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HOME BUILDERS INSTITUTE

The Educational Arm of the National Association of Home Builders

1090 Vermont Avenue, N.W.
Suite 600
Washington, DC 20005
202-371-0600
Fax 202-898-7777

**The American Polish Home Builders Institute
EUR-0034-C-00-2072-00**

Final Report to US AID

Executive Summary With Performance Reports

July 28, 1995



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July 28, 1995

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Office of Regional Housing
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U. S. Agency for International Development
Washington, D. C. 20037

Ref: EUR-0034-C-00-2072-00
The American Polish Home Builders Institute

Dear Ms. Tsitsos:

HBI is pleased to submit the final report on the activities of the American-Polish Home Builders Institute (APHBI) during the 1992-1995 contract period.

The project successfully created an organization in Poland that enhanced the ability of Polish home builders to work together to establish a private housing industry. Moreover, the Institute's efforts under this contract led to the formation of the Polish Association of Home Builders in 1995. We are proud to present a report that documents this highly successful outcome.

Both HBI and NAHB increasingly receive requests from international housing officials seeking joint venture facilitation, training and education assistance, American building products, and demonstration projects to show American-style building. This landmark project in Poland gave us valuable insight into the possibilities that abound in the international housing market.

We greatly appreciate the opportunity provided by the US AID Housing Office through this strategic effort.

Sincerely,

Philip Polivchak



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BACKGROUND

USAID developed its housing sector assistance strategy for Central Europe within a wider approach designed to increase the supply of affordable housing and enhance the contribution of the private sector. This approach had the ultimate goal of establishing a strong private sector building industry and real estate market.

In support of this strategy, USAID sought to transfer U.S. housing sector expertise to assist in meeting the housing sector needs in the emerging market economies of Eastern Europe. One of its projects to accomplish this was the contract with the National Association of Home Builders (NAHB), the Home Builders Institute (HBI), and the NAHB Research Center.

OBJECTIVES

The primary objective of this contract was to create in Gdansk, Poland, a housing organization known as the American-Polish Home Builders Institute (APHBI). APHBI was developed and staffed by HBI in a manner ensuring that it would be well on its way to self-sustainability and fully under Polish management by the end of the thirty-six month performance period of the contract.

APHBI was created to:

- Enhance through U.S. technical assistance, research, and training the ability of Polish home builders to associate for the purposes of establishing an organization designed to sustain the Polish private housing industry in a market economy through education, information dissemination, and representation of the common interests of the industry, and,
- Improve, through U.S. training and technical assistance, the construction expertise, business skills, and market-economy understandings of Polish builders.

A secondary objective of the contract was to facilitate and support trade and investment opportunities in the housing sector between both U.S. and Polish firms (developers, builders, and building materials manufacturers) and U.S. and Polish housing industry trade associations and training and research institutions.

DELIVERABLES:

In order to accomplish the foregoing objectives, HBI provided assistance to the Polish private sector housing industry through the following specific means:

GENERAL PROGRAM MANAGEMENT

Home Builders Institute, with the NAHB and the NAHB Research Center, implemented and managed the private housing initiative in Poland as agreed between HBI and US AID. Management included the transfer of American housing industry expertise in developing a self-sustainable private sector housing industry organization.

HBI's management inputs included the development of an American-Polish Home Builder's Institute in Gdansk, Poland. U.S. support and management for APHBI included assistance in the creation of sound financial management, personnel management systems, and the creation of a business plan to guide APHBI through and beyond the contract period.

HOME BUILDER ASSOCIATION DEVELOPMENT

HBI, with the assistance of other affiliated organizations of the U.S. National Association of Home Builders assisted APHBI to create a Polish Association of Homebuilders (PAHB). PAHB is a member-based institution representing the Polish home building industry. It features an inclusive membership open to all private sector builders, developers and material suppliers and with a special focus on the needs and problems of small builders. APHBI facilitated the organization of the PAHB and supported its activities, including member services, as requested by the board and/or officers of PAHB.

EDUCATION AND TRAINING

HBI assisted APHBI to develop an education and training capacity that improves the technical and business skills of Polish home builders. **APHBI's education program is a member benefit for PAHB**, and it is based on the demand expressed by current and potential PAHB members in course evaluation forms, industry surveys, and focus groups of industry professionals, academics, and local or national government officials.

HBI assisted APHBI to develop and present new courses as required in support of the objectives of the contract. HBI licensed its existing education courses for unrestricted use by APHBI during the duration of the contract. **APHBI adapted six (6) of the HBI Graduate Builder Institute turn-key builder education programs.** These programs, along with other locally developed education courses, were delivered as seminars at regional and national building fairs. HBI also assisted APHBI with the development of **audio and visual resources, software, as well as printed resources** in cooperation with, or adapted from, a wide range of housing industry-related education and training sources.

Experienced U.S. personnel **trained trainers** after potential candidates were identified by Polish construction technology, construction management, and design educators.

APHBI's education program also trained developers and builders in the area of mortgage finance and other closely related topics in support of USAID's broader housing and housing finance projects.

The development of a **Scholar-in-Residence program** for visiting U. S. technical experts in construction education assisted in the development of the educational capacity of APHBI and allowed it reach out to Polish universities by providing the American scholar's time for lectures and other special events. This program transferred housing industry technology to the building sector in energy efficient construction, building codes and product standards, and alternative construction methods (wood and steel framing).

HBI guided APHBI's development of a **Construction Management Certificate Program** in support of a goal to assist APHBI to develop an education and training capacity serving the technical and business skill needs of Polish home builders. This 108 hour program was validated by housing industry representatives and was written and implemented in cooperation with Warsaw Polytechnic University. It was certified by the Polish Ministry of Education.

APHBI, with non-contract financial assistance from the American Forest and Paper Association, translated into Polish and published three (3) books and three (3) video tapes on the use of wood products for house construction.

CONSTRUCTION INDUSTRY INFORMATION

HBI assisted APHBI to create and maintain a construction industry information resource center that included the following components:

- (1) **Information Database** - HBI, using the NAHB Research Center's services, assisted APHBI to develop a data plan that allowed APHBI to provide and maintain up-to-date legal, regulatory, and financial information for home builders.

- (2) Contractor Database - HBI assisted APHBI to create and maintain a database of Polish home builders to include contact information as well as much other data about the builders' activities and capacities as possible.
- (3) Display/Demonstration Showcase - HBI, in coordination with the National Council on the Housing Industry (U.S.) worked with APHBI to establish and maintain in Poland a display/demonstration to showcase U.S. building materials, equipment, technologies, fixtures, and other housing-related products and services.

DEMONSTRATION PROJECTS

HBI worked cooperatively with APHBI to provide technical assistance to residential construction demonstration projects in Poland. APHBI used the best U.S. practices regarding environmental protection (clean air and water), worksite safety, energy efficiency, and other home building practices.

U.S.-POLISH JOINT VENTURE FACILITATION

Through and in cooperation with APHBI, HBI used the NAHB's departments, councils, and committees to:

- (1) Facilitate the formation of joint ventures between Polish private sector firms and U.S. builders and manufacturers of housing-related products interested in building housing or manufacturing facilities in Poland, and
- (2) Identify opportunities for U.S. builders and manufacturers, especially those having international experience, to work with potential joint venture partners in Poland.

ASSESSMENT OF POLISH LABOR AND BUILDING MATERIALS

APHBI, drawing on the services of the NAHB Research Center, assessed the need for and the availability of skilled Polish labor for the housing industry. It evaluated the needs for additional training and the types of training required. APHBI cooperated with magazines in the building field to assess the quantity/quality of supplies available.

MARKET ANALYSIS

APHBI developed, with the NAHB Research Center, a system design and data plan and based thereon conducted a marketing survey of the Tri-Cities (Gdansk, Sopot, and Gdynia) local markets in order to analyze the local housing market potential, types of demand, and amenities desired to provide a detailed picture of a specific market. The Tri-Cities Model was suitably refined after the research to permit its use in any part of Poland.

LAND INVENTORY

APHBI attempted to keep track of lands available (both with and without infrastructure) for private development. This task had to be discontinued because of the paucity of information, and it was dropped with the concurrence of the US AID program officer.

APHBI maintained an inventory of land available in Gdansk, Sopot, and Gdynia for potential private sector home builders seeking joint venture participation.

PERFORMANCE REPORT:

The following pages report actual project performance in a standard format for easy reading and assessment.

GENERAL PROGRAM MANAGEMENT

- STRATEGIC OBJECTIVE:*** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:*** Transfer American housing industry expertise in developing a self-sustainable private sector housing industry; create and manage the development of the American Polish Home Builders Institute in Gdansk; create sound financial management capability, personnel management systems, and a business plan.
- PROGRAM DESCRIPTION:*** HBI developed the American Polish Home Builders Institute in such manner as to form strategic linkages with existing institutions in Poland and, occasionally, in the USA. The main purpose was to leave this project well-rooted and capable of more future growth. APHBI recruited a young and capable professional staff to manage this in-country process.
- ACTIVITIES:*** Using U.S. technical assistance, research, and training, APHBI assisted the ability of Polish home builders to associate for the purposes of establishing an organization designed to sustain the Polish private housing industry in a market economy through education, information dissemination, and representation of the common interests of the industry.

APHBI improved the construction expertise, business skills, and market-economy understandings of Polish builders through U.S. training and technical assistance.

DELIVERED:

HBI's management included the formation of an American-Polish Home Builder's Institute in Gdansk, Poland. U.S. management for APHBI included assistance in sound financial management, personnel management systems, and the creation of a business plan to guide APHBI through and beyond the contract period. Polish support from the Governor of Gdansk included a rent-free building on Granary Island in exchange for APHBI's facility renovation.

APHBI made many alliances with co-partners in the community for its program efforts.

COOPERATING ORGANIZATION	LOCATION	PURPOSE
American Forest & Paper Association	Washington, DC	Co-publishing
Building Officials and Code Administrators (BOCA)	Country Club Hills, Illinois	Code Officials Training
Construction Management Training Foundation	Warsaw	Education
Cornell University	Ithaca, NY	Scholar Loan
Economic Foundation of Solidarity	Gdansk	Training

Gdansk Managers Training Foundation	Gdansk	Research
Gdansk-Pomeranian Development Agency	Gdansk	Business Links
<i>Materialy Budowlane</i> Magazine	Warsaw	Info. Projects
<i>Murator</i> Magazine	Warsaw	Info. Projects
National Forest Products Laboratory	Washington, DC	Scholar Loan
Partners in International Education and Training	Washington, DC	Training
Praga Training Center	Warsaw/Praga	Training
Sociological Business Research Group	Sopot	Research
U. S. Department of Agriculture Extension Service	Washington, DC	Training
U. S. Department of Commerce	Warsaw	Business Links
U. S. Department of Labor	Warsaw	Training

APHBI Staff In-Service Training

Staff members were given additional training in their respective areas of responsibility through an **in-service training program** designed to strengthen Polish management capacity.

APHBI staff members originally feared that in-service training recommendations suggested their inadequacy. HBI convinced them that the in-service training was an investment in them, not an indictment of them. Their direct experience with the information gained from the courses quickly changed their perception, and ultimately the training was valued and seen as a benefit.

During the Fall of 1993, APHBI and HBI jointly developed the staff development and training plan based on an analysis of staff job descriptions,

the required skills and knowledge necessary to perform the job, and the staff member's ability to perform the task.

Individual development plans were prepared for critical staff and were implemented using personnel from HBI, NAHB, allied associations, and industry manufacturers and suppliers. When possible, introductory staff training was conducted in Poland through private business institutes. This approach provided a quick and relatively low-cost training format implemented at the appropriate time for the training to have an immediate impact on individual job performance.

APHBI managers attended workshops conducted by a private French business management institute in Warsaw. They studied **Total Quality Management (TQM)**, **target marketing**, and **survey techniques**. During 1993 and 1994, APHBI's technical staff also attended **computer assisted design (CAD)** courses in Warsaw and Gdansk provided by software vendors and manufacturers.

In June 1993, APHBI's meeting manager attended a five day training conference in San Diego, CA sponsored by the National Association of Meeting Planners. She learned about all aspects of **meeting planning** ranging from site selection to negotiating contracts, and she strengthened APHBI's management practices in this area after her return.

Throughout 1994 and into 1995, selected APHBI staff attended advanced training in the US on these topics:

- **Library management**, including establishing a computer based system for cataloging and maintaining library resources [NAHB and ASAE - Washington, D.C.]
- **Human resource development** issues, specifically developing a personnel handbook and maintaining personnel records [HBI-Washington, D.C.]
- **U. S. Federal accounting practices** as they pertain to non-profit organizations [HBI - Washington, D.C.]

- **Construction project management, focusing on quality construction and scheduling [NAHB builder members and product manufacturers - Florida, New York and Clemson University, Clemson, SC]**
- **Energy efficient construction [NAHB Annual Convention and Trade Show - Las Vegas, NV and Houston, TX]**

HOME BUILDER ASSOCIATION DEVELOPMENT

- STRATEGIC OBJECTIVE:** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:** Create a member-based association representing the Polish home building industry, inclusive and open to all private sector builders, developers, and material suppliers and with a special focus on the needs and problems of small builders.
- PROGRAM DESCRIPTION:** The Polish Association of Home Builders was formed in a three-step process in 1994 and 1995. **Step 1:** APHBI began a slow, steady campaign of building interest in such an organization through editorials and articles developed with *Murator* and *Materialy Budowlane* magazines. **Step 2:** At Housebuilding '94 in early October, APHBI called a special meeting of all interested parties to discuss the formation of a Polish Association of Home Builders. 138 builders signed a document calling for legal steps to incorporate such an entity, and the Polish courts recognized PAHB in early January 1995. **Step 3:** APHBI issued a call to a national convention and trade show in early March 1995. At that show, builders convened a special session to elect their officers and an executive committee.

ACTIVITIES:

PAHB developed into regional and local groupings very soon after its national formation. The current emphasis is on strengthening local associations of builders who then come together in a national federation. Chapters are now found in seven Polish cities.

DELIVERED:

HBI, with the assistance of other affiliated organizations of the U.S. National Association of Homebuilders (NAHB) assisted APHBI to create a Polish Association of Homebuilders (PAHB). PAHB is a member-based institution representing the Polish home building industry.

EDUCATION PROGRAM

- STRATEGIC OBJECTIVE:* Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:* Develop a series of courses related to the needs of the Polish construction industry leading to a certificate in construction technology and management.
- PROGRAM DESCRIPTION:* Using adapted U.S. education courses and original courses prepared in Poland, APHBI is developing education/training events that teach management and entrepreneurial skills, convey technical information, and introduce faster construction methods. An **Education Advisory Board** composed of construction educators from six Polish universities advises APHBI about short and long-range education program planning, and they assist with course development and delivery. The education program also draws on the skills of a **Scholar-in-Residence** who spends an American sabbatic period in Poland.
- ACTIVITIES:* APHBI offers education courses in conjunction with Polish technical university faculties and with American professor(s) on a sabbatical study leave. Topical courses are designed for delivery and are based on builder needs assessments showing their value and desirability. Product

manufacturers offer training through APHBI about the proper use of their products as illustrative of a particular industry's technology. Technical monographs based on existing U.S. books are translated and prepared for use in Poland. In some cases, the monographs may represent original research.

DELIVERED:

On June 27-29, 1994, APHBI hosted a three-day session with DACUM (Developing a Curriculum) staff members from Dundalk, Maryland. The DACUM method draws on industry-specific knowledge and experiences to create a taxonomy for organizing training studies. Participants represented a spectrum of specialists: builders, the Ministry of Physical Planning and Construction, and Polish Technical Universities. The group drew up a comprehensive issue framework for APHBI's use in curriculum development.

The participants in the DACUM training session in June 1994 prepared the seminars for the Build Better '95 convention using the principles learned in their DACUM seminar.

- In response to Polish builder needs, APHBI organized seminars including those shown on the following page:

TITLE	DATE/LOCATION	ATTEN- DANCE
Autocad System for Designers	May 17-21, 1993 - Gdansk	5
<p data-bbox="191 526 686 788"><i>Build Better '95</i>: Seminars at the First Home Builders Convention and International Exhibition of Light Weight and Energy Efficient Technologies:</p> <p data-bbox="285 836 662 1098">Investment: First Stage Designing Marketing and Sales Financing Construction Investment: Close Out</p>	March 7-9, 1995 - Sopot	150
Building Technologies	December 9-10, 1994 - Gdansk	20
Demonstration House Studies - APHBI	March 1995 - Gdansk Housing Vocational School [series]	140
Energy Efficient Construction	October 11-12, 1993 - Lodz	22
	October 14-15, 1993 - Warsaw	20
	December 17-18, 1993 - Gdansk	17
	May 18-19, 1994 - Lodz	40
	May 26-27, 1994 - Katowice	20
	May 31, 1994 - Gdansk	20
June 7, 1994 - Gliwice	50	

Fundamentals of Wood Frame Construction ("Framing")	June 14, 1994 - Gdansk	37
	October 28-29, 1994 - Gdansk	34
	March 24-25, 1995 - Gdansk	10
	April 28-29, 1995 - Gdansk	19
House Building: Polish Expectations and American Solutions	October 9, 1993 - Gdansk	29
New Financial Aspects of Housebuilding	October 8, 1993 - Gdansk	50
Financial Management	October 21-22, 1994 - Gdansk November 1994 - Gdansk	18
Materials and Tools	September 29, 1994	17
Negotiating Skills	June 24-25, 1994 - Gdansk September 1994 - Gdansk November 1994 - Gdansk January 13-14, 1995 - Wroclaw	14
Polish Association of Home Builders: An Introduction and Overview	June 8, 1994 - Gliwice	40
Seminars Available at APHBI - One Hour Summaries	April 26, 1994 - Gdansk	26
VAT for Builders	July 5, 12, and 30, 1993 Gdansk	70

Vendor Presentations:		
Dow Company: New Technology in Housing	June 16, 1994 - Gdansk	55
Harvey Poland: Steel frame house construction	June 1994 - Lodz	13
Jutor Company: New Technologies in the Building Industry	June 21, 1994	49
BudBank, PAM Bank, PKO BP, and the American Polish Enterprise Fund: Financing in the Construction Industry	September 30, 1994	31
	September 8-9, 1994	10
ITW Paslode		
Sotralentz: Waste Water Treatment Plant Installation	September 2, 1994	12
	October 5, 1994	20
Dryvit Systems		
	March 30, 1995	76
PADCO: Financial Possibilities in Housing	April 27, 1995	16
IBC Plumbing Installation		
NAHB Convention Programs	February 1993	68
	January 1994	102
	January 1995	55
	Total:	1,375

HBI guided APHBI's development of a construction management certificate program, a task supporting HBI's goal to assist APHBI in developing an education and training capacity serving the technical and business skills of Polish home builders.

This 108 hour program was industry validated, written, and implemented in cooperation with Warsaw Polytechnic University, and certified by the Polish Ministry of Education.

APHBI, with assistance from the American Forest and Paper Association, translated and published three (3) books and three (3) video tapes on the use of wood products for house construction. APHBI translated and adapted six (6) HBI Graduate Builder Institute turn-key builder education programs. These programs, along with other industry driven and locally developed programs, were delivered as seminars at regional and national building fairs.

APHBI's Scholar-in-Residence Program, an outreach to Polish universities, transferred industry technology to the building sector in energy efficient construction, building codes and product standards, and alternative construction methods [wood and steel framing].

The **Scholar-in-Residence Program** was inaugurated by Professor Joseph Laquatra from Cornell University (January - June 1994). Dr. Laquatra delivered illustrated lectures on energy efficiency, indoor air quality, heating, and ventilation; housing affordability, and light frame construction techniques in technical universities around Poland. He was a visiting professor at both the University of Gdansk and occasional lecturer at the University of Warsaw during the Spring of 1994.

In March and April 1994 Dr. Laquatra gave weekly lectures for 4th and 5th year engineering students at the Technical University of Gdansk on light frame house construction and residential energy efficiency.

He was a guest lecturer at the Institute of Architecture and Urban Planning at Lodz Polytechnic University where he spoke about "American Techniques for Energy Efficient Construction" on May 18-19, 1994.

He participated in several housing conferences around Poland:

- March 18, 1994 - presented an hour and one-half seminar on "American Efficient Construction" at TARBUD in Wroclaw [housebuilding trade show].
- March 19, 1994 - presented an hour and one-half seminar on "American Efficient Construction" sponsored by the Department of Architecture at the Technical University at Wroclaw.
- April 16, 1994 - presented a six hour seminar on "Energy Efficient Construction" at III Targi-Forum Budownictwa in Bialystok [housebuilding trade show].
- April 27, 1994 - presented a seminar on "Energy Efficient Construction" at the grand opening celebration of the APHBI exhibition center.
- May 27, 1994 - presented a seminar on "Energy Efficient Construction" at TARGBUD '94, a building show held in Katowice.
- May 31, 1994 - presented a one-day symposium for builders, architects, engineers, and government officials at APHBI on the subject of "Residential Energy Efficiency".
- June 7, 1994 - lectured on "Housing Development Issues" at the Polytechnic Slaska in Gliwice.
- June 8, 1994 - lectured on "Housing Development Issues" during a workshop for private housing development firms in Gliwice.

Dr. Laquatra also prepared a monograph titled "Framing" currently being distributed nationally by APHBI. He also prepared an article that appeared in the preface of APHBI's catalog of energy efficient house plans.

Dr. Laquatra took on special assignments for APHBI in April-May-June 1994: He consulted with the Institute of Building Technology (ITB) in the area of home energy rating systems; he agreed to prepare a monthly column in *Murator magazine* starting in September 1994 and continuing to the present; and he was interviewed for *Katalog*, a builders' magazine serving the eastern region of Poland. In all of these activities he was very well-received and well-respected, and he emerged as a recognized figure in the Polish residential building community. The goodwill he generated more than validated the decision to offer this program.

As a follow-up to Dr. Laquatra's residency, APHBI requested an expert in light construction technology. Dr. Gerald Sherwood, a noted US expert on this subject, went to Poland for the Fall 1994 semester. APHBI obtained the publishing rights to his U. S. publication on this subject and prepared a translated version. Thus, Dr. Sherwood was available to Polish builders as the author of an accessible Polish text. His counsel was of immense value to Polish builders seeking reliable information about the new construction technology available to them.

During October and November 1994, Dr. Sherwood gave weekly lectures for 100 engineering students at Gdansk Polytechnic on wood frame house construction. His lectures were titled:

Overview of Light Frame Construction
Characteristics of Wood As A Building Material
Connectors and Bracing of Wood Frame Construction
Thermal Insulation, Moisture Control, and Acoustics

CONSTRUCTION INDUSTRY INFORMATION DATABASE

- STRATEGIC OBJECTIVE:*** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:*** Develop the system design and data plan for a database of project information to assist Polish builders with the information they need to be successful.
- PROGRAM DESCRIPTION:*** APHBI, working with the NAHB Research Center's assistance, created a customized database that includes mailing lists compiled from book orders and mail inquiry forms; library document lists; education program offerings and lists of participants; comparative market research findings; and (to be added) cost documentation and building records for APHBI demonstration houses and APHBI building renovation.
- ACTIVITIES:*** APHBI's database integrates information from a variety of programs in Poland including other U.S. AID projects. Polish legal, regulatory, and financial information are to be entered. The database is currently being upgraded with additional input in all categories.

DELIVERED:

An extensive database **Management Information System** prepared and programmed by APHBI staff gives Polish builders access to a wide range of housing industry related information. It is located in the APHBI Library and is available during normal working hours.

COMMERCIAL PUBLICATIONS:

English Title	Polish Title	Run
Energy Efficient Construction [1993]	Energooszczędne Budownictwo Drewniane	2,000
Manual for Wood Frame Construction [1993]	Konstrukcje Drewniane w. USA	2,000
National Design Specification for Wood Construction and Supplement [1993]	Projektowanie i Zastosowanie Konstrukcji Drewnianych w. USA	2,000
Wood Frame House Construction [1994]	Budowa Szkieletowego Domu Drewnianego	2,000
Building With Alternatives to Lumber and Plywood [1994]	Materiały Zastępujące Drewno i Skelejke w Konstrukcjach Szkieletowych	2,000
Model Home [APHBI Demonstration House 1994]	Dom Modelowy	2,000
Framing [Monograph, 1994]	(titled in English only)	2,000
Catalogue of Energy Efficient Home Plans [1995]	Katalog Energooszczędnych Domów Jednorodzinnych	2,000

Publication with AFPA		
The Very Efficient Carpenter [1995]	Od Piwnicy Az Po Dach	2,000

- Two annual brochures, "Come and Build Poland", prepared for NAHB 1993 and 1994 Conventions.
- Two occasional brochures, "American Promotions" published in *MATERIALY BUDOWLANE* Magazine.
- Several articles about APHBI's services in *MURATOR* and *MATERIALY BUDOWLANE* Magazines.
- Take-off publications derived from housing market research in Gdansk region.
- Periodic Newsletters published by APHBI; Volumes I-III distributed

RESEARCH PUBLICATIONS:

Document Title	Subject Matter	Source	Date
Poland's Building Products Approval Process	The report discusses the methods for obtaining building product approvals in Poland	NAHB Research Center	5/93

Survey of American Housing Construction and Joint Venture Activity in Poland	The survey covers the whole of Poland and assesses the successful and the less successful American single efforts and joint venture activity	Staff of the American Polish Home Builders Institute in Gdansk	8/93
Housing Consumer Demand Survey of the Gdansk Region in Poland, Part 1. Primary Research	The primary market research reflects direct polling of 500 households in the Tri-City Area	APHBI, the Gdansk Managers Foundation, and the NAHB Research Center	8/93
Housing Consumer Demand Survey of the Gdansk Region in Poland, Part 2. Secondary Research	The secondary market research relies on available documentation about the housing market in Poland	APHBI, the Gdansk Managers Foundation, and the NAHB Research Center	8/93

DISPLAY AND DEMONSTRATION SHOWCASE

- STRATEGIC OBJECTIVE:* Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:* Develop a housing product display and information center for Polish builders to use.
- PROGRAM DESCRIPTION:* In cooperation with the NAHB Bookstore and the NAHB National Council on the Housing Industry, this program identifies producers and vendors who intend to distribute their housing-related products in Poland. Thirty-three companies have displayed their products in a two-floor display area in the APHBI Center. Technical information about a wide variety of products, including installation instructions, and floor plans for American-style affordable housing are available.
- ACTIVITIES:* APHBI held a two-day opening ceremony for the housing product display and the information center on April 26, 1994. The Center is open to the public for visits daily.
- DELIVERED:* APHBI's Information Center approach allows it the opportunity to become established as a source of readily accessible information for the building community.

- A 13,000 square foot warehouse was transformed into a comfortable, functional office space containing a **Product Exhibition Center (with 31 vendor displays)**, two educational seminar rooms, technical library, and bookstore. It serves as an anchor for US AID's presence in Poland, and it gives a US AID-funded project a direct interface with the end users: Polish builders.
- A roster of exhibition center vendors is listed here.

Exhibition Center Vendor Name	Product Type or Tradename
1. Alpex SA Karlino	Wilsonart decorative laminates; plywood
2. American Building Products	Dealer for Englert, Bird, Dibiten, Taylor, Weather Shield, Van Mark, Malco Products, and Lynn
3. Arem	Seamless gutters and downspouts
4. A S Ltd.	ITW Paslode construction tools: nail guns
5. Brociek & Specht	Architects
6. Budownictwo	Building company
7. Bursa	Energy efficient heating systems
8. Centrostal Bydgoszcz	Steel framing supplier
9. CertainTeed	Vinyl siding
10. Chilecki & Synowie	Building company
11. C I S	Designing company
12. Coast Investment Company	Wood frame construction company

13.	Danlux	Windows
14.	Dom Korkowy	Dealer for Corcheras Catalanas, Amorim, and Ipcork
15.	Dow Chemical Company	Insulation materials
16.	Dryvit System - Midwest Traders International	Wall insulation and finishing system
17.	Eltor Kielce	American-style windows
18.	Era Projekt	Architects
19.	Gulfiber	Insulation
20.	Harvey Industries	Steel frame construction company
21.	Komfort	Doors
22.	Nida Gips	Sheet rock
23.	Nord	Heating systems
24.	Nordica	Heating systems
25.	Nowak Company	Heating systems
26.	Polifarb	Paints
27.	Pracownia Architektoniczna AA	Architects
28.	Sator	Garage doors and decorative metal fences
29.	Simpson Strong Tie	Steel connectors
30.	Thermoplast-Weru	Windows
31.	Weru-Vitton	Windows
32.	Witex Superlock	Security doors
33.	Wood Mizer	Wood finishing equipment

DEMONSTRATION PROJECTS - CONSULTING ROLE

- STRATEGIC OBJECTIVE:*** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:*** Provide Polish builders with the technical information they need to be successful in using specific building methods or in preparing business information for lending agencies.
- PROGRAM DESCRIPTION:***
- APHBI is available for specific problem solving with Polish builders as they adapt light construction technologies to the Polish market.
- APHBI also assists builders in preparing the required financial and project management documentation required by lending agencies.
- The problem-solving methods and outcomes become the subject matter of subsequent education and training programs (case studies) in order to avoid unfair assistance to one builder at the expense of other builders.
- ACTIVITIES:*** APHBI's consulting typically addresses such issues as load stress on trusses; acoustical integrity in multifamily dwellings; adequate fire barriers and protection in new homes; builder's pro forma financial presentation to a lender; project feasibility study; and using market research.

DELIVERED:

APHBI and HBI worked cooperatively to provide technical assistance to residential construction demonstration projects in Poland. APHBI used the best U.S. practices regarding environmental protection (clean air and water), worksite safety, energy efficiency, and other home building practices. Seminars, publications, and staff support all combine to assist builders with technical information. The NAHB Research Center has assisted specific problems in building projects with direct on-site consultation.

DEMONSTRATION PROJECTS - ACTUAL BUILDING SITES

- STRATEGIC OBJECTIVE:** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:** Become a co-partner with a Polish builder and ITB (Polish Codes/Standards Institute) for the purpose(s) of demonstrating light construction building techniques, making recommendations for modernizing existing codes, and creating on-site training courses.
- PROGRAM DESCRIPTION:** Select Polish partners to build (1) wood frame, (2) light masonry, and, (3) steel frame single family or multifamily housing. Enter into a written agreement about roles and responsibilities for each partner.
- ACTIVITIES:** APHBI made agreements with Coast Investment Company (CIC); Harvey Poland; and Allcon, Ltd. as well as with ITB Codes and Standards Institute (Ministry of Physical Planning and Construction) to build demonstration houses during the 1994 building season.
- DELIVERED:** APHBI created a demonstration house in Gdynia with CIC bearing the cost of materials. Many vendors provide materials. The construction process was documented at each step, and the resulting videotape and still photographs were used in an APHBI study book *Dom Modelowy*, or "Model Home" that led builders through the entire process of light frame construction. The book also showed cost per sq.

meter comparisons with traditional masonry and other alternative light frame construction methods.

US-POLISH JOINT VENTURE FACILITATION

- STRATEGIC OBJECTIVE:*** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:*** Assist Polish builders with the information they need to find reliable U. S. business partners; promote joint ventures to U. S. builders at NAHB's Convention and Builder Show, through articles in *Nations Building News* and other publications, and by representation of these possibilities at the National Council on the Housing Industry and other committees within NAHB.
- PROGRAM DESCRIPTION:*** APHBI provided assistance to potential joint venture partners by making linkages between properly qualified Polish and American builders. APHBI limits assistance to facilitating introductions, arranging meetings with public officials having jurisdiction over land use or housing policy, arranging meetings with lenders or investors, providing market research information if it is available, and giving construction technology advice during the design stage.
- ACTIVITIES:*** In 1993-1995, APHBI assisted these companies:
- RB
 - Coast Investment Corporation
 - Allcon, Ltd.
 - Mosbacher and Volcansek
 - Lemmax Joint Venture - Lanahan
 - BK - Budownictwo Korporacja
 - Harvey Industries

DELIVERED:

A gradually growing recognition of APHBI as a resource for technical information and building construction expertise has created a situation in which more and more builders, academics, students, architects, and others drop in to the Institute and seek the advice of the professional staff.

LABOR/BUILDING MATERIALS ASSESSMENT

- STRATEGIC OBJECTIVE:*** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:*** APHBI collected and evaluate information about labor and building material availability and enter it into its MIS database.
- PROGRAM DESCRIPTION:*** APHBI worked with the U.S. Department of Labor office in Warsaw to gather information about labor availability. APHBI worked with the U.S. Department of Commerce to gain information about building material availability to the extent that this information was available. In addition, APHBI cooperated with the Ministry of Physical Planning and Construction in determining this information.
- ACTIVITIES:*** APHBI, drawing on the services of the NAHB Research Center, assessed the need for and the availability of skilled Polish labor for the housing industry. It evaluated the needs for additional training and the types of training required. APHBI cooperated with magazines in the building field to assess the quantity/quality of supplies available.
- DELIVERED:*** APHBI developed cooperative relationships with the Praga Training Center and the Gdynia Training Center. It pointed out the need for additional trained labor at the national level. It worked with *Materialy Budowlane* ("Building Materials") maga-

zine to assess the availability of building materials. It worked with US vendors to urge them to enter the Polish building market.

MARKET ANALYSIS

- STRATEGIC OBJECTIVE:** Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:** Develop a prototype research instrument, test it, and conduct original market research regarding intention to purchase a new home.
- PROGRAM DESCRIPTION:** APHBI, in cooperation with the Gdansk Managers Training Foundation, the Social Research Institute, and the NAHB Research Center, created a new market study method and system design that documented consumer preference information for use by potential U. S. investors and local Polish builders.
- ACTIVITIES:** Surveyors gauged total effective housing demand potential through random sample survey method. They also generated personal consumer profiles showing marital status, age, education level, number of children, employment, and family income. Their secondary research activities included reviewing newspapers; magazines; publications by the Central Statistical Office and the Voivodship Statistical Office; articles from the Institute of Housing; interviews with political officials, foreign developers, government ministries, bankers, and U. S. agencies operating in Poland.

DELIVERED:

An initial study, *Poland's Building Products Approval Process*, (May 1993) was prepared as a guide for potential joint venture partners to understand Polish codes and standards governing international product approval. This market macro research addressed the context in which the Polish residential building market operates.

NAHB Research Center's study also included a *Survey of Poland's Private Sector Home Builders* (June 1993) that allowed APHBI to make a preliminary assessment of educational assistance that would be useful to Polish home builders.

Two main market research instruments (primary and secondary) (August 1993) were created using the assistance of the NAHB Research Center and the Gdansk Training Managers Foundation. These studies will soon be repeated in three other cities (Poznan, Katowice, and Lodz) as a part of the demonstration house projects; the market research was highly praised by EBRD and PAMBANK as first-of-its-kind in Poland.

These studies added to the capacity of the faculty at Gdansk Polytechnic to conduct independent market research studies using contemporary data gathering and interpretation methods. It also built capacity in the staff of APHBI since they had to describe the outcome they wanted and had to approve the final products.

A market questionnaire study was distributed to 120 wood frame dealers regarding their price list, inventory, and materials availability.

APHBI assisted the CertainTeed Company in market research analyzing the market for windows and siding in the Tri-City Area. This help was structured as a cooperative venture with a local market research company.

LAND INVENTORY

- STRATEGIC OBJECTIVE:* Facilitate the development of a national organization to serve Polish home builders.
- SPECIFIC GOAL:* Give Polish builders (and potential joint venture partners) information about land availability, infrastructure status, taxes, and title records.
- PROGRAM DESCRIPTION:* APHBI planned to work with a consortium in Gdansk to define and map the boundaries of land that might be available for building. This program would involve the use of remote satellite photography (GIS) as the basis of an accurate database.
- ACTIVITIES:* APHBI planned for a small role with the consortium: it would make its computer database system available as the central repository of various kinds of collected data. APHBI requested a supplemental fund increase to cover the cost of a computer capable of raster data display. U.S. AID did not agree with this request.
- DELIVERED:* APHBI attempted to keep track of lands available (both with and without infrastructure) available for private development. This task had to be discontinued because of the paucity of information, and it was dropped with the concurrence of the cognizant technical officer.

APHBI maintained an inventory of land available in Gdansk, Sopot, and Gdynia for potential private sector home builders seeking joint venture participation.

AMERICAN-POLISH HOME BUILDERS INSTITUTE

JULY 1992 - JULY 1995

Highlights of the first 36 months' progress (by quarters):

<p>July, August, September 1992</p>	<ul style="list-style-type: none"> ● APHBI incorporated as a Foundation under Polish law ● search for a suitable building ends after Governor offers prime location on Granary Island rent-free for three years in exchange for renovation ● architect/remodeler is selected for project and initial office spaces are prepared ● key job descriptions are written and key personnel are selected ● US executive search begins ● selection and procurement process for the APHBI's mini-van begins
<p>October, November, December 1992</p>	<ul style="list-style-type: none"> ● Ribbon cutting ceremony is held in conjunction with Housebuilding '92 exhibit ● accounting office staff receive initial training in Western style book-keeping and record keeping practices ● search for US key executive continues ● all remaining staff positions in Gdansk office are interviewed and selected ● personnel procedures are put in place ● mini-van selection and procurement effort continues

January, February, March 1993	<ul style="list-style-type: none"> ● All job descriptions are improved during intensive interviews with staff who report and include actual and new activities ● major educational conference is held in Gdansk to test approaches in APHBI's educational plan ● first links to local builder chambers are forged setting the stage for a national professional network of builders serviced by APHBI ● first videotape record of APHBI is created in cooperation with Sopot TV ● APHBI escorts delegation of Polish builders and building officials to Las Vegas Builders Show and Convention ● mini-van procurement saga continues
April, May, June 1993	<ul style="list-style-type: none"> ● Staff members structure work priorities by re-ranking the "Ten Tasks" called for in the HBI contract ● first staff exchange occurs between US and Washington offices ● review of first contract year activities is conducted in Gdansk ● staff members create their first work plan complete with objectives, goals, and strategies ● decision taken not to change timelines and budgets until US AID field review is completed ● mini-van finally arrives
July, August, September 1993	<ul style="list-style-type: none"> ● US AID conducts field review in Gdansk and all aspects of the program are reviewed ● conclusion is clear based on staff experience, feedback from builder groups in Poland, and changes in US administrative direction that a focus on four key priorities would enhance the success of the project

October, November, December 1993	<ul style="list-style-type: none"> ● internal documents are prepared by HBI to set new directions with US AID concurrence ● Steven Lewis returns to the US for consultation and offers his resignation as APHBI Executive Director effective May or June 1994
January, February, March 1994	<ul style="list-style-type: none"> ● APHBI escorts delegation of Poles to NAHB Annual Convention in Las Vegas ● Poles make presentation on building in Poland during education sessions ● HBI announces search for Polish Executive Director in cooperation with US AID ● Jacek Faron selected and installed March 1 ● building renovation completed and ready at end of March 1994
April, May, June 1994	<ul style="list-style-type: none"> ● Ribbon cutting and inaugural ceremony for new U. S. Building Product Exhibition Center ● seminars offered to builders ● initial overtures to attendees about the formation of a Polish Association of Home Builders (PAHB) ● APHBI Foundation Council meetings affirm plan to launch PAHB and mandate staff activity to set this in motion
July, August, September 1994	<ul style="list-style-type: none"> ● Staff members prepare training program for professional builder certification ● NAHB Association Development staff member Symanski assigned to help APHBI develop a strategic/business plan for future ● APHBI Foundation Council amends and adopts plan

October, November, December 1994	<ul style="list-style-type: none">● national gathering of builders convenes in Gdansk for seminars and discussion of forming PAHB● 138 builders sign on as charter sponsors calling for official formation of PAHB and By-Laws are prepared● legal documents are sent to Polish courts for approval
January, February, March 1995	<ul style="list-style-type: none">● Courts approve PAHB in early January 1995● Polish builder delegation attends NAHB Annual Convention in Houston and makes presentation on the Poland housing market today● PAHB holds first national convention and trade show in Sopot, Poland and election of PAHB officers● Election results in a national board of directions draw from all geographic regions in Poland● a plan for strong local associations is agreed to and dues structure is adjusted to permit 80% of dues to be retained for local chapter development● US AID signals intention to continue APHBI project via a cooperative agreement with the NAHB Research Center beginning in July 1995 through July 1998

April, May, June 1995	<ul style="list-style-type: none">● HBI and NAHB Research Center, with the coordination of the NAHB International Department begin a mutual transition planning process● NAHB, HBI, and the NAHB Research Center staff travel to Poland to hold discussions with US AID Warsaw staff about future project directions● HBI accounting staff assist APHBI in setting up accounting software that will ensure effective financial management and reporting functions● NAHB Research Center advises existing APHBI staff, Foundation Council, and PAHB Board of Directors about new US AID cooperative agreement● APHBI Foundation Council accepts resignation of Jacek Faron● Eli Koniarek appointed as interim executive● search for new executive announced and various resumes received
July 1995 and contract closeout	<ul style="list-style-type: none">● Koniarek completes initial contract close out activities in Poland● HBI staff members prepare final documentation and meet contract closeout requirements● no-cost extension granted from July 17-31 to facilitate final details in transition from original contract to new cooperative agreement.