Substantial Rehabilitation & New Construction

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Substantial Rehabilitation & New Construction

- For Project Managers Working with Architects
 - Production Step-by-Step
 - Model Policies & Procedures
 - Forms and Documents
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THE ENTERPRISE FOUNDATION

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Foreword

The procedures in this manual distill six years of learning about the most efficient acquisition and construction methods in this country for high volume production of housing affordable to low-income people.

The people in the Rehab Work Group at The Enterprise Foundation have gathered this information first-hand and conveyed it in training workshops on production management throughout the country. Over 2000 participants in the workshops have included rehab specialists from city housing departments, construction managers of single and multifamily rehab projects, program managers from both nonprofit housing development organizations and city rehab departments, as well as students in colleges and universities. They are becoming the backbone of a new cadre of effective producers of affordable housing.

In the 30 cities and several rural areas where we have both learned and applied these production management techniques, they have resulted in savings of 5, 10, even 25 percent of the cost of housing development.

The Enterprise Foundation is a national, nonprofit organization that my wife Patty and I launched in 1982. The Foundation's mission is to see that all very low-income Americans have the opportunity for fit and affordable housing within a generation, and work their way up and out of poverty into the mainstream of American life.

Toward this end, the Foundation works with local nonprofit housing organizations to reduce construction costs, find low-rate financing, and increase their housing production and preservation activities. This has involved the renovation or construction of nearly 14,000 homes and apartments. In the process, the Enterprise Rehab Work Group has become, perhaps, foremost in the United States in researching, applying, and training others in low-cost construction and rehab techniques.

In addition to making available to housing professionals what we know as efficient production management systems, the publication of this book rewards The Enterprise Foundation in other ways:

- The proceeds will help us advance our work with local nonprofit housing groups
- The research supported by this project has already made our work more effective and will continue to do so.
- Our work will allow others to share the knowledge we have helped develop.
- And finally, we hope that widespread use of these techniques will lead to gradual change in the whole business of housing repairs and renovation—making ownership of housing more affordable for low and moderate income families.

Reduction in the cost of housing is important if every American is to have a decent home. Americans with low and moderate incomes must rely on preservation and rehabilitation of our aging, existing housing stock, and very low cost new construction.

The housing industry in facing this challenge is working to change outmoded regulations, identify ways to cut costs without sacrificing quality, and increase efficiency—by adopting advanced management techniques that offer practical solutions with lower overhead. We hope this manual contributes toward that end.

This book was only possible because of the resourceful work and strong backing of Peter Werwath, who has served as Director of the Foundation's Rehabilitation Work Group, and his staff—Cecilia Cassidy, Gene Ruckle, Bob Santucci and Bill Duncan, who is now Director of this energetic group. Gene Ruckle deserves special credit for directing important phases of this research project. This team has done the work in the field, and learned and taught the lessons the book provides.

James W. Rouse
Chairman
The Enterprise Foundation