



**CHARLES WAYNE  
CONSULTING, INC.**

PROFESSIONAL  
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&  
ADVISORY  
SERVICES



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Founded in 1982, Charles Wayne Consulting, Inc. [CWC] offers consulting and advisory services for the real estate industry and financial community. With corporate offices located in Orlando, the firm's team of professional consultants and analysts provide services for clients and projects located throughout Florida.

Our clients include national builders and developers as well as regional, entrepreneurial companies with the desire to grow their business. Regardless of size, our clients rely upon the objective analysis and experienced judgment provided by CWC in the following areas of specialty:

- **Market Analysis, Development Programming and Product Planning**
- **Development Support Services**
- **Customer Relationship Support Services**

## **MARKET ANALYSIS, DEVELOPMENT PROGRAMMING AND PRODUCT PLANNING**

Since its inception, CWC has participated in market research, development programming, and product planning for projects comprising more than 500,000 acres located throughout the state. The primary focus of CWC's project experience encompasses the following land uses:

- **Single-Family, Townhome and Condominium Projects**
- **Rental Apartment Complexes**
- **Resort Vacation Projects**
- **Master Planned Developments**
- **Active Adult Communities**
- **Urban Town Center Residential Projects**
- **Traditional Neighborhood Developments**

Specializing in residential market analysis, development programming and product planning, the firm has become recognized throughout Florida as an expert advisor to the lending, investment, development and planning communities. Our experience spans **market segments** from first-time buyers to active adults, **communities** from stand-alone subdivisions to large-scale master planned projects with world-class club facilities, and **products** from single-family homes, rental apartments, townhomes and condominiums to retirement, short-stay rentals and seasonal resort residences. *[For additional details, see Sections 2-1 through 2-3.]*

CWC is regarded as an industry leader for its on-going market analysis and data tracking. A state-of-the-art computerized database is maintained for the more than **1,300 residential projects**, which are continually monitored by the firm. The primary research undertaken by CWC is recognized as the **authoritative source** for Central Florida and as a **national standard for quality**. *[For additional details, see Sections 2-4 and 2-5.]*

## **DEVELOPMENT SUPPORT SERVICES**

In addition to market analysis, CWC provides **Development Support Services** within selected specialties, such as the following:

- **Participating Builder Programs**
- **Design Review Manuals**
- **Community, Amenity and Product Critiques**
- **Lender and Troubled Asset Services**

**Participating Builder Programs.** For clients embarking on large-scale communities with multiple products and builders, CWC will provide a comprehensive Participating Builder Program and related manuals and kits to address key operational issues such as marketing and sales, design review standards, lot takedown

schedules, model lease-back restrictions, construction bonds, damage to site improvements, special survey certifications, primary insurance requirements, mandatory starts, and customer contracting procedures. *[For additional details, see Section 3-1.]*

**Design Review Manuals.** The standards contained in design review manuals are prepared for new construction and modifications to existing construction in communities where architectural controls are essential to protect property values as well as the aesthetic qualities of neighborhood designs. For clients undertaking master planned communities with multiple product types and builders, the firm works with developers and attorneys to prepare project specific standards and to provide comprehensive recommendations for the structure and organization of the design review committee and related processes. *[For additional details, see Section 3-3.]*

**Community, Amenity and Product Critiques.** For communities which have not performed as originally envisioned or have ceased to perform due to current market conditions, CWC provides community, amenity and product critiques. The purpose of this support service is to provide clients with an independent review of assets and constraints, followed by actionable recommendations for modifications and enhancements to reposition a community with the ultimate goal of restoring sales absorption and reducing projected sellout. *[For additional details, see Section 3-4.]*

## **CUSTOMER RELATIONSHIP SUPPORT SERVICES**

Perhaps the greatest challenge ahead for builders is the quest for total customer satisfaction from contract to closing and thereafter. For many builders this task will



require a redefinition of how they conduct almost every aspect of their business from contract presentations, design selections, change orders and pre-construction meetings to construction delivery, homeowner orientations, closings and warranty service after the sale.

To increase customer satisfaction, pump referrals and reduce project sellouts, the staff of CWC has been involved in the most innovative and comprehensive customer relationship support services available in the industry today. We understand the intricacies of every step of the process and have developed highly innovative programs, extensive follow-up letters, multiple customer surveys and other support tools. *[For additional details, see Sections 4-1 through 4-6.]*

## **COMPREHENSIVE RESEARCH, MEANINGFUL PROGRAMS AND ACTIONABLE ADVICE**

The irony of today's marketplace is that any given development, building operation or marketing effort seldom stalls or fails because of one or two obvious mistakes. Instead, success is achieved because the **smallest details are anticipated**. Some builders and developers, however, lack the resources or time to create many of the programs and tools required today.

That's where CWC can help by providing clients with **comprehensive research, meaningful programs and actionable advice**. Most important, we provide **third-party objectivity** that is impossible to achieve and maintain in-house. As a result, our clients can confront development, product, marketing, merchandising and customer relationship issues with confidence.

## **INTELLIGENT ANSWERS AND CREATIVE SOLUTIONS**

CWC helps clients to identify shortcomings, locate barriers and articulate concerns – real or perceived. How to overcome these issues is the result of years of in-depth experience, which permits us to tackle the most sensitive and cumbersome of problems. The result is **simple, intelligent answers** and **creative solutions** for routine tasks as well as complex challenges.

The scope of our services is extensive and tailored specifically to the requirements of clients. The firm often participates as part of the development, construction or marketing team, and works directly with planners, architects, and creative disciplines to achieve the optimum blend of **knowledge** and **advice**.

Our services are applied to pre-development planning for new projects, to existing developments seeking a new direction, and to development or building companies with an interest in increasing productivity.

Whether you select one task or a combination of services, our objective is to produce well-defined research and cost-effective programs based on our collective experiences which span hundreds of developments throughout Florida.

We relish the challenge of contributing to the success of our clients, and we look forward with anticipation to hearing from those who understand the value our services can bring to their operations. **Whatever the assignment, our experience will make a difference.**



- AGM Financial Services, Inc.
- Archstone Communities, Inc.
- Arvida Corp.
- Avalon Associates
- Avatar Retirement Communities
- Baldwin Park Development Co.
- Beazer Homes
- Bovis Homes, Inc.
- Broad and Cassel, Attorneys
- BRW, Inc.
- Cambridge Homes
- Castle & Cooke, Inc.
- Centerline Homes
- Centex Homes, Inc.
- Colonial Properties Trust
- Colony Homes
- Consolidated Tomoka Land Co.
- ContraVest, Inc.
- Crosswinds Communities
- D.R. Horton
- David Weekley Homes
- Debra, Inc.
- Del Webb Corp.
- DeLuca Enterprises, Inc.
- Disney Development Co.
- Epoch Properties, Inc.
- First Maryland Mortgage
- Frastacky Associates, Inc.
- GDC Properties
- Genstar Land Co.
- Greater Construction Corp.
- Hartford Companies
- Haufler Brothers Real Estate
- Hearthstone, Inc.
- Horn Barlow Co.
- Houston Astros Sports Association
- I.T.T. Land Corporation
- James Doran Company
- Kenco Communities
- IsleWorth Realty Services, Inc.
- Landstar Homes
- Lennar Homes, Inc.
- Levitt and Sons, Inc.
- Lincoln National Investment Management
- M/I Homes
- Maronda Homes, Inc.
- Mercedes Homes, Inc.
- Midland Mortgage Investment Corp.
- Morgan Group, Inc.
- Morrison Homes
- NationsBank
- Newland Communities
- NTC Orlando Partners, Inc.
- Oriole Homes Corp.
- P.A.C. Land Development Co.
- Park Central Properties, Ltd.
- Park Square Homes
- Penco Construction Co. of Orlando
- Picerne Development, Inc.
- Post Properties
- Pulte Homes Corp.
- Resort Quest International
- Richland Properties, Inc.
- Ryland Group, Inc.
- Simon Property Group
- Southlake Development Corp.
- Summit Properties
- SunTrust
- Swiss Bank Corporation
- TECO Properties, Inc.
- Terrabrook
- The Sterling Companies
- The Hahn Company
- The Viera Company
- Trammell Crow Co.
- Universal City
- U.S. Home Corp.
- U.S. Euro Partners
- Unibilt Development Corp.
- United Dominion Realty Trust
- Van Metre Companies
- Vestcor Properties, Inc.
- Victoria Equities, Inc.
- W.M. Sanderlin Corp.
- Westo Development
- Whitemark Homes, Inc.
- Wingfield Development Co.
- Winter Park Construction
- Wood Partners
- ZOM Companies



■ <b>Baldwin Park</b>	Orlando	Market research, development programming, plan review and DRI assistance for the proposed reuse of the Naval Training Center, encompassing 1,100 acres and 4,000+ residential units
■ <b>Aqua at Millenia</b>	Orange County	Market evaluation, development program recommendations and plan review analysis for a 300+ unit, mid-rise urban apartment project
■ <b>Resort Housing Trends / D.R. Horton</b>	Orlando	Resort housing demand projections and competitive analysis for short-stay resort units within the Orlando metro area
■ <b>Celebration / Disney Development Co.</b>	Osceola County	Market research, competitive environment evaluation, product strategy and pricing recommendations for a 4,000+ unit, TND development
■ <b>Village at Lake Lilly / The Morgan Group</b>	Maitland	Market evaluation, residential development program recommendations and plan review for a 400+ unit, mid-rise, mixed-use urban apartment community
■ <b>Active Adult Trends / D.R. Horton</b>	Florida	Project, amenity, product and design trend analysis for active adult development in Florida
■ <b>Maitland Uptown</b>	Maitland	Amenity, product, pricing and plan review recommendations for mid-rise, mixed-use urban condominiums
■ <b>Oakland Park / Castle &amp; Cooke</b>	Oakland	Market evaluation and development program recommendations for 700+ units TND development with multiple product offerings from \$350,000 to \$1,000,000+
■ <b>The Vue</b>	Orlando	Project critique, plan review and pricing recommendations for a 35-story condo in Downtown Orlando with units from \$350,000 - \$1,000,000+
■ <b>Rialto / Wood Partners</b>	Orlando	Market evaluation and development program recommendations for urban lifestyle condominium project near the International Drive tourist corridor

■ <b>Avalon Park / Avalon Park Associates</b>	Orange County	Market evaluation and product planning for this 3,000+ unit, TND development
■ <b>899 North Orange / GDC Properties</b>	Orlando	Market evaluation and residential development recommendations for a 200+ unit urban apartment project in the Uptown portion of Downtown Orlando
■ <b>Winter Springs Town Center / James Doran Company</b>	Winter Springs	Market evaluation and product recommendations for town center rental apartment units.
■ <b>Heath Brook</b>	Ocala	Evaluation of market support and residential development potential for a proposed 2,000+ unit community
■ <b>University of Central Florida Convocation Center &amp; Student Housing Project</b>	Orlando	Housing component market and financial feasibility analysis at UCF Main campus
■ <b>Proposed High-Rises / Baldwin Park Development Co.</b>	Orlando	Market evaluation and development potential for mid- and high-rise projects at Baldwin Park
■ <b>Ocala Springs / Avatar</b>	Ocala	Market evaluation and development program recommendations for 10,000+ unit project planned for multiple product types and target markets ranging from primary to active adult households.
■ <b>Proposed Active Adult Project / Kenco Communities</b>	Haines City	Market evaluation and development program recommendations for 2,000+ unit active adult, golf course community with multiple product types
■ <b>Solivita / Avatar</b>	Polk County	Market research, competitive evaluation and development programming for proposed redevelopment of golf course and adjacent acreage for 400+ units
■ <b>Visconti West / Trammel Crow Residential</b>	Maitland	Competitive analysis and condominium conversion potential for a 360-unit lakefront project
■ <b>Coral Sands / Ocean Shore Development, LLC</b>	Ormond Beach	Competitive analysis and development programming for three oceanfront high-rise condominium towers.



■ <b>Oviedo Town Center</b>	Oviedo	Market evaluation and residential development program recommendations for urban town center planned for 1,200+ rental apartments and for-sale townhomes
■ <b>Hunter's Creek / Newland Communities</b>	Orange County	Market evaluation, development programming and DRI preparation for a 4,000-acre, mixed-use golf course community
■ <b>The Wellesley / Real Estate Collaborative</b>	College Park	Market evaluation and residential development program recommendations for a 147-unit, mixed-use, high-rise condominium project
■ <b>Vista Lakes / Newland Communities</b>	Orlando	Lot inventory analysis and competitive pricing strategy for participating builders.
■ <b>Lakeside / Boyd Development Corp.</b>	Orange County	Market evaluation and development program recommendations for a 300-unit apartment project in Horizon West
■ <b>Metro West</b>	Orlando	Highest and best use analysis for remaining vacant land parcels for a DRI originally approved for 4,000+ residential units, 5,000,000+ sq. ft. of office, 700,000+ sq. ft. of retail and 1,800+ hotel rooms
■ <b>St. Lucie River / Avatar</b>	Stuart	Market evaluation and development program recommendations for a proposed 235-unit riverfront project
■ <b>Spruce Creek Country Club / Del Webb</b>	Summerfield	Competitive active adult market analysis for a country club retirement community
■ <b>IsleWorth</b>	Windermere	Micro design analysis for proposed detached villa products from \$1,000,000+
■ <b>Pelican Pointe</b>	South Hutchinson Island	Evaluation of market support and development potential for a 94-unit, oceanfront project
■ <b>Viera East</b>	Brevard County	Market support evaluation, development programming and strategy formulation for alternative land uses within a 3,200-acre golf course community
■ <b>Keene's Pointe / Castle &amp; Cooke</b>	Orange County	Market evaluation, development recommendations and product planning for a 900-unit golf course project

Mr. Lewis' professional career encompasses more than 30 years of diversified experience in economic research and development consulting. This experience has been utilized to direct research and economic planning services for a broad range of real estate assignments. As a member of numerous multi-disciplinary planning efforts, he has been instrumental in translating identified economic and market opportunities into physical program elements. Areas of expertise include market research for residential and mixed-use development, development programming and product determination, computerized project financial analysis, and economic/fiscal impact analysis.

Prior to establishing CWC, Mr. Lewis served as Manager in the Real Estate Advisory Services of Laventhol & Horwath [*Orlando*]. He has also served as a Senior Professional with the national consulting firm of Economic Research Associates [*Orlando*].

Mr. Lewis' background encompasses advanced studies in the area of Urban Economics, Urban and Regional Planning, Real Estate, Business, Public Administration, and Research Methodology. While engaged in the Urban Studies Ph.D. program at the University of Florida, he served as technical/operations supervisor for departmental research. Mr. Lewis is recognized for his specialized expertise in providing economic planning assistance for real estate projects, having served as speaker and panel member before national real estate conferences in Los Angeles and New York City.



During the past 35 years, Daryl Spradley has been involved with various aspects of development, marketing and sales for over 500 projects throughout the United States.

As Senior Vice President of CWC, Mr. Spradley is involved with market analysis and community, amenity and product planning for residential projects. He specializes in market feasibility and development programming for townhomes, rental apartment projects, high-rise condominiums, master planned communities, traditional neighborhood developments, urban lifestyle centers, and resort vacation rental products.

Prior to joining CWC, Mr. Spradley held senior management positions with several national building companies and residential community developers. He served as the Orlando Division President for L.J. Hooker where he was responsible for Central Florida operations. He was later appointed Corporate Director of Marketing for USA Operations for L.J. Hooker with responsibility for 65 projects in five states.

A graduate of the University of Florida, Mr. Spradley lectures on a variety of real estate topics and has been featured in trade publications such as *Builder*, *Professional Builder*, *Southeast Home Builder & Remodeler* and *Florida Home Builder*. He has been a presenter before such groups as the Urban Land Institute, National Association of Home Builders, Southeast Builders Conference and Community Associations Institute. Mr. Spradley has served on the board of directors of several industry associations and as a member of SEBC's Aurora Awards Committee, which recognizes design excellence for NAHB builders in 11 states.

Mr. Canin has been involved in the real estate industry for more than 15 years with a primary emphasis in the field of market research, development consulting, and deal structuring. His research background includes diversified experience in residential real estate market analysis and development planning. Other specialized areas of consulting include residential market trends, demographic analysis, competitive analysis, and development recommendations and projections.

As Vice President of CWC, Mr. Canin is a project manager with responsibility for a broad range of consulting assignments. He is a specialist in multi-family rental land uses, including apartment market trends, competitive analysis and product feasibility. While with CWC, Mr. Canin has been involved in key projects, including:

- Market research and development programming for a 560-acre mixed-use development in Gainesville for Hauffer Brothers Real Estate.
- Market research, development programming and plan review for the reuse of the Naval Training Center in Orlando.
- Evaluation of residential and market support for the proposed 1.2 million square foot Waterford Lakes Mall in East Orange County for Simon Property Group.
- Market research for the proposed 2,500-unit Avalon Park traditional neighborhood community in Southeast Orange County.
- Market research evaluation and ADA/DRI preparation for the proposed 6,400-acre SeaWind development for Mobile Land Development Corp.

Mr. Canin is a member of the Urban Land Institute, and a frequent speaker and panel member at national real estate conferences. He is a graduate of Florida State University with a bachelor degree in economics and a minor concentration in real estate.



CWC monitors nearly **700 single-family and multi-family for-sale projects** every 90 days throughout Central Florida. Armed with **the most comprehensive data base and market intelligence available from any source**, CWC formulates **Market Evaluation and Development Program Recommendations** on behalf of developers and builders. Analysis includes a review of locational and site characteristics, economic and demographic trends, housing supply and demand factors, and competitive projects. We work with planners, architects, developers and builders to achieve the optimum blend of knowledge and recommendations resulting from analytical research.

Although the foundation of research begins with historical examination of the marketplace, the value of any such study is based on **qualitative recommendations**, which emanate from a professional staff with years of experience in research, development, construction and marketing. The advantage we offer to clients is our ability to clearly assess market opportunities, to favorably position a property among a maze of competitors, to properly formulate the requisite site features and amenities, and to methodically determine the product mix to optimize sales absorption.

Our experience encompasses single-family, town-homes and condominiums as well as urban town centers, high-rises, and large-scale master planned projects with a broad range of product types, a variety of recreational facilities, and a diversity of country club amenities. Although the scope of work in this section varies by community and product type, the tasks listed are those most often included in Market Evaluations and Studies for for-sale product offerings.

## Scope

### ■ Site Evaluation

- Location and Access
- Site Characteristics and Aesthetics
- Surrounding Land Use Patterns
- Major Employment Generators
- Retail Support Services
- Medical Support Services
- Schools and Academic Performance

### ■ Regional Economic Trends

- Population Trends & Projections
- Household Trends & Projections
- Age Characteristics
- Income Characteristics
- Employment Trends & Projections

### ■ Regional Housing Trends

- Housing Demand
- Active Projects
- Construction Starts
- Vacant Lot Inventory
- Sales Closing Absorption
- Average Sales Prices
- Top Projects / Top Builders

### ■ Competitive Environment

- Competitive Project Characteristics
- Competitive Site Features and Amenities
- Competitive Product Mix, Pricing, and Value Ratios
- Competitive Sale Closing Performance

### ■ Development Recommendations

- Target Markets
- Development Approach, Phasing and Timing
- Site Features and Amenities
- Lot Mix, Pricing and Premiums
- Product Mix, Pricing & Value Ratios
- Product Features
- Projected Sales Closing Absorption

CWC is widely acknowledged as the **authoritative source of rental market intelligence** within Central Florida. For clients acquiring a new site, CWC proceeds initially with a review of locational and site characteristics, an analysis of economic and demographic factors, an identification of rental apartment trends, and an examination of competitive projects.

After relevant economic and market influences have been fully identified and examined, the firm formulates development recommendations for community site features and amenities, product mix, unit features, projected rental rates and estimated unit absorption. This phase of analysis is the hallmark upon which CWC has established its reputation among the largest rental apartment developers in the country.

Market Evaluation and Development Program Recommendations are tailored to meet the requirements of the subject property, its location, and any building prototypes that currently exist or are under consideration by a client. The scope of work listed in this section includes the tasks most often employed in determining the market and development potential for rental apartment projects.

## Scope

### ■ Site Evaluation

- Location and Access
- Site Characteristics and Aesthetics
- Surrounding Land Use Patterns
- Major Employment Generators
- Retail Support Services
- Medical Support Services
- Schools and Academic Performance

### ■ Regional Economic Trends

- Population Trends & Projections
- Household Trends & Projections
- Age Characteristics
- Income Characteristics
- Employment Trends & Projections

### ■ Regional Housing Trends

- Housing Demand
- Rental Occupancy Patterns
- Rental Absorption Patterns
- Rental Inventory Characteristics
- Rental Construction Activity
- Rental Rates

### ■ Competitive Environment

- Competitive Project Characteristics
- Competitive Site Features and Amenities
- Competitive Rental Unit Mix
- Competitive Rental Rates
- Competitive Occupancy Rates
- Proposed Apartment Development

### ■ Development Recommendations

- Target Markets
- Development Approach, Phasing and Timing
- Site Features and Amenities
- Rental Unit Mix
- Rental Unit Size
- Rental Unit Features
- Projected Rental Rates
- Projected Unit Absorption



Often unique or individual circumstances which arise in development activity may require specialized research. Tailored to client and project needs, **Special Research Reports** and **Advisory Services** may focus on numerous topics, such as those listed in this section.

Custom research and advisory services are defined through discussion with the client and identification of specific informational needs. Thereafter, detailed scopes of work are prepared on behalf of the client.

## ■ Selected Socio-Economic Reports

- Population Trends
- Household Trends
- Employment Trends
- Income Trends
- Demographic Trends

## ■ Selected For-Sale Housing Reports

- Housing Demand Trends
- Building Permit Trends
- Construction Start Trends
- Product Pricing Trends
- Closing Absorption Trends
- Lot Inventory Trends
- Competitive "For Sale" Project Profiles

## ■ Selected Rental Housing Reports

- Rental Housing Demand Trends
- Rental Rate Trends
- Rental Occupancy Trends
- Competitive Rental Project Profiles

One of the keys to successful planning and development is the availability of **relevant, accurate and timely information**. Recognizing the universal need for information on a routine basis by real estate professionals, CWC offers subscriptions to **Housing Trends Reports** and **Residential Market Reports** (RMR) data publications for single-family production, multi-family for-sale, and multi-family apartments. Each edition of RMR reports contains comprehensive trend tables and charts, as well as project profiles that include over 100 data points pertaining to project status, amenities, product mix, unit sizes, prices or rents (as applicable), construction activity, and unit closings or occupancy rates (as applicable).

Researched by experienced analysts, these data publications provide **comprehensive and detailed information** at a fraction of total research costs. Moreover, specific market and development questions can often be answered without the time requirements of more comprehensive market studies.

**Residential Market Reports** and **Housing Trends Reports** by CWC are widely recognized as the **authoritative standard** for Central Florida due to the quality and accuracy of our analysis and the establishment of rigorous research methodologies. Four reports are produced on a quarterly or semi-annual basis for the metro area. RMR data publications by CWC continually monitor:

- 500+ single-family production projects
- 30,000+ vacant single-family lots
- 200+ multi-family for-sale projects
- 625+ rental apartment projects
- 150,000+ rental apartment units

Subscription information and sample project profile sheets are available by contacting a representative of CWC.

### RMR: Print Format

- RMR Single-Family Production Reports (quarterly)
- RMR Multi-Family For-Sale Reports (quarterly)
- RMR Multi-Family Apartment Reports (semi-annual)
- Housing Trends Report (quarterly)



Advancements in internet and mapping technologies have enabled the creation of **the next generation of competitive market analysis** by taking RMR online with an unparalleled level of features. Updated on a quarterly and semi-annual basis, eRMR employs a state-of-the-art electronic mapping platform for timely, accurate competitive analysis which will enable the user to:

- Access Comprehensive Housing Data
- Search Fully Integrated Maps and Aerials
- Isolate Housing "Hot Spots"
- Generate Detailed Project Profiles
- Prepare Professional-Quality Comp Reports
- Generate Rankings and Sorts
- Examine Quarterly & Semi-Annual Housing Trends
- Obtain Accurate and Timely Data

**Housing Data.** eRMR provides 24/7 access to the most comprehensive database on housing from any single source for the Orlando Metro area. Detailed product, community and performance data are available for 500 single-family production projects, 200 multi-family for-sale projects, and 625 multi-family apartment complexes. eRMR contains over 100 data elements for the more than 1,300 projects, plus housing trend data for the entire metro area and each submarket. Separate subscriptions are available for single-family production, multi-family for-sale and rental apartments.

**Fully Integrated Maps and Aerials.** eRMR integrated street level maps and aerials permit an effortless scan of the entire metro area. Simply scroll across the metro area, zoom in on submarkets and individual projects, and click on project icons for detailed profiles.

### eRMR: Electronic Format

- eRMR Single-Family Production Reports (quarterly)
- eRMR Multi-Family For-Sale Reports (quarterly)
- eRMR Multi-Family Apartment Reports (semi-annual)

**eRMR Comp Reports.** With eRMR, preparing professional-quality Comp Reports is the ultimate time saver. Most analysis can be completed in minutes rather than hours or days. Simply select desired comps with a click on the map or directory, and then select from one of seven report formats. There is no more need for data input.

**Rankings and Sorts.** Each eRMR program features a variety of Project Directories which can be used to rank projects by over a dozen characteristics. For single-family and multi-family analysis, rankings can be produced instantly based on location, project name, builder lot size, pricing, starts and closings. Similar rankings are available for multi-family apartments. Access to all rankings and sorts is simply a point-and-click function.

**Quarterly and Semi-Annual Housing Trends.** With our housing trend tables and charts, you can accurately analyze housing trends on a quarterly basis and, in some cases, for up to 25 years of historical data. Quarterly trends for single-family and multi-family for-sale projects are presented for the entire metro area and by submarket for construction starts, units currently under construction, number of closings, average sales prices and more. For apartment trends, data is available for the metro area and submarkets for rentable units, units under construction, bedroom distribution, occupancies, absorption and more. All trend tables and charts are pre-formatted so access is a simple point-and-click function.

We look forward to hearing from those who understand the value that eRMR can bring to their decision-making. For a free demonstration in our office or yours, please give us a call.



The sale of parcel or homesites to builders within a master planned community is only one small part of a **Participating Builder Program**. There are numerous other considerations that must be addressed before starting the solicitation and screening process, such as:

- What **method of sales** will be used to represent the community amenities and final product to consumers?
- Will the developer maintain an **information center** or operate a **central sales center** within the community? How will it be **staffed** and will **fees** or **commissions** be charged?
- Will builders be required to participate in a **cooperative advertising program**?
- What are the specific **responsibilities** of the developer and participating builders in order to establish a **uniform format** for conducting business among builders, brokers, buyers and the developer?
- Will the developer sell **parcels, super pads** and/or **developed homesites** to builders?
- Will there be a **master participating builder agreement** or **exclusive right of sale agreement**?
- Will **retail purchasers** be permitted to buy homesites direct from the developer and, if so, will they be required to only use **participating builders**? What about **homesite maintenance provisions** and **compulsion to build requirements**?
- What **services** will the developer provide within the homesite sales price? Are there other **fees, charges** and **costs**?
- Will builders be required to conform with **uniform broker program** requirements?

## Scope

### ■ Community Overview

- Development Team
- Residential Development
- Community Amenities
- Property Owners Association

### ■ Club Overview

- Description of Facilities
- Membership Classifications & Fees

### ■ Participation Requirements

- Participating Builder Application
- Initial Homesites Purchases & Closings
- Initial Construction
- Minimum Specs
- Display Models Requirements
- Homesite Deposits
- Model Lease-Back Restrictions
- Replacement Homesites
- Take-Down Schedules
- Construction Bonds

### ■ Contracting Procedures

- Master Participation Agreement
- Exclusive Marketing Agreement
- Homesite Purchase Agreement
- Home Purchase Agreement

### ■ Marketing & Sales ①

- Method of Sales
- Information & Sales Centers
- Sales Staffing
- Community & Builder Displays
- Community & Builder Brochures
- Builder Renderings & Product Inserts
- Advertising & Public Relations
- Customer Kits & Gifts
- Community & Builder Signage
- Broker Program Policy
- Pre-Approval of Builder Marketing Materials & Display Models

① *Includes a description of programs developed by Client's advertising and public relations consultants.*



- How does the developer control **unit sizes** and **price ranges** for proposed products within each parcel? Will there be **minimum** [and maximum] **square footages**?
- Will architectural review be a function of the **community association** or the **developer**? Which approach is **in the best interest** of the developer?
- How will the design review process be handled for **sub-developers** of **parcels** and **super pads**? What about the approval of **parcel site plans, entry features, and amenities**? How will **neighborhood association documents** be reviewed and approved?
- What's the most effective approach for **phasing homesite sales and accelerating land values**?
- How should builders be screened **to select the best candidates**?

For Clients embarking on this type of venture, we provide comprehensive **Participating Builder Program Recommendations** that include answers to each of the preceding questions as well as advice to avoid the most common pitfalls, such as lot takedown schedules, model lease-back restrictions, construction bonds, damage to site improvements, special survey certifications, primary insurance requirements, mandatory starts, and more.

In addition, we will prepare a **Participating Builder Program Manual** for use in the solicitation of builder candidates. As shown in the scope of work, it includes background information on the developer; an overview of community features and amenities; a description of proposed marketing, merchandising and sales programs; a summary of contracting procedures; and vital details on participation.

## Scope [continued]

### ■ Builder Program Operations

- Display Model Construction
- Spec Home Construction
- Homesite Deposits & Pricing
- Participation Fees & Commissions
- Insurance Requirements
- Standard Forms of Agreement
- Product Approvals
- Spec Start Sheets
- Model & Spec Home Maintenance
- Construction Site Standards
- Market Ready Completion
- Pre-Closing Punch List Items
- Warranties
- Customer Service Policy
- Homeowner Surveys
- Builder Program Administrator
- Monthly Builder Meetings

### ■ Design Review Overview

- Custom Single-Family
- Production Single-Family
- Multi-Family

### ■ Parcel Site Plans & Lot Price Schedules

### ■ Builder Meeting Books ②

- Staff List
- Important Telephone Numbers
- Builder Meeting Note Sheets
- Sales Reports
- Homesite Status Reports
- Media Schedules
- Marketing Schedules
- Product Data Sheets

② *Laser-quality reports and forms included.*



Although the governing documents of a community set forth general restrictions for the construction of new homes, the single most important tool to establish standards and to administrate the process is the **Design Review Manual**.

The importance of this document cannot be underestimated because it contains highly specific procedures and design criteria to define the review process, to establish approved standards, and to protect property values. Although the Design Review Manual serves several purposes, its primary function is to ensure that the design of each home is consistent with the community concept as envisioned by the developer.

Before the preparation of a Design Review Manual, we work with the client to gain a full understanding of the community concept and design sensitivities, key government land use and building restrictions, and the duration and importance of developer control. Only after a thorough understanding of these opportunities and limitations, we will undertake the preparation of a Design Review Manual, which includes the elements listed under the scope of work in this section.

## Scope

### ■ Design Review Committee

- Purpose & Authority
- Functions & Services

### ■ Design Review Process

- Design Documents
- Design Review Fees
- Color Chips & Product Samples
- Design Review Decisions

### ■ Design Review Applications

- Master Approval Application
- Design Review Application
- Landscape Review Application
- Modifications Review Application

### ■ Design Standards

- Min. / Max. Square Footages
- Structure Siting & Setbacks
- Architectural Design Themes
- Repetitious Designs & Colors
- Exterior Elevations & Finishes
- Hurricane Shutters
- Exterior Colors
- Roofs, Flashing & Gutters
- Energy Conservation Equipment
- Porches and Patio Decks
- Pools and Spas
- Screen Enclosures
- Fences, Walls and Planters
- Exterior Lighting
- Satellite Dishes
- Landscaping & Irrigation
- Grading and Drainage
- Play Equipment
- Accessory Structures
- Driveways & Garages
- Walkways & Sidewalks
- Utilities
- Mailboxes

### ■ Environmental Standards

### ■ Construction Site Standards

For communities which have not performed as originally envisioned or have ceased to perform due to current market conditions, CWC provides **Community, Amenity and Product Critiques.**

The purpose of this support service is to provide clients with an independent review of assets and constraints, followed by recommendations for modifications and enhancements to reposition a community with the ultimate goal of restoring sales absorption and reducing projected sellout time.

CWC's examination of such communities may result in a revised competitive market position as well as updated development programming for amenities, products and pricing. Should this occur, CWC is prepared to provide actionable recommendations as outlined under the typical scope presented in this section.

## Scope

- **Arrival Experience**
- **Master Entry**
- **Streetscapes**
- **Site Features / Signage**
- **Amenities**
  - Type
  - Scope
  - Size
- **Sale Center**
- **Furnished Display Models**
- **Product Mix**
  - Architectural Design
  - Floor Plan Layouts
  - Unit Sizes
  - Standard Features
  - Base Pricing



Financial institutions – which have found themselves in possession of failed or troubled assets – quite often do not have the internal resources to evaluate these assets nor to determine the course of action best capable of maximizing value. These assets may consist of a variety of land uses and conditions including undeveloped land previously planned for residential uses, partially developed properties, vacant residential lots, and partially or wholly built residential product.

CWC professionals have assisted lenders with their REO properties by identifying market opportunities, evaluating strengths and deficiencies of the asset, and repositioning as necessary to enhance value and marketability. This effort is initiated with an extensive physical evaluation of the asset together with an examination of location features and surrounding environment. Alternative use scenarios may then be identified and evaluated through market analysis and competitive evaluation for each, together with determination of achievable price points. Based on this analysis, CWC can assist in identifying the best course of action and timing capable of optimizing value.

The primary objective of a **Customer Relationship Management Program** is to achieve the highest possible level of **customer satisfaction** and **referral sales**. Satisfied customers generate referral sales, which ultimately reduce project sellout times **by 30% to 50%**, significantly **lowering operating costs** and favorably **increasing profits**.

One of the traditional methods of increasing profits is to squeeze dollars out of suppliers and trade contractors. There are obvious limitations to value engineering, while the industry is only beginning to tap the energy and enthusiasm of satisfied customers, who are more than willing to contribute to the success of their builder. They just need a reason to do so, and we can help you create the proper environment to encourage their participation. Builders who pump up customer relations can worry a lot less about pumping up profits.

Perhaps the greatest challenge ahead for builders is the quest for **total customer satisfaction** from contract to post-closing and thereafter. For many builders this task will require a redefinition of how they conduct almost every aspect of their business from sales presentations, design selections, and construction of homes to the orientation, settlement and servicing after the sale.

The staff of CWC has more than 20 years' experience in creating **Customer Relationship Management Programs** for companies of all sizes from small custom builders to some of the nation's housing giants. Our professionals understand the intricacies of every step of the process and have developed **the most comprehensive programs and tools available in the industry today**.

For clients interested in benefitting from the value of stronger customer relations and increased referrals, we will undertake a customized program based on the scope of work shown. After analyzing a client's "processes", we will assemble the component parts into a **Customer Relationship Management Program Manual** to communicate expectations of the company's leadership to its associates in a position to **affect customer satisfaction in a meaningful way**.

## Scope

### ■ Post-Contract Procedures

- Contract Presentation Checklist
- Contract Letter
- Homeowner Portfolio ①
- Community Information Guide ①
- Wisdom Letter
- Broker Referral Letter
- Design Selections Sign-Off Letter
- Change Order Sign-Off Letter
- Pre-Construction Meeting Checklist
- Permit Letter
- Deposit Due Letter
- Contract Cancellation Letter
- Construction Progress Cards
- Construction Delay Letter
- 45-Day Pre-Settlement Letter
- 30-Day Closing Letter
- 30-Day Construction Lock Policy
- 100% Market Ready Policy
- Pre-Orientation Inspections
- Homeowner Orientations
- Closing Package Checklist

### ■ Post-Closing Procedures

- Survival Package Checklist
- Move-in Gifts
- Warranty Service Policy Letter
- Warranty & Home Care Manual ①
- Customer Satisfaction Survey ①
- Buyer Referral Letter
- Product Evaluation Survey ①
- 11-Month Warranty Letter
- Anniversary Letter
- Warranty Service Expiration Letter
- Warranty Service Denial Letter
- Customer Complaint Letter

### ■ Performance Standards

- Buyer Follow-up Standards
- Broker Follow-up Standards
- Pre-Closing Punch List Standards
- Warranty Response Standards

### ■ Warranty Service

- Product Turnover
- Inspection Waiting Periods
- Routine Warranty Procedures
- Emergency Warranty Procedures
- Warranty Reports & Forms

① Provided as a separate service



The contract stage of the sales process provides the perfect opportunity to obtain valuable customer information to assist with **product planning** and to determine the **effectiveness of advertising**.

For clients interested in the benefits of timely, accurate information about new customers, we will customize a **Buyer Profile Survey** to capture vital details regarding demographics, household composition, media habits, lifestyle preferences and dominant buying motives.

For those who require more extensive information, we offer several other related surveys discussed in the remainder of this section. Collectively, these surveys provide clients with a comprehensive buyer profile and a thorough understanding of **customer satisfaction, staff performance, product acceptance, lifestyle preferences, and club membership satisfaction**.

## Scope

- Buyer Background
- Geographic Origin
- Generating Source
- Current Residence
- Marital Status
- Age Range
- Family Composition
- Employment Status
- Employment Drive Times
- Annual Household Income
- Dominant Buying Motives
- Unit Use
- Media Habits
- Product & Price Mobility Status

More than ever, successful builders are **checking the pulse of customers** with surveys, listening intently to what they are saying, and taking action to change processes that will enhance customer satisfaction.

Most reporting systems within building companies measure **dollars** or **activities**, such as starts, sales and closings. Few functions, if any, measure customer **expectations** and **satisfaction**, such as those all-important answers to questions like "how well are we doing?" or "did the quality of your new home meet your expectations?".

The best way to find out where you are and where you should be is to survey customers between 30 and 45 days after closing to ascertain what their expectations were prior to purchasing, and to determine how well your company satisfied their requirements.

Armed with the results of surveys, builders are better equipped to get to the cause of customer problems [*rather than the symptoms*], and to make sound, objective management decisions should customer responses not meet established performance standards. On the flip side, survey results help builders streamline an already successful operation. Regardless of your current status, this tool can establish the foundation for **quarterly benchmarks, performance standards, compensation incentives and employee awards**.

To determine the **performance** of front-line staff and the results of **contract-to-closing processes**, we offer a **Customer Satisfaction Survey** as shown on the scope of work, plus a cover letter to encourage participation.

## Scope

- Sales Associate Performance Ratings
- Mortgage Lender Performance Ratings
- Closing Coordinator Performance Ratings
- Construction Manager Performance Ratings
- Design Selection Process Evaluations
- Change Order Process Evaluations
- Design Coordinator Performance Ratings
- Framing Walk-Thru Evaluations
- Construction Readiness Ratings
- Construction Delivery Schedule Ratings
- Construction Quality Ratings
- Homeowner Orientation Ratings
- Closing Evaluations
- Punch List Completion Evaluations
- Warranty Service Response Times
- Warranty Service Coordinator Performance Ratings
- Customer Communications Ratings
- Price - Value Ratings
- Customer Referral Potential Ratings



The purpose of the **Product Evaluation Survey** is to measure customer acceptance of design, construction and quality. Moreover, it is intended to encourage suggestions for improvements that will ultimately result in increased customer satisfaction over time.

In addition to traditional questions about overall design and construction quality, surveys can be formulated to determine the location of rooms [*master up/down*], to test price acceptance of options, to ascertain room size satisfaction on a room-by-room basis, and to capture hypothetical responses, such as "*if you purchased your home today, what changes would you make to . . . . ?*"

For clients who want to know more about a specific model or an entire product line, we will prepare a **Product Evaluation Survey** to provide **the answers** needed to make sound, objective management decisions regarding design refinements, room sizing, and quality standards. Although each survey is customized to meet the requirements of the client, the scope of work in this section includes the items most frequently considered.

## Scope

### ■ Overall Product Ratings

- Architectural Styling
- Floor Plan Layout
- Unit Square Footage
- Room Sizing
- Construction Quality
- Landscaping
- Price - Value

### ■ Key Room Ratings

- Kitchen
- Master Bedroom
- Master Bath
- Master Closet
- Family Room

### ■ Feature Ratings

- Cabinetry
- Counter Tops
- Lighting
- Kitchen Appliances
- Floor Coverings
- Windows
- Plumbing Fixtures
- Drywall
- Millwork and Trim
- Paint
- Heating and Air Conditioning
- Volume Ceilings
- Roofing

Active Adult Lifestyle Surveys measure activity preferences of homeowners residing in communities with social or recreational clubs.

Although surveys vary due to differences in community concepts, amenities and buyer profiles, our questionnaires address more than 50 points of interest common to this age group. Areas of examination generally include those categories listed under the scope of work.

For planning purposes, **Active Adult Lifestyle Surveys** can be scheduled shortly after contract, after move-in, or on an annual basis. Regardless of the timing, questions are designed to assist clients with lifestyle planning and social programming. The results are particularly helpful for community association managers, club directors and activity coordinators involved with active adult communities.

## Scope

- Resident Demographics
- Amenity Preferences & Frequency of Use
- Recreational Preferences, Skill Levels & Participation Rates
- Craft & Hobby Preferences
- Educational Class Preferences
- Guest Lecture Preferences
- Theme Dinner & Social Event Preferences
- Group Outing Preferences
- Day Trip Preferences
- Domestic & Foreign Travel Habits
- Media & Readership Habits



During the initial stages of club membership sales, there is a **delicate balance between member satisfaction and long-term profitability**. Although it often takes years to stabilize operating losses for fee or equity clubs, it is critical from the beginning to sustain high levels of **membership satisfaction**, to **generate referrals**, and to support the **value of the membership fee structure**.

Whether a club membership solicitation program is just beginning, approaching the mid-term point, or ready to build a waiting list, it is essential to long-term success [*and profitability*] to have **accurate and objective information** regarding the level of member satisfaction for all aspects of social and sports programming, facilities, services, pricing and staffing. This is particularly beneficial for planning and budgeting purposes to determine, from year-to-year, **how and where** financial resources should be allocated **to achieve the desired levels of member acceptance**.

To provide clients with the answers that are needed for effective management decisions, we prepare customized **Club Membership Surveys**, based on the scope of work shown with adjustments as necessary to accommodate site specific operations.

## Scope

### ■ Club Policies & Programming

- Club Policy Changes
- Club Accounting
- Club Communications
- Youth Sports & Activity Programs
- Adult Sports & Activity Programs

### ■ Tennis Play & Operations

- Social Play Preferences
- Tournament Play Preferences
- Tournament Mix Preferences
- Tennis Facilities
- Tennis Pro Shop
- Tennis Tournaments
- Tennis Instruction
- Tennis Staff Performance

### ■ Golf Play & Operations

- Social Play Preferences
- Tournament Play Preferences
- Tournament Mix Preferences
- Golf Course
- Golf Practice Facilities
- Locker Rooms
- Golf Pro Shop
- Golf Tournaments
- Golf Instruction
- Golf Staff Performance

### ■ Pool Operations

- Pool Facilities
- Pool Events
- Pool Food Service
- Swim Instruction
- Pool Staff Performance

### ■ Dining Room

- Atmosphere
- Food Variety / Quality
- Wine Selections
- Theme Nights / Parties
- Pricing & Service

### ■ Exercise Facility

- Facilities & Equipment
- Programs & Training
- Health Staff Performance