award winners leverage customer loyalty to survive the housing slump.

By Paul Cardis, Avid Ratings

Whether you're selling more homes than you can reasonably build or struggling to get rid of high inventories, nothing sustains a business better than a cadre of delighted customers who loyally send new home buyers your way. Industry research proves that it's twice as hard to sell a home to a regular prospect as it is to sell one to a referred home buyer. This fact alone — especially in light of the current downturn in the market — should be enough to convince every builder to reevaluate and improve its customers' experience.

Some builders have already done the hard work of creating a customer-centric organization. To recognize them, we created the Avid Awards, presented by Professional Builder. Each year, the awards honor select home builders that deliver the best customer experience as measured through surveys of actual home buyers. Many home builders vie for the honor, but only a few qualify for the prestigious award.

In many industries, quality-driven and customer-centric businesses have become market leaders, and this same evolution is taking place in the home-building industry. Whereas home builders a generation ago could succeed with little regard to customer satisfaction, they now realize that creating





loyal customers is vital to long-term success.

Builders that excel in customer relations are turning out to be the strongest survivors. Consider Gerstad Builders, this year's Avid Diamond Award winner, which generates about 50 percent of its business from referrals and repeat buyers. While many other builders are forced to spend marketing dollars they don't have to lure in prospects, Gerstad relies on delighted customers to do much of its marketing — for free.

A builder's reputation for top-notch products and service also help define its brand, another valuable tool in good times and bad. Avid Award winner Lakewood Homes has been able to maintain its reputation for quality construction and service while re-engineering its processes to trim thousands of dollars of waste from the cost of each home.

Other builders have been able to use their strong

FOCUS: PHOENIX

Each year, the Avid Awards honor the best customer experience in a particular market. This year, the spotlight shines on Phoenix.

Avid surveyed 49,094 home buyers of 47 builders in the Phoenix market, and the winner is Blandford Homes. The Top 5 Phoenix builders in overall customer satisfaction, along with their Avid Index Scores, are:

- NO. 1 Blandford Homes (274.118)
- NO. 2 Sun Core (271.253)
- NO. 3 Shea Homes (265.087)
- NO. 4 Farnsworth (264.386)
- NO. 5 Ashton Woods (262.088)

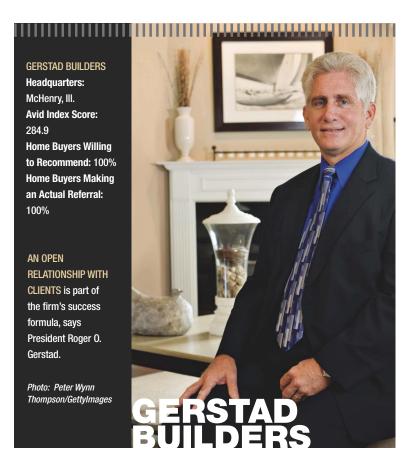
Read about No. 1 Blandford Homes on page 38.

traditions of delighting customers to attract buyers during this period of high inventories and low demand. Avid Award winner Van Metre Homes. a builder that also manages apartment complexes, does such a great job delighting renters that its tenants become an easy sale when they are ready to buy their first home.

Lastly, in Phoenix, Avid Award winner Blandford Homes orchestrated a scene reminiscent of 2005, when buyers camped out

to have the first opportunity to buy their newly re-

As builders become increasingly cognizant of the impact the customer experience has on the bottom line, more of them are aggressively soliciting feedback from their home buyers and using that data to improve their overall operations. This year's Avid Award winners illustrate what you can do to turn a sour market into sweet profits for your company.



Avid Diamond Award
Best Customer Experience in North America

Repeat Success

ven in a down market, Gerstad Builders generates an impressive 50 percent of its sales from referrals and repeat buyers, some of whom are living in their third Gerstad home. Factor in that every one of its home buyers has made at least one referral, and it's no surprise that Gerstad Builders has the most delighted home buyers in the U.S., earning it top honors as the 2008 Avid Diamond Award winner.

So how does Gerstad Builders instill such loyalty among its home buyers? "We have always had an open relationship with customers," explains President Roger O. Gerstad. "We always wanted to be attentive to the customer and build a home for each customer rather than build a home that a customer would buy."

This is easier said than done. Even incredibly customer-centric companies such as Gerstad Builders need to constantly reevaluate processes to guarantee the optimum home buyer experience. For example, a few years ago, the company encountered an expectations problem, whereby home buyers were envisioning things one way and the builder was interpreting them another way. "Anything the customer doesn't understand, he or she has the ability to misinterpret," Gerstad says. "We obviously



felt we were doing something great, but it was blowing up in our face."

That marked the beginning of the company's renewed efforts to better establish customer expectations. The result is a pre-construction meeting attended by the home buyer and representatives from the purchasing, production and sales departments.

"This meeting ups their comfort level of the people who are going to be building their home," says Operations Manager Jennifer Thomas.

Having been in the community for 37 years, Gerstad enjoys a trusted reputation that no amount of marketing can create. In addition, some members of the management team have been working together since the late 1960s, something that's evident in the familial way they interact.

One area that Gerstad Builders scores exceptionally high is "reasonable cost of upgrades." When pricing upgrades, the company simply takes the wholesale cost and applies a multiplier to derive the resale cost. Home buyers, however, might be responding more to the way that upgrades are sold than to their actual cost. Rather than using design consultants, Gerstad has its sales associates walk home buyers through the design choices at a centralized design center.

Another area in which the builder receives high marks is cabinets and trim. Gerstad attributes this to the company's quality oak base cabinet frames and state-of-the-art kitchen designs.

"When we come up with a new product, we

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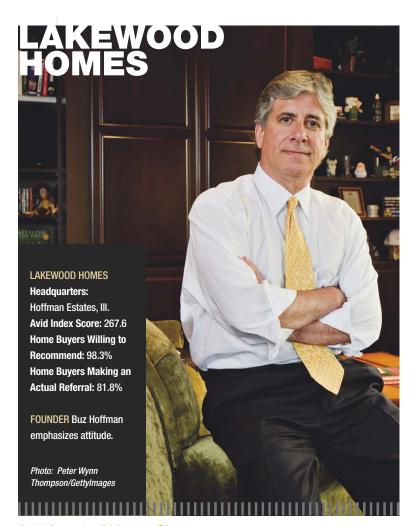
READ A RUNDOWN on Gerstad Homes with this article online at ProBuilder.com. look at the hot buttons in today's market and still bring it to the customer at an affordable price," he says.

"Ours look like custom and upgraded kitchens, and our home buyers feel the value is there," says

Lynda Conkel, director of marketing.

Strength in customer service has helped Gerstad avoid the deep discounting that many other builders have had to endure. "The industry is mandating that you make some concessions on prices, but for us it's limited to certain areas or features," Gerstad says.

No matter where the economy goes, Gerstad maintains that the company has a formula for success. "Your staff and your land are the most valuable assets you have," Gerstad says. "And a good staff will bring good home buyers."



Avid Award - 500-plus Closings

The Right Attitude

nlike many other home builders, Lakewood Homes has retained a company spirit that translates into a genuine sense of caring for its customers during the housing downturn.

"It's all about attitude," says Buz Hoffman, founder and president of Lakewood Homes. "As a builder, you can do all of the processes and procedures and systems you want, but if you aren't out there everyday with the right attitude, it don't mean squat. No matter how many people you have, if they don't have a great attitude, you're lost."

In lieu of a formal mission statement, everyone at Lakewood Homes lives by "The Golden Rule." Whether they are negotiating a land deal with a farmer, financing with a bank, or a sale to a new home buyer, everyone treats people as they would like to be treated themselves — one of the reasons the company's customer loyalty scores are some of the highest in North America, winning it a 2008 Avid Award for builders closing more than 500 homes a year.

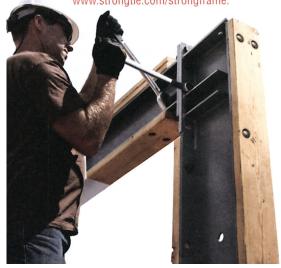
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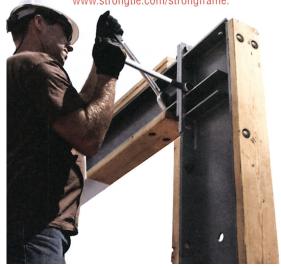
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"It starts and ends with your own people," Hoffman continues. "It's treating them with dignity and respect so they are not working out of fear. It's preparing them to make decisions so things are done faster. And it's obviously rewarding them financially accordingly. I've found that if you treat your own people well, they'll treat your customers well."

Lakewood's management team is in sync with this business philosophy and has been successful communicating it to everyone in the office and out in the field.

"It comes from the top and migrates down into the organization," says Jack Shum, executive vice president of operations. "We try to provide every customer with a perfect house — the optimum experience. We try to identify things that are going to be a surprise — what is going to be upsetting to home buyers — and we eliminate them."

While some builders have mandated price cuts from their subcontractors to help stem loses, Lakewood has chosen to work with them to find cost savings that do not impact quality or diminish the customer experience. By "value engineering" the company's processes and the ways subcontractors did things, Lakewood Homes has been able to recover \$2,000 to \$3,500 of waste per house, Shum says.

Given Lakewood's team approach to working

MORE ON LAKEWOOD HOMES

LOG ON TO ProBuilder. com to read more on Lakewood Homes alongside this article. with subcontractors, it's no surprise that the builder celebrates every success and award with the appropriate trades.

"You need to have the houses done as close to perfect as you can the day of walk-through," says Robin

Johnson, vice president of sales. To get to this point, Lakewood Homes has an extensive inspection program that also tracks individual performance.

By having homes complete at walkthrough, the superintendents are able to celebrate the home with the home buyer rather than creating punch lists. Lakewood Homes has a 98 percent completion rate at the time of closing.

To keep employees focused on the customer experience, Lakewood is constantly evaluating and changing the way it does business. "If we hit a goal in one area and it becomes commonplace, we change the goal — we raise the bar," Shum explains. "You keep yourself going by constantly reevaluating what used to be the sacred cows."



Avid Award — 100-499 Closings

Great Expectations

aced with a spiraling decline in the market, many builders are cutting corners wherever they can. Van Metre Homes, however, has continued to do what it does best: building homes that meet consumers' current needs and expectations. That has lead to incredibly high levels of customer delight, earning the builder the 2008 Avid Award for builders closing 100 to 499 homes a year.

"We listen to our customers as we go through the process," says Brian Davidson, executive vice president. "We run focus groups with people already in our homes, and we respond quickly with product that meets the needs in our market."

Thanks to an in-house architect, Van Metre is able to modify homes quickly to hone in on what today's buyers really want. "We don't hold on to something dearly despite what the demand is in the market," Davidson says. This willingness to continually redevelop product is a major factor in Van Metre's success, enabling the builder to delight home buyers by giving them homes that they feel have been customized just for them.

Despite a housing slump that has caused sales to drop this year, the company has retained its focus on customer loyalty. A survey of home buyers reveals that more than 96 percent of Van Metre's customers are

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KNOW

willing to recommend the company to a friend or family member, with nearly 80 percent making at least one such referral.

"We have tremendous teamwork between departments," says Merle Phillips, vice president of sales and marketing. "Everyone comes together as a team to face challenges. Everyone has customer service front and center."

A major factor in Van Metre's success could be the fact that it does not have a customer service department. Instead, the superintendent who oversaw the home's construction performs the 6o-day and year-end walk-throughs. This system not only provides continuity for the homeowner, it fuels the superintendent's motivation to make sure the home is built right the first time. "The best way to sum that up is accountability," Davidson says. "In the end, the salespeople and the superintendent are the face for the customer. They know they are not being handed off from one group to another. That's the same through the warranty period."

Knowing that customer satisfaction is closely tied to expectations, Van Metre Homes has assembled an "expectations book" that clearly spells out what home buyers can expect at every phase of the process. Meanwhile, the company closely analyzes its Avid surveys to identify potential problems areas. Even if the company's scores are where they

need to be, the leadership team will look at the lowest scores and figure out ways to improve them.

Whereas about 15 percent of Van Metre's sales come from home buyer referrals, an additional 5 percent stem

from the apartment complexes the company manages. "We hold seminars to convert apartment residents to homeowners," Davidson says. "If they're happy with their apartment, buying a home from us is the next step up. It's someone who doesn't have to sell their home in a tough market."

Repeat customers and generational buyers also feed into the success of Van Metre Homes, a privately held company that's been in business for 53 years. Whether they want to move into larger or smaller homes, repeat buyers often want to stay in the community, says Candy McCracken, director of land development. "That's because our communities are just as important as our home designs," she says. "We develop our communities as well as build them."



No. 1 in Phoenix

Perfect Score

hen 100 percent of your home buyers are willing to make referrals, you know you're doing something right in the area of customer service. Blandford Homes is one such builder. In fact, nearly 100 percent of its sales come from repeat and referred buyers, which helps to explain why it has won the 2008 Avid Award for the Phoenix market.

Blandford Homes' relationships are key throughout the home building process. To ensure customer delight, Blandford strives for zero-item walk-throughs and insists that any remaining items are fixed and signed off by home buyers within 10 days. In addition, the builder does not force home buyers to close or walk through a home until they are happy.

"We don't shove it down the homeowners' throat," owner Jeff Blandford says. "Instead, we'll take the pressure off and say that house isn't going to close this year or this quarter until we know it's ready. And that's OK. It's more important that the home buyer feels comfortable."

However, to ensure that the process runs smoothly and houses do

close on time, Blandford reviews reports on every home each Thursday and intervenes if something looks like it's falling behind schedule or taking too long to resolve. "The superintendents know that it's being watched by the guy that signs their check," Blandford says. "That alone prevents many problems from ever occurring." **PB**

LEARN MORE

FIND STATISTICS on Blandford Homes online with this article at ProBuilder.com.





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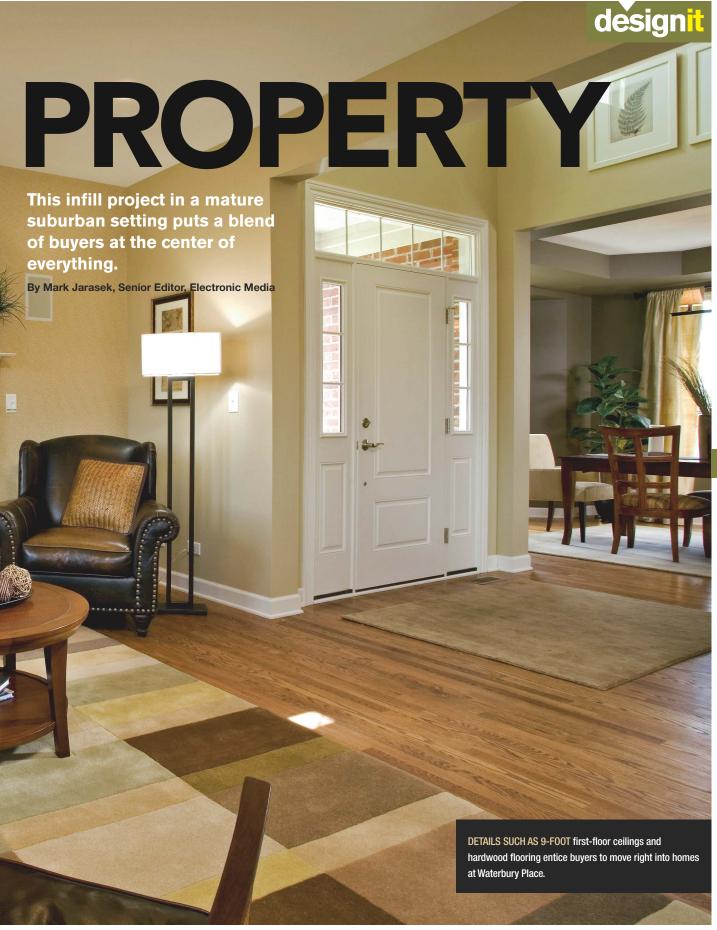
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design It doesn't get much woodsier than the personal residence of Rob Wrightman, president and CEO of True North Log Homes in Bracebridge, Ontario, Canada. Wrightman's 5,911-square-foot home showcases walls made from interlocking Eastern white pine logs that culminate in dovetail corners. Cherry floors and granite countertops are touches of luxury in the open kitchen. Want to move to Canada? INSIDE WWW. The Best Address might be in Buffalo Grove, III. [page 42] Photo: True North Log Homes







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As we stepped out the doorway of a duplex model, a colleague who has been reporting on residential real-estate in the Chicago area for more than 20 years said to me, "This is the most charming streetscape I have ever seen." I took a closer look and had to agree. This community's address works well on several levels: aesthetics, benefits and location. So, does it sell?

Waterbury Place is an infill project nestled on a 31-acre pie-slice parcel in Buffalo Grove, Ill., a mature, upscale suburb located about 35 miles northwest of downtown Chicago, Waterbury Place is the creation of Edward R. James Homes, the home building affiliate of Edward R. James Partners, which is an active developer/builder in select Illinois, Florida, Michigan, Minnesota and Wisconsin markets.

In an effort to sustain and complement the composition and vitality of the established neighborhood that surround it, the developers have included a full spectrum of housing types at Waterbury Place: townhomes, row homes, villas, duplexes and single-family homes. The eclectic mix has attracted a full assortment of buyer type: entry, move-up and empty nester. There are families, couples, single professionals and retirees that make up the community.

"It's a wonderful variety of household compositions — really a good mix," says Jeanne Martini, director of sales and marketing for Edward R. James Homes.

Winning aesthetics

We were facing west with the late summer afternoon sun, casting a yellow-orange glow that spilled over the roofs and onto the street scene before us. Railroad tracks were visible in the distance, elevated on a berm just beyond a line of row homes that forms one of the community's boundaries. The distinctive architecture, meticulous landscaping and

curvilinear roadways all came together in that environment to make those railroad tracks look downright perfect for the part (see sidebar, "Property with a Point").

Landscaping is a signature feature of developments undertaken by Edward R. James Homes, and the attention to landscape detail at Waterbury Place is no exception. Mature landscaping adorns the community; it has more than 50 varieties of trees, ponds with fountains, open green space and a one-acre park.

Martini says landscaping contributes significantly to setting the tone and appeal of the community for the prospective buyer. "It tells the buyer that you're not only delivering the sticks and bricks, but how the community will truly take shape," she says.

The Lakota Group, a Chicago-based firm that specializes in planning, urban design, landscape architecture and community relations, served on the Waterbury Place design team as the land planner, community relations liaison and landscape architect.

"The concept behind the design was to create a sense of place and community using a mix of more naturalized and park-like open space features conducive to a range of activities, from quiet reflection to active recreation," says Brian Wirth, project designer with The Lakota Group.

Pretty perks

For those busy commuters who barely have any free time to spend on leisure activities or time with their kids, Waterbury Place touts a "maintenance-free living" concept. Residents don't have to bother with snow removal or landscaping tasks such as watering the lawn — an underground sprinkler system throughout the community services that. And select exterior upkeep projects such as painting and tuckpointing are also provided.

Four large ponds with fountains scattered along the eastern slice of the property, generous green space and a one-acre park all contribute to create an inviting, tranquil environment.

"The site is linked by a network of pedestrian pathways that



SOMETHING FOR ALMOST EVERYONE

THERE'S AN OLD SAYING that you can't be everything to everyone, but Waterbury Place is proving that wrong. This community offers a strategic mix of row homes, townhomes, villas, duplexes and single-family homes that range in price from the mid \$300,000s to the low \$800,000s. Sizes run from a 1,578-square-foot row home to a 3,418-square-foot single-family home.

Each home type offers a choice of several floor plans. Buyers interested in a row home, for example, have the choice between the 1,578- or 1,611-square-foot Fairmont model, the 1,785-square-foot Eden model or the 1,986-square-foot Dunbar model. The same choice holds true for the townhomes, villas, duplexes and single-family homes.

At \$360,000, the least expensive units offered at Waterbury Place may not seem to be first-time home buyer material. However, the upscale demographics of this highly desirable Chicago suburban village would indeed be within a first-time buyer's means.

BSB Design served as architect for the row homes, townhomes, villas and single-family homes, and OKW Architects designed the duplex homes.



LUSH LANDSCAPING graces the entire community and includes flowering perennials, shrubs, ornamental trees and grasses. Plantings were chosen for native and indigenous

qualities.



PROJECT PROFILE

Community: Waterbury Place Location: Buffalo Grove, III.

Home Styles: Row home, townhome, villa, duplex and single-family

Builder/Developer: Edward R. James Homes

Architect: BSB Design; OKW Architects for the duplex homes
Interior Designer: Edward R. James Homes Design Coordination Team

Land Planner/Architect: The Lakota Group, Chicago

Photography: Jess Smith

PRODUCTS USED

Appliances: GE

Bathroom Fixtures: Kohler
Bathroom Counters: Corian
Cabinetry: Brookhaven by Woodmode
Hardware: Schlage Accent Lever

Windows: Hurd

encourage the residents to experience the site's many amenities, and interact with their neighbors," Wirth says.

Location: You are there

Those railroad tracks we saw in the distance in front of the setting sun happen to carry the Metra, which is a vital commuter transportation link between the suburbs and downtown Chicago. The station for the Buffalo Grove stop is a short walk across the street from Waterbury Place. Highly desirable award-winning schools — high schools, grade schools and middle schools — all surround the community, many of them within walking distance.

Martini says that many buyers are attracted to the commu-

nity because of its location to the top-rated schools. "Parents love that their children will be able to walk home after classes or extracurricular activities," she said. "That's a real convenience for working parents."

A huge map subtly placed on the wall of the sales center serves as an effective prop that underscores the locational benefits of Waterbury Place. The map is sprinkled with dots that depict an abundance of shopping, entertainment, dining, golfing and outdoor recreational destinations that surround the property.

The community is also centrally located to many of the main expressways and roadways that serve the greater Chicago area, making it easy to access airports, downtown Chicago and escape routes for weekend getaway trips.

THE EARLY DELIVERY CONCEPT

WATERBURY PLACE offers what the builder calls "early delivery homes." These early delivery homes are essentially fully finished spec units that the Edward R. James Homes internal Design Coordination Team has put together.

It seems like a bit of a gamble to try to predict what layout, finishes and product a buyer might want, but that hasn't stopped the builder from doing it. As of mid October, Waterbury Place had 13 early delivery homes available, including five townhomes, three row homes, three villas and two single-family homes.

"Our interior designers make all the selections that go into our early delivery homes," says Jeanne Martini, director of sales and marketing for Edward R. James. "They've worked with our customers for so many years that they intuitively know what the buyers are looking for. Most of the time they fall within a certain taste range," she says.

Essentially, the early deliver home concept eliminates the time and stress-intensive process that new home buyers go through when faced with the task of choosing from myriad appliance finishes, fixtures, cabinet styles, hardware and everything else that goes into their home.

"Our design team does such a great job. The homes look so pulled together and attractive," Martini says. "And our customers love the idea that they can simply move in after closing," she says.

What about sales?

Martini says sales efforts at Waterbury Place kicked off in June 2005, with plans set for the community to be sold out by mid-2009. The first two phases of the project comprise 134 homes, of which 93 are occupied and eight are currently under contract. The community will ultimately consist of 156 homes after a third and final phase is completed. The most popular have been the row homes and townhomes, which range from the mid \$300,000s to low \$400,000s. "They're at a great price point for this location," Martini says.

Recent sales haven't quite kept up with the vigorous velocity when the community opened. Traffic lately has averaged about 10 prospects per week, Martini said, with most coming to the community from word of mouth, Internet leads and the local real-estate brokerage community.

However, they're optimistic about the future. Martini says they're still planning to meet their mid-2009 sell-out goal. She points out that infill development properties in mature neighborhoods are unique and have an aura of higher demand and limited supply. Says Martini: "High-quality, multifamily and single-family homes in attractive neighborhoods in award-winning school districts with a great location are going to sell." **PB**

Property with a Point

HOW DOES A BUILDER end up with such an amazing location in an established, reputable suburb? Part of it could be attributed to luck, but most of it points back to the talent, experience and reputation of the builder/developer.

Prior to becoming Waterbury
Place, the 31-acre parcel was used
for light industrial use as the home
of the old Powernail factory where
nailing machines and nails were
manufactured.

Powernail Co. is a family-owned business that several years ago decided to upgrade and relocate its factory to another suburban Chicago location. The family was very sensitive to what would ultimately happen to the property, so they hired a realestate firm to assist them in putting out a Request for Qualification (RFQ) to select residential developers.

"The owner took a lot of pride in their property and their relationship with Buffalo Grove over the years," said John Lifka, director of land development for Edward R. James Homes.

Because Edward R. James Homes has been involved in many mature suburban infill-type developments in its 50-year history, especially in the Chicago area, the company was among the firms participating.

"We put together our proposal, but I think one of the reasons we were ultimately the successful bidder was that ours is a family-owned business just like Powernail," Lifka said. "They could relate and felt comfortable with that," he added.

The suburban infill project came with both blessings and curses. The blessings: the property was a rare residential development opportunity in an established suburb where there simply isn't much contiguous land available. It was also a location to die for. The curse: the "to die for" location was adjacent to railroad tracks

- 311 - 409

and the busy four-lane roadway,
Route 22.

"It's a very unique piece of property. Our vision was to keep proper planning in line with the nature of the existing piece of land, which had a large pond on it, as well with the surrounding neighborhood,"

Landscaping and product placement played a crucial role in greatly diminishing the "curses" of the property. Potential eyesores and noise sources, i.e. those railroad tracks and the busy thoroughfare, were diminished by creative and abundant landscaping and strategically positioning rear-loading garages, both which serve to effectively buffer the negatives.

"The northern site perimeter consists of a landscaped berm that provides an attractive buffer from Route 22 filled with deciduous and evergreen trees and shrubs, along with ornamental grasses, perennials



Photo & Site Plan: Edward R. James
Homes. LLC

busy roadway.

network of walking trails with seating

areas among outcropping stone,

native wildflowers and indigenous

trees. The northern site perimeter

consists of a landscaped berm that

provides an attractive buffer from a

and ground covers," Wirth said.

A mature neighborhood of single-family homes defined the eastern boundary of the property. That's where the developer decided to concentrate water features and single-family and duplex homes to complement and keep in tune with the existing neighborhood.

"It's all proper planning from the onset and strategic product placement," Lifka says.



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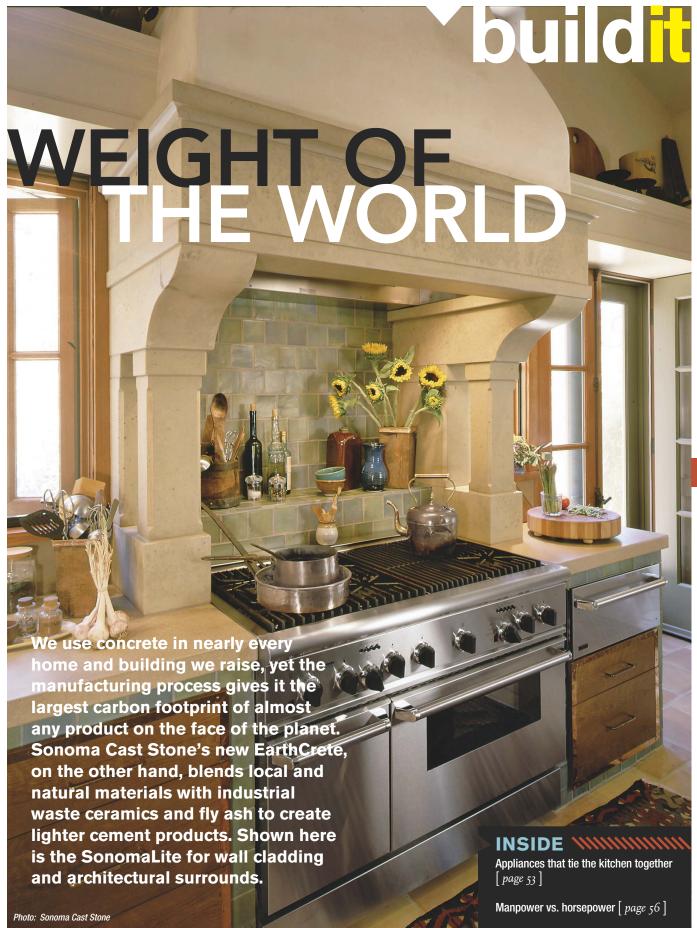
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[KITCHEN APPLIANCES]



Cooking with Color

The new built-in gas wall oven by BlueStar is available in 24-, 30 and 36-inch sizes in up to 190 different colors, so you can say goodbye to stainless steel. Homeowners will love being able to pick the color. The 24-inch model features a standard left to right swing door, while the 30- and 36-inch ovens feature French doors. All sizes feature convection ovens and fully retractable racks. For FREE information, visit http://pb.hotims.com/20669-255

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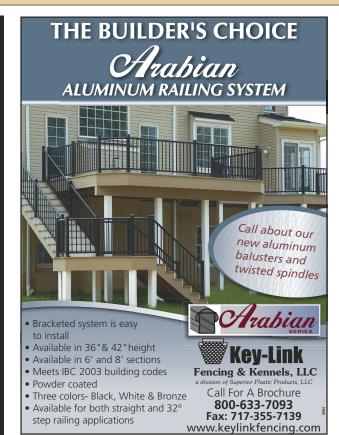
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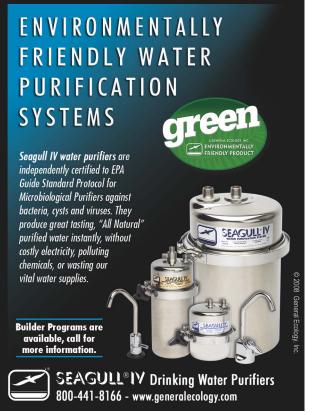
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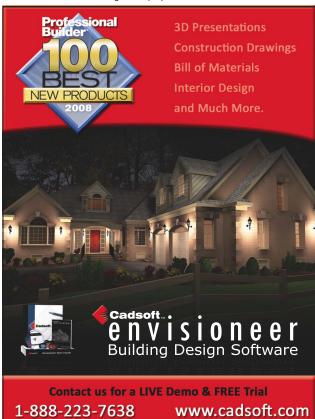




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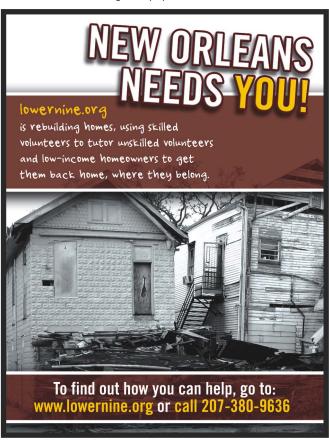
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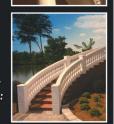




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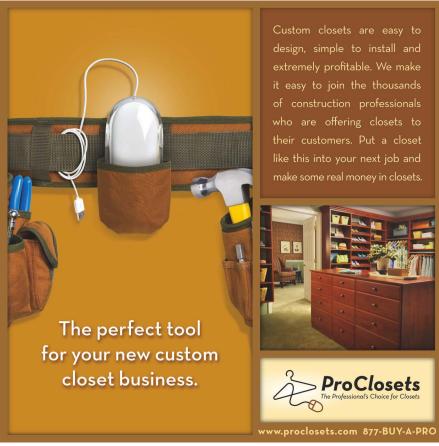
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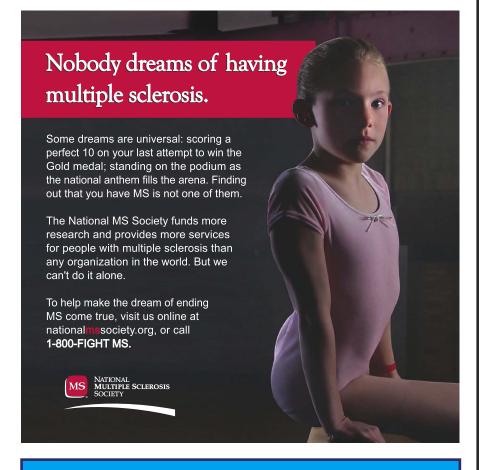
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19M

According to the U.S. Census Bureau, data from 2007 reveal that more than 7.5 million people, or 15 percent, of homeowners with mortgages are spending half their income or more on housing costs. But 38 percent of homeowners with mortgages are financially burdened, by the government's, definition because they spend 30 percent or more of their income on housing costs. That's 19 million homeowners strapped for cash.

1%

Forbes reports that some neighborhoods are appreciating and selling well.



The median home sale price in most of these areas is more than \$700,000, which puts them in the richest 1 percent of zip codes in the country, according to Forbes. These zip codes include 10069, part of New York's Upper West Side; 94111, San Francisco; and 33109 in Fisher Island, Fla.

\$6.7 million Former KB Home CEO Bruce Karatz will pay about \$6.7 million in **compensation and interest to KB Home** and a \$480,000 penalty to the U.S. Treasury, reports The Los Angeles Times. The SEC accused Karatz of partaking in **a scheme to backdate stock options** and failing to disclosed them.

\$161,875 Arizona Capitol Times reports that in the metro Phoenix area, sales of foreclosed homes made up nearly half of all existing homes sold in the area August. The median price of a home bought out of foreclosure was \$161,875, down from the median price last year of \$220,010.

656,454 So far lenders have repossessed a record 656,454 properties nationwide and remain on track to repossess more than 1 million nationwide by year-end. About 1.45 million homeowners face pre-foreclosure actions by lenders, almost double a year ago, according to ForeclosureS.com.

7 years Eric A. Wittenberg, president and CEO of Denverbased McStain Neighborhoods for seven years, **has stepped down to cut costs**, the company announced. Tom Hoyt, the company's founder and chairman, has taken over Wittenberg's responsibilities.

607 civil cases

Navigant Consulting, plaintiffs related to the meltdown in the



According to a study by filed 607 civil cases subprime mortgage

market in federal courts during the 18 months through the end of June. That's compared to the savings and loans turmoil 20 years ago, when only 559 lawsuits were filed over a period of six years.

24% The NAR reports that 24 percent of foreign buyers of U.S. Homes from May 2007 to May 2008 were Canadian, and

a third of those purchases were in Florida. The group estimates there were 7,200 Canadian buyers of Florida homes in the period reported. In some Florida resort communities, so many Quebec residents have bought second homes that French is now commonly spoken.



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