

**BUILDING TOGETHER**

# **CITY OF GAHANNA**

## **BUILDING RENOVATIONS & EXPANSION**



Request for Proposals for  
**Construction Manager at Risk Services**  
November 4, 2022





# TABLE OF CONTENTS

1. COMPANY INTRODUCTION
2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH
3. SCHEDULE
4. EXPERIENCE & QUALIFICATIONS
5. REFERENCES
6. PRICE PROPOSAL & PAYMENT TERMS





# 1. COMPANY INTRODUCTION

**BUILDING TOGETHER**



November 4, 2022

**Kevin Schultz**

City of Gahanna  
200 South Hamilton  
Gahanna, OH 43230

RE: Request for Proposal for CM at Risk Services for the City of Gahanna Building Renovations & Expansion

Dear Mr. Schultz,

Thank you for this opportunity to present our proposal for the proposed Building Renovations and Expansion Project. The Elford team is committed to providing an exceptional customer experience, and I hope that through this response, you will see our passion for municipal construction and our commitment to the communities that we serve.

Our client's best interest is always our top priority. To us, trust, attention to detail, diligence, and quality are the hallmarks of a successful project. We understand how important these qualities are in a Construction Manager, and our team is dedicated to maintaining open and honest communication with the City of Gahanna to ensure that your expectations are being met, if not exceeded, and that every dollar is spent wisely.

Our team will be led by Brandt Quinn, Tyler Marshall, Bill Kay, and William Penn all experienced government professionals who are passionate about fulfilling our core purpose of **Making Construction a Positive Experience.**

**THE ELFORD DIFFERENCE**

- 112+ Years of Industry Knowledge
- Municipal Construction Experience
- Occupied Campus Experience
- Proven Team Committed to Success
- Strategic Procurement Strategies & Innovative Solutions to Maximize Value
- Extensive Construction Manager at Risk Experience
- Reliable Subcontractor & Supplier Resources
- **All In. All SAFE.** Always Ensure a Safe Project Site

Thank you for the opportunity to present our qualifications. If you should have questions or need any additional information, please feel free to contact me at [mfitzpatrick@elford.com](mailto:mfitzpatrick@elford.com) or 614-989-5642.

Best Regards,

**Mike Fitzpatrick**  
CEO



# 1. COMPANY INTRODUCTION

## OUR HISTORY

At Elford, trust is paramount, partnerships are valued, and collaboration and innovation are at their finest. We view our clients, and subcontractors, as trusted partners. To us, **Building Together** means supporting a collaborative, service-oriented approach to construction. Honest service and integrity are the cornerstones upon which our company was built, and they are still the core philosophy driving us today.

Since our founding in Columbus, Ohio in 1910, we have continuously brought these values to every one of our projects and have provided services as a builder, construction manager, and a representative of the owner. Our employees have invested millions of hours in building projects across 32 states. We take pride in these structures and in the decades-long relationships we have built with scores of companies and organizations.

## THE ELFORD DIFFERENCE

- **SIZE** Largest Central Ohio commercial construction company with local ownership and decision-makers
- **RANKED #3** on the 2020 Central Ohio Business First List of Top Commercial Construction Companies
- **SAFETY** Recognized as a Star VPP Contractor by OSHA; (3x) 1st Place AGC National Construction Safety Excellence Award winner
- **RANKED #37** on the ENR's Midwest Contractor's list
- **COMMITMENT** 85% of our work is for repeat clients
- **KNOWLEDGE** Extensive CM at Risk Experience since 1983
- **BONDING CAPACITY** Financial strength to successfully manage this project
- **SUBCONTRACTOR RELATIONSHIPS** Trusted partnerships within the Columbus and Central Ohio subcontracting communities

## OUR PHILOSOPHY

Since Elford's inception, it has been our mission to support our community and make construction a positive experience. We know each project we build is more than just bricks and mortar — it's an opportunity to make a positive impact on the communities where we live and work.

We have found that the most successful projects manifest when our client's values align with our own. While our trades may be different, the mission of both Elford and the City of Gahanna is simple: to provide services that improve the lives of those in our community. Our institutions strive to be stewards of our community by providing services with uncompromising quality, innovation, and integrity, which is why establishing a strong partnership with the City of Gahanna is so important to us.



## LEADERSHIP



**JIM SMITH**  
CHAIRMAN



**MIKE FITZPATRICK**  
CEO



**ED KENDALL**  
CFO



**ERIC BULL**  
PRESIDENT & COO

### MISSION STATEMENT

To BUILD, SERVE, and LEAD while supporting our community and enriching lives.

### CORE PURPOSE

To Make Construction a Positive Experience

### CORE VALUES & PHILOSOPHY

- We foster lasting partnerships
- We build community
- We do the right thing
- We advance innovation
- We challenge each other



# 1. COMPANY INTRODUCTION

## CMR EXPERTISE

Over 85% of Elford's construction volume uses the Construction Manager at Risk delivery method. We are accustomed to working hand-in-hand with our design teammates to deliver quality projects while achieving our clients' goals. Thorough and meticulous planning, estimating, and scheduling during the preconstruction phase will ensure fewer surprises and changes during construction. This concentrated effort spent up front will also ensure a Guaranteed Maximum Price (GMP) that will provide the most value for City of Gahanna's construction dollar.



## CMR APPROACH

**PRECONSTRUCTION** is the process of building a road map to a project's success. Our Preconstruction Department provides leadership and guidance through the process and is actively involved in scheduling, design review, value engineering, front end document development, constructability reviews, preliminary site logistics planning, and accurate and timely procurement. The ultimate goal of the preconstruction stage is to establish a productive working relationship with users, owners, and design teams to ensure that the project starts smart and finishes strong.

ELFORD HAS MANAGED **OVER \$1 BILLION** IN CMR WORK OVER THE LAST 5 YEARS

- Serve as an advocate and steward of funds for the City of Gahanna and the Community
- Provide responsive, timely mobilization
- Immediately partner with the City and Design Team upon award of the project
- Foster a team environment that encourages collaboration
- Provide early cost input and budget validation
- Offer solutions to maximize resources and mitigate risk
- Solicit bids from qualified, diverse, and local subcontractors
- Provide the best subcontractor pricing in the region
- Design and implement detailed site logistics, schedules, and phasing plans

**STRONG COLLABORATION AND COMMUNICATION** between Gahanna, Design Team, and Elford team will result in a successful project completed on schedule and on budget. At the kick-off of preconstruction, we will immediately engage Gahanna and Design Team to finalize a matrix of responsibility and the preconstruction deliverable schedule. At each design phase, Elford will provide constructability reviews to ensure the construction details are clear and provide budget validation to ensure that the scope and costs are in alignment with City of Gahanna's expectations and Architect's design intent.

## RELEVANT PROJECT EXPERIENCE

At Elford, Building Community is one of the core values that defines our culture. Everything we build has a direct impact on the surrounding community, and we take pride in our dedication to providing area residents with high-quality facilities in which they can learn, work, heal, gather, and live.

# 1. COMPANY INTRODUCTION

---

*Over the years, we have had the opportunity to work with the following government clients:*

- Ohio Department of Youth Services
- Ohio Facilities Construction Commission
- City of Dublin
- Ohio Department of Rehabilitation & Correction
- Franklin County
- Fairfield County
- Board of Commissioners For Ross County
- City of Upper Arlington
- City of Hilliard

## **SUBCONTRACTORS**

Elford is not submitting any subcontractors for consideration at this time.





## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

**BUILDING TOGETHER**

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### PLAN & APPROACH TO SERVICES FOR PRECONSTRUCTION

Brandt Quinn and Tyler Marshall will be your main contact during preconstruction. Brandt will work with Don Anderson, Dexter Housman, and Tyler Marshall on all preconstruction deliverables. The first step to ensuring project success is choosing subcontractors that can deliver. **With over 112+ years of subcontractor relationships, we have the subcontractor partnerships that not only ensure deep bid coverage but also promise that we will be getting the best craftsmen available.** Our subcontractor partners share our commitment to safety, quality and can demonstrate financial stability. Together we will work to make this project a success.



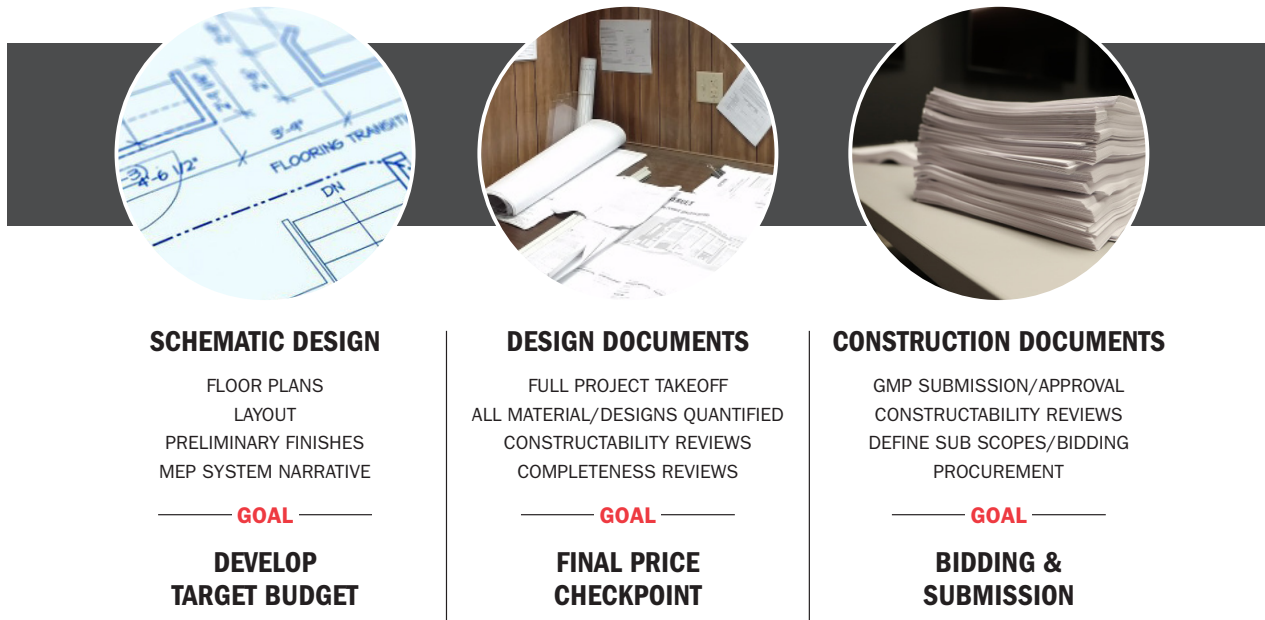
### DURING PRECONSTRUCTION, WE WILL:

- Set direction towards the project mission
- Provide early and frequent budget validation
- Provide regular reports on construction costs, and value management, and material lead times
- Provide material and systems cost analysis
- Set-up biweekly design/budget meetings with the Design Team
- Supply detailed constructability reviews
- Engage with the Design Team and the City Of Gahanna regarding all permitting requirements
- Generate early subcontractor engagement and excitement
- Provide regular budget updates
- Procurement analysis

### USE OF ESTIMATING & MARKET PRICING

During preconstruction, we will help evaluate your options such as material and system costs, long-term operation costs and future use costs in order to develop the best cost scenarios. Elford's preconstruction team will review all systems proposed by the design team and also provide value added opportunities for consideration.

### COMPLETE PRECONSTRUCTION PROCESS



## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

At the completion of each phase of design, Elford will provide the following deliverables:

- Complete and detailed project budget
- Reconciled Value Management Log (if applicable)
- Reconcile Project Schedule, completely detailing project phasing
- Updated Logistics Plan
- Constructability Review

### SCHEMATIC DESIGN BUDGETS

Elford believes that the Schematic Design estimates are the most crucial to a successful preconstruction process. Using our Onscreen Take-Off, Sage, and Timberline software, we will provide Gahanna with customized estimate reports, which can be configured in a variety of formats. Through a collaborative process, our team will work to understand undeveloped areas of the drawings to ensure budget alignment by establishing agreed upon allowances or unit rates. Our team also utilizes our historical data for budget accuracy. This allows us to investigate areas of the budget that may be out of line with expectations, and this discovery is shared with the Owner and Design Team for discussion.

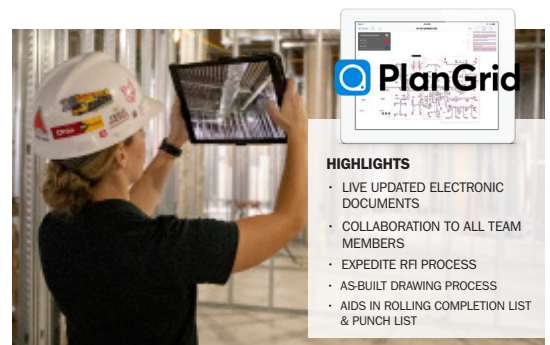
Our Timberline software provides with extensive cost estimates, even in these early phases of design. Our software is loaded with current cost libraries, market conditions, and information from our qualified subcontractors. This information allows our estimators to spend more time analyzing each project scope, resulting in the most accurate information. These estimates provide for rapid decisions during the early design phases to afford timely considerations as to what programs need to be adjusted in order to remain in alignment with the budget.



Sage take-off software allows us to view, measure and markup plans on the screen, enabling us to efficiently measure square footage, perimeters, etc. Therefore, we are able to provide Gahanna with faster and more accurate estimates, in addition to increased communication by allowing Gahanna to review and better understand every line of the estimate.

At the same time, the Operations side of the preconstruction team, led by Brandt Quinn and Tyler Marshall will begin constructability reviews using our PlanGrid software. The City and the design team will be provided access to the PlanGrid project site, which allows for live collaboration for Tasks created within the project. Task Lists will be created for each design phase to ensure all items can be tracked by all stakeholders and brought to resolution. Brandt and Tyler will also begin to further develop the project schedule, with a focus on critical design and owner-related milestones.

Procurement and logistics are also areas of focus during these phases, so that if multiple GMPs are beneficial to the overall project, they can be identified early and without surprise. Subcontractor input will be solicited for Critical Path areas of the project, such as structure, detention work, envelope and MEP's.





## **2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH**

---

### **DESIGN DEVELOPMENT BUDGET PROCESS**

Following the issuance of the DDs, the preconstruction team will evaluate the drawings and compare against the SD budget. All new take-offs are created, fresh subcontractor input, and new market data is considered in regards to material availability, escalation, etc. At this stage, the MEP systems are fairly well defined, so life-cycle, operating and future use costs are reviewed and the findings shared with the project team. Along with a new budget, a detailed variance report is provided at the conclusion of this phase that shows if the budget has increased or decreased for each project scope and CSI division. This provides for a transparent conversation with the project team as to where the scope has increased or decreased and why.

This is also the stage in which Value Management will begin if it has not already started in the Schematic Design Phase. Regardless of whether the project is on budget, Value Management is a worthwhile exercise to realize both challenges and opportunities to direct available scope to the needs of the end user.

Brandt and Tyler will again further develop the project schedule and logistics, while conducting constructability reviews. In addition, a drawing completeness review will be performed based on the current AIA standards. All findings are shared with the project team for tracking and resolution. Also at this stage, scopes of work begin to be written and coordinated with the estimating staff to eliminate scope gaps, and create the most competitive bidding process. At this stage, our team will also lead the permitting process, consulting with the AHJ to ensure that submission deadlines work with permit approval dates.

### **CONSTRUCTION DOCUMENTS PROCESS**

Once the CDs are issued, the Preconstruction Team will finalize the bidding documents, including the bid schedule, scopes of work, Bid Forms, and all other relevant documents. We anticipate the bidding process to take approximately (4) weeks. During the bidding period, Elford will utilize our CMiC software to track RFIs from the subcontractor market to the design team. Each RFI is reviewed by the Elford team prior to its transmission to the design team to ensure the answer to the RFI has not been provided in the bidding documents.

Brandt and Tyler will also engage in an extensive constructability review prior to the bidding period using our PlanGrid software. The constructability review is based on the latest Construction Management Association of America guidelines. In addition, the project superintendents will also participate in this review to identify areas of coordination, sequencing concerns, logistics, and weather impacts.

At this stage, our team will also lead the permitting process. We will consult with the appropriate authorities to ensure that submission deadlines work with permit approval dates.

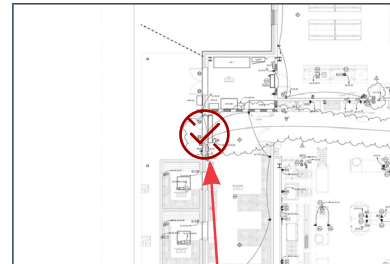
## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### EXAMPLE OF HOW WE MANAGE THE CONSTRUCTIBILITY REVIEW PROCESS

200202 Example Project

#### #167 General

<b>Status</b> Closed	<b>Created</b> Mar 8, 2021 6:30 PM bquinn@elford.com	<b>Sheet</b> E201D
<b>Type</b> Issue	<b>Last Updated</b> Mar 31, 2021 3:54 PM	
<b>List</b> CD Constructability Review	<b>Closed At</b> Mar 31, 2021	



**Description**  
Provide requirements for kitchen buzzer ← **INITIAL ITEM DESCRIPTION**

**ITEM LOCATED ON MOST RECENT DRAWINGS**

#### Comments

Electric drawings call for intercom ← **FOLLOW UP CLARIFICATION TO ITEM**

Brandt Quinn Mar 26, 2021

Provided in Addendum 1 ← **RESOLUTION OF ITEM**

Brandt Quinn Mar 31, 2021

### SUBCONTRACTOR PREQUALIFICATION CRITERIA

It is our commitment to bring subcontractors that have the expertise, focus and drive to deliver a high quality facility for Gahanna which is why our prequalification process is so important. We ensure our subcontractor partners share our commitment to safety, quality and can demonstrate financial stability.

### VALUE MANAGEMENT

Finishing your project on time, on budget, and to the highest caliber is our priority. Elford's team of veteran estimators work continuously to balance and manage project budgets without compromising quality. Our Value Management and Engineering process evaluates the needs, wants, and final objectives of the Owner to help us define a clear path to maximizing value.

Value Management and Engineering methods have the greatest impact if they are utilized in the earliest stages of the preconstruction process. Together with Gahanna, we will work to identify opportunities to reduce the need for future maintenance, and extend the life of the building, find the most cost effective materials, and eliminate unnecessary costs and waste. During this process, we will perform thorough Life-Cycle Cost Analysis, Constructability Reviews, and Design Concept Evaluations in order to fully understand the project from start to finish and provide the best solutions to potential issues.

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### VALUE MANAGEMENT & ENGINEERING SUCCESS



#### CHIPOTLE MIDWESTERN HEADQUARTERS NATIONWIDE REALTY INVESTORS

<b>INITIAL BUDGET</b>	<b>FINAL CONTRACT</b>
\$9,750,550	\$8,286,734

#### VALUE MANAGEMENT STRATEGIES

- Revised Light Fixture Packages
- Alternate Interior Storefront Systems
- Revised Acoustical Panels and Wall Coverings
- Alternative Tack Boards and Marker Boards
- Revised STC Wall Design
- More Efficient Plumbing Design
- Alternative Operable Partitions



#### WHITE CASTLE HEADQUARTERS WHITE CASTLE MANAGEMENT CO.

<b>INITIAL BUDGET</b>	<b>FINAL CONTRACT</b>
\$35,000,000	\$29,899,416

#### VALUE MANAGEMENT STRATEGIES

- Revised Light Fixture Packages
- Alternate exterior wall design
- Revised HVAC Design
- Revised Acoustical Panels and Wall Coverings



#### ROSS COUNTY CORRECTIONS BOARD OF COMMISSIONERS FOR ROSS COUNTY.

<b>INITIAL BUDGET</b>	<b>FINAL CONTRACT</b>
\$ 9,639,094	\$9,369,039

#### VALUE MANAGEMENT STRATEGIES

- Optimization of detention equipment and technology
- Revised roofing system
- Refurbishing of existing materials
- Revised elevator modernization scope

### LONG LEAD TIME STRATEGIES

Elford uses a variety of strategies to ensure materials and equipment arrive to the project in time to meet the owner's goals. Our current schedule included in this RFP outlines several long lead-time items and how they could impact the project schedule, based on a single GMP, and no early release of materials. It has been our experience working with various cities that a single GMP is preferred versus multiple GMPs due to city council approval processes. We have also provided an Alternative General Conditions, Fee and Staffing model based on multiple GMPs, and the early release of critical materials and equipment. Elford engages in this process with many clients to expedite projects.



## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

---

Other than early release of materials, Elford will regularly provide feedback to Gahanna and the design team about associated lead times for the materials and equipment that are incorporated into the design of the buildings. For example, on a recent project, the main electrical panel as designed carried a 75-week lead time (15 months), and that duration did not allow for critical installation of Owner provided equipment. Elford presented two (2) alternative options for the main electrical panel that included Aluminum or Silver-coated Copper bussing versus an entirely copper bus, which reduced the lead time to 40 weeks.

### **BID PACKAGING PLAN**

Our approach to bid packaging opens the market to smaller subcontractors, which increases competition and maximizes value as well as working with subcontractors recommended by Gahanna. Don Anderson and Dexter Housman will lead the bid packaging and procurement strategy. They will analyze the project and strategically develop packages that are conducive to meeting quality contracting standards, be cost effective, and allow Elford to effectively manage the process. We will customize the bid packages to ensure that they are attractive to the subcontractor market. In addition, we will conduct meet and greet opportunities to provide subcontractors an opportunity to ask questions and gain the confidence to submit an informed bid for your project.

### **SELF-PERFORM**

As a full service, self-performing general contractor and construction management company, Elford has an understanding of costs, scheduling of labor, material and equipment. Our trade competencies, combined with our construction management talent, provides us with a better understanding of estimating, scheduling, and productivity.

At any given time, our workforce has the capacity to intervene and supplement work if our project manager and superintendent determine a subcontractor is not performing. This is beneficial to Gahanna because it can result in quicker response times and greater flexibility in managing the schedule.

Should Elford and Gahanna determine an area in which self-perform is in the best interest of the project, then a separate foreman and project manager will be assigned to each of these bid packages, independent of the overall project management team, and will be held accountable as would any other subcontractor. All project decision making will be transparent and with the support of Gahanna.

For any scope that Elford and Gahanna agree is mutually beneficial for Elford to self-perform, Elford will submit a sealed proposal to Gahanna of Gahanna 24 hours prior to the due date for all other bids.



*Examples of self perform work completed by Elford.*

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### COST CONTROL

**Brandt Quinn and Tyler Marshall will lead the team communication during pre-construction.** Elford's goal is to provide Gahanna with the absolute highest possible value for the dollars invested. Our approach to cost control during preconstruction will include:

- Thorough pre-construction planning to ensure the projects' phasing and site logistics plans are detailed and thoroughly show the plan of construction
- Detailed scopes of work for each trade contractor to eliminate scope changes
- A thorough budget review at a weekly meeting during the remaining preconstruction period
- A commitment to provide accountability for meeting schedules
- Actively engage all team members in Value Added opportunities
- Competitively bid major aspects of the work - hold pre-award conferences

Brandt will work directly with the City of Gahanna and the Design Team to ask the important questions early on in the design process. He will facilitate value management discussions and ensure team alignment surrounding budget and design decisions. During the development of the project, the Elford team will work closely together with the Design Team regarding constructability reviews, recommendations and budget alignment. Open team communication and collaboration will be key to the success of this initiative. Our strong relationship and team approach ensure success. Alignment of the Design Team's estimating will be done early to ensure timely and accurate budget information.

### QUALITY CONTROL DURING PRECONSTRUCTION

Quality Control begins with the very first project team meeting. All members of our team will be challenged to provide the appropriate budget, schedule, program and design control to allow for successful implementation of Gahanna's project needs. **Our team is dedicated to the concept of personal responsibility as a key component to a project's success.** When people are held accountable they are more likely to follow through with their assignments. The end result is typically more gratifying to those involved and that in turn is reflected in the work performed. Elford regularly trains and implements the **10 Steps to a Quality Project** across everything we do, which ensures quality control along all aspects of your project. You can see 3 of our 10 steps below which are utilized during preconstruction.

10  
STEPS

## TO A QUALITY PROJECT

PRECONSTRUCTION

### STEP 1 CONSTRUCTABILITY & COMPLETENESS REVIEWS

Perform thorough analysis of Construction Documents and Specifications for accuracy and completeness

### STEP 2 QUALITY SUBCONTRACTORS

Ensure selected subcontractors are capable of meeting our quality expectations

### STEP 3 SUBCONTRACTOR QA/QC PLAN REVIEW

Obtain and review the subcontractor's detailed QA/QC plan for a successful and productive project

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH



### CRITICAL PRECONSTRUCTION ISSUES

#### How We Create Solutions for Market Volatility, Rising Material Costs, & Extended Material Lead Times

- We identify material risk items early through our subcontractor and vendor relationships and communicate them regularly throughout preconstruction.
- We review creative alternative building materials solutions with the design team to overcome potential material shortages.
- We establish early procurement strategies with the design team early enough to overcome long-lead times.

#### How We Create Solutions for Labor & Qualified Trades Personnel Shortages

- We consider pre-fabrication opportunities to allow building components to be constructed off site.
- We review creative alternative building materials and types with the design team to spread out manpower demand.
- We establish construction phasing opportunities to keep from overburdening the subcontractor labor demand.

#### How We Ensure Bidder Participation in a Saturated Market

- We use our years of partnership with our subcontractors to create preferred pursuits towards this project.
- We creatively combine bid packages with enticing scopes of work and unique scopes of work to ensure the best possible bid coverage.



## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### PLAN & APPROACH TO SERVICES FOR CONSTRUCTION

#### PROJECT APPROACH

Elford will lead consultations with the City of Gahanna and other jurisdictions having authority to coordinate our schedule with the permit approval process. Bill Kay and William Penn will coordinate and lead the project team through permitting, approvals, and inspections. Our team will also meet regularly with key stakeholders to minimize the impact of daily operations. The main tool we use is our Communication Hub which will be on display in the job trailer at all times.

The administration of the construction is paramount to the overall project success. The Elford team will maintain daily meetings/huddle with the foreman for each trade contractor, weekly progress meetings with the subcontractors and a separate weekly 3 and 6-week look-ahead schedule meeting with the trade contractors to drive the schedule. Schedule accountability will be critical on the project due to the shortages in the labor workforce in our industry. Through our Communication Hub and the 3 and 6-week look ahead, our team is able to look beyond the current tasks in the field to make sure the necessary material and equipment is on site, the labor workforce is scheduled and all of the trade contractors are coordinated.

Our team will provide a strong push early in the project to get all submittals in for review and approval. The A/E team will count on Elford to make sure all submittals are per the contract documents and are complete. After submittal approval our remaining Steps to Quality ensure the right materials are on site, a pre-installation meeting is held and any mock-ups are completed and reviewed prior to installations starting in the field.

“Finish Strong” is our key initiative to monitor and track the closeout and turn-over of the project. We have separate staff in the office to provide an internal weekly report of where we stand overall on all outstanding and punch list items. This process starts at 80% of the construction schedule with a meeting to make sure the entire team, including Gahanna, the Design Team, Elford and our subcontractors are on the same page with all requirements to complete the project and reach financial closeout. The closeout of the projects is critical to making construction a positive experience.

#### TECHNOLOGY

In today’s collaborative workplace, the technology associated with communication is critical to the success of any project. Our team understands the importance of clear communication with the A/E design teams during the preconstruction period to maximize the project budget, but also during construction when clear and timely answers positively impact the project.



## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### COORDINATION FOR PERMITS & APPROVALS

Bill Kay and William Penn have extensive experience working with different jurisdictions and he will coordinate and lead the project team through permitting, approvals and inspections.

### WORKLOAD

Our team is fully engaged and ready to start this project for Gahanna. We believe that our comprehensive and thorough preconstruction approach will be beneficial to maximize the project budget. Our team is also well-versed in performing new construction projects.

### QUALITY & COST CONTROL DURING CONSTRUCTION

Tyler Marshall will be engaged during Preconstruction to carry out cost control efforts referenced in Tab 4 through the completion of the project. In addition, Tyler, Bill, and William will lead and enforce the final 7 steps to quality listed below. Our **10 Steps to a Quality Project** is ingrained in everything we do.

10  
STEPS

## TO A QUALITY PROJECT

### STEP 4 SUBMITTAL REVIEW

Perform thorough submittal/shop drawing review to ensure compliance with Drawings and Specifications

### STEP 5 PRE-INSTALL MEETINGS

Conduct pre-installation meetings for all major scopes of work

### STEP 6 MOCK-UPS/BENCHMARKING

Perform mock-ups and benchmarks to ensure installing subcontractor can meet the quality expectations

### STEP 7 MATERIAL VERIFICATION

Verify that all materials delivered match the approved submittals

### STEP 8 INSPECTIONS

Perform daily field inspections to ensure work is being installed in accordance with Elford expectations and in accordance with contract

### STEP 9 PUNCH LIST AND CLOSEOUT

Maintain and aggressively manage an on-going Non-Conforming work list to ensure incorrect items are corrected prior to being covered or prior to punch list inspection

### STEP 10 TECHNOLOGY ASSIST

If we've learned anything from the pandemic, it's that reliable technology is critical to a functioning learning environment. We will coordinate all aspects of City Technology into this project for a seamless integration. We will coordinate all aspects of City Technology into this project for a seamless integration. We will coordinate with the City of Gahanna IT network required to function, data room cooling capacity, the amount of network drops needed in every single room, cable run lengths, space allotment with the other fixtures, furnishings, and devices, as well as pre-functional and functional testing and startup.

CONSTRUCTION

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### MECHANICAL & ELECTRICAL COST MANAGEMENT

An added resource we will utilize for this project is our in-house MEP Coordinator and BIM Manager. During Preconstruction, Elford will engage our MEP Coordinator for constructability reviews specifically for the mechanical and electrical components. In construction, the MEP Coordinator will conduct regular observation and field reports for these systems to make sure the expected quality and level of completeness is being met. Also, at the onset of construction, our BIM Coordinator will work with the awarded contractors to deliver a fully coordinated model of the project, enhancing quality and saving time and dollars. To recap, conducting constructability reviews with a MEP focus, providing MEP system specific observations and field reports, and fully coordinating a BIM Model is our approach to mechanical and electrical cost management.

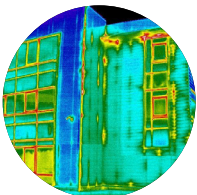
### BIM PROJECT EXPERIENCE

Elford uses VDC/BIM to enhance the value of project delivery by ultimately **improving efficiency, constructability, and predictability**, in addition to **providing substantial cost savings to the owner**. The benefits of BIM range from a clearer understanding of a project, to facilitating more effective communication between all project participants, to providing added measures of efficiency and accuracy in the areas of cost, value engineering, coordination, logistics, safety, construction sequencing and schedule.



#### VIRTUAL REALITY/FLY THROUGH

See your completed project in three dimensions before ground is ever broken, and track construction progress as these views are automatically updated throughout the project life cycle.



#### THERMAL SCANNING

Detects temperature variance in materials and air pockets. This can be used to insure the proper sealing of the building envelope.



#### FOCUS-S 70 LASER SCANNING

Streamlines our coordination process in that we can document existing conditions, construction progress and as-built conditions with +/- 1mm



#### 4D SCHEDULING

Combine a traditional project schedule with the 3D model of a project allowing you to visually see how the project is planned to be constructed.



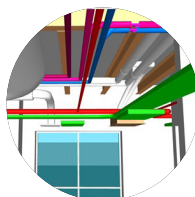
#### AERIAL SUPPORT

Survey job sites in a fraction of the time—without sacrificing accuracy or safety.



#### 3D LOGISTICS/SAFETY

A robust and dynamic logistics plan that reflects the complexity of the site, pedestrian and traffic logistics.



#### BUILDING COORDINATION

Analyze the building model by reviewing the size, placement, and required maintenance clearance of each construction item. The result is an intentional plan identifying location, sizing, and sequencing for each trade.



#### CLASS LEADING TECHNOLOGY

Elford is committed to consistently updating and maintaining the most up-to-date software and technology. The same programs are utilized from the start of preconstruction to closeout to insure that your project runs as smoothly as possible.



## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### SUBCONTRACTOR SELECTION & BID PACKAGING PLAN

Refer to **Plan & Approach to Services for Preconstruction** for our Subcontractor Prequalification and Bidding Plan. A sample bid packaging plan and subcontractor prequalification criteria can be found below.

- Final Cleaning
- Concrete
- Masonry
- Steel
- General Trades\*
- Roofing
- Joint Sealants
- Air Barrier Systems
- Glass & Glazing
- Metal Framing, Drywall, &
- Ceilings
- Flooring
- Painting
- Signage
- Metal Lockers
- Casework
- Fire Suppression
- Plumbing
- HVAC
- Electrical
- Technology
- Sitework & Utilities
- Asphalt Paving
- Landscaping & Irrigation
- Detention Equipment
- Security & Controls
- Elevators

*\*Potential to self-perform*



### PREQUALIFICATION CRITERIA

- **FINANCIAL STABILITY** Information about bonding capacity, bond and liens claims, financial references, work currently under contract, average annual sales and amount of work put in place last year
- **PERSONNEL EXPERIENCE** Experience of proposed subcontractor personnel on comparable projects including references
- **COMPANY OVERVIEW AND OVERALL EXPERIENCE** Information about experience on comparable jobs and type of delivery method, years in business, number of staff employed, certifications, geographic coverage, self-performing forces, facilities/equipment, Certificate of Drug Free Safety Program for the State of Ohio, list of any OSHA violations and a copy of all applicable licenses to perform the work
- **REGULATORY/CONTRACTUAL** Information about Affirmative Action Violations in the last five (5) years, provide a valid certificate of compliance for Affirmative Action (per OAC Section 9.47) and a list of any lawsuits, claims, or demands, related to the company or organization's participation on any public contract, whether the lawsuit, claim or demand was initiated by the public owner against the company or organization or initiated against the company or organization in its capacity as a subcontractor.

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

---

### COMMUNICATION DURING CONSTRUCTION & CLOSE-OUT PHASES

Our approach to communication and coordination with the design team and Owner during construction and close-out phases can be reviewed on the final page of this section - Project Turnover, Occupancy, Warranty.

### WORK SEQUENCING

Please see our project schedule in **Tab 4 - Schedule** for work sequencing. Daily communication will be critical to provide a best in class construction experience.

The scheduling section of this RFP details our best-in-class schedule management process. Elford believes that proper scope coordination starts with drafting the scopes of work at Design Development, and continually revising and updating the scopes as the construction documents develop. For any project with complex detention equipment, coordination amongst the trades is crucial to for cost and schedule management. The project team will study the plans to fully understand the required coordination. This is partly achieved through our enhanced Constructability Review process (discussed in Tab 4), as well as diligently checking off each specification, coded notes and detail callouts to eliminate double coverage, and to ensure all work is accounted for and done right the first time.

### PERFORMANCE HISTORY

#### Proven Experience

Our team will provide the leadership and experience that will create a successful project for City of Gahanna during design, construction and for the life of the building. Our experienced team has a proven track record of working together with the Government Entities to deliver outstanding results.

The ability to work safely and efficiently in an occupied facility and/or on an occupied campus is a hallmark of the this team. We understand and respect the need to balance construction activities with ongoing operations while still meeting the schedule. It is our team's responsibility to keep all stakeholders safe and effectively communicate challenges and solutions. Minimizing disruptions/ inconveniences and maintaining a clean job site will be a constant priority. Elford is proud of our current over 1,069,742+ hours without a loss-time accident.



#### City of Columbus

John Hanson  
614-645-3300

*Architect - BBCO Design*  
Robert Schisler  
614-443-2624



#### East Knox Local School District

Steve Larcomb  
740-599-7000

*Architect - Fanning Howey*  
Bruce Runyon  
614-764-4661



#### Grandview Heights City Schools

Andy Culp, 614-481-3600

*Architect - Moody • Nolan*  
Mark Kossman, 614-280-1482

*Architect - Perkins + Will*  
Steven Turckes, 312-755-4570

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### Construction Manager at Risk Proficiency

Our team has a successful track record using the CM at Risk delivery method. More than 85% of Elford's work is Construction Management at Risk. We are accustomed to working hand-in-hand with our design teammates to deliver quality projects while achieving our clients' goals. Thorough and meticulous planning, estimating and scheduling during the preconstruction phase will ensure fewer surprises and changes during construction. This concentrated effort spent up front, will also ensure a Guaranteed Maximum Price (GMP) that will provide the most value for Gahanna's construction dollar.



### PLAN FOR MEETING DIVERSITY GOALS

Elford is not aware of specific diversity goals for this project. Elford is an equal opportunity employer, and strives to engage diverse subcontractors for every project. We are proud of our track record of subcontractor and partnering with diverse subcontractors, and can provide our results for several similar projects upon request.





## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

---

### PLAN FOR ADDITIONAL CONSIDERATIONS

Elford utilizes state of the art systems to aid in our project delivery.



- Project schedule management
- Project design and construction phase tasks
- Time frames, milestones, approval, long-lead purchase items
- 3 and 6 week look ahead



- Quick, detailed estimates
- Uses current cost libraries, market conditions, and qualified subcontractor information
- View, measure, and markup plans onscreen
- Provide a range of estimates in early design stages



- Collaborative environment for the entire team to communicate
- Cost control and reporting
- RFI and submittal processes



- Live updated electronic documents
- Collaboration to all team members
- Expedite RFI process
- As-Built Drawing Process
- Aids in rolling completion list and Punch List



- Collaborative, multi-discipline BIM software
- Task automation, worksharing, and cloud rendering
- Create schedules, quantities, and material takeoffs to analyze components and materials



- Combine design and construction data into a single model
- Identify and resolve issues before construction
- Aggregate data from multiple trades



#### *Preconstruction Functions*

- 3D visualization for estimating
- Quantity take-off
- Variance reporting
- Visual “red flags”

#### *Mobile Functions*

- Work-in-place tracking
- Data for schedule updates directly from the field

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### VALUE ADDED EXPERIENCE

**We are ALL IN in the communities we serve.** It is the reason we work so hard to be technically sound, to protect our customer’s budget, and stay on track with our schedule commitments. It allows us to go beyond delivering a top-quality Justice Center for the Best Value and fulfill our Core Purpose to Make Construction a Positive Experience for our customers and our community. Here are some of the Community and Board Engagement Activities we provide and participate in:

- Host Programming Workshops
- Community and Neighborhood Preconstruction Meetings
- Groundbreaking Ceremonies
- STEM Outreach Events
- Student Engagement Activities
- Community and Neighborhood Construction Tours
- Neighborhood Flyers
- Donor Engagement Events and Tours
- Topping Out Celebrations
- Hard Hat Video Updates
- Vocational Guest Speaker Events
- Trades Men and Women Appreciation Events
- Grand Opening and Ribbon Cutting Ceremonies



STUDENT TOUR



STEM OUTREACH



STEM OUTREACH



GROUNDBREAKING

### COMMUNICATION

#### DAILY

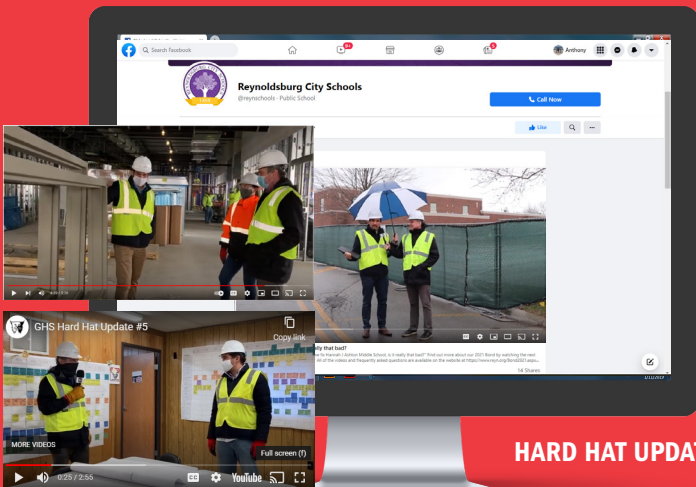
- Work progress
- Scope control
- Material staging
- Material delivery schedules
- Quality control
- Logistics

#### WEEKLY

- Work progress
- RFI/submittal overview
- Percent plan complete
- Changes in the work
- Critical decision points

#### MONTHLY

- Schedule summary
- Cost reporting
- Safety summary
- RFI/Coordination Log
- Executive team meetings



HARD HAT UPDATES

INTERIOR  
DRONE  
FLIGHT  
UPDATE





## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

# BUILDING FUTURES TOGETHER

It is imperative that we invest in the development of the future trades men and women, skilled craft labor, and leaders of our industry. Therefore, we propose leading an initiative to make this project a learning lab for students. Activities could include regular interactive site tours, summer internships (age eligible), and project presentations.

Our team also proposes an opportunity for externships for teachers in order to expand their curriculum to help guide students down their own professional career paths. Our CEO, Jim Smith, is currently help bring this initiative forward alongside Hilliard City Schools.

**We engage** local middle and high schools, as well as trade and vocational schools to talk with minority and female students to tell them about the benefits of careers in construction.

**We partner** with community organizations to ensure historically marginalized individuals and those from lower socioeconomic levels learn about careers in the construction industry and how it can change their lives and the lives of their families for the better.

**We participate** on advisory boards for construction trade schools and seek out effective ways to bring more individuals into the construction industry.

**We started** Fort Hayes' Learn to Earn program, with the aid of our CEO, creating an initiative to bring on high school aged students as construction field interns. This program has allowed Elford, and other construction companies, to find great diverse talent and has sparked more interest in the art of building.



*Taking students from the Remember Us Urban Scouts group on a tour to teach them about careers in construction.*



**BEAM SIGNING**



**STUDENT TOUR**



**GROUNDBREAKING**



**STUDENT ENGAGEMENT**



## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

### SAFETY

Safety is an integral part of Elford's brand. It defines who we are and is what our employees, clients, and the general public expect from us. Our safety plan and statistics are unparalleled in the construction industry. We have been recognized by construction and safety associations locally, regionally, and nationally for our outstanding safety record and program.

Providing a safe work environment for Gahanna's staff, visitors, and our workers is Elford's number one priority and a goal each member of our team understands, promotes, enforces, and practices. Our project manager, superintendent, and safety manager are responsible for monitoring and enforcing our safety program at all times. Every contractor on the project site is obligated to conform to the requirements of all federal, state, and local safety standards and regulations, including the Occupational Safety and Health Act, as well as Elford's own vigorous site specific safety program.

### ALL IN. ALL SAFE.

#### 3X FIRST PLACE WINNER - AGC NATIONAL CONSTRUCTION SAFETY EXCELLENCE AWARD

250,000-450,000 MAN-HOURS WORKED  
2009, 2012, 2015

#### 19X WINNER - BUILDERS EXCHANGE OF CENTRAL OHIO SAFETY ACHIEVEMENT

### SITE SPECIFIC SAFETY PLAN

The backbone of Elford's safety program will be open communication with all involved parties, and education of all subcontractors and their personnel. In addition, we can provide Gahanna with our Site Specific Safety Plan upon request. Highlights of this plan include:

#### • **OSHA standards are considered minimum**

- Hard Hats 100% and brims facing forward
- Immediately report all injuries, incidents or near miss incidents
- Cut resistant gloves when handling metal, glass, masonry, demo and debris cleanup
- 6' Fall protection for all activities with the exception of work performed from ladders
- Safety awareness training for Asbestos, Lead, and Silica
- Site Safety Orientation, hard hat sticker and ID Badge issued to all employees prior to starting work on site
- Weekly safety meeting conducted and documentation submitted to the field office
- Weekly tool box talks/safety training including topics such as safety successes, recent safety issues, and any upcoming or potential safety challenges
- Job Hazard Analysis (JHA's) for all out of the ordinary or high risk activities



- Pre-start meetings for crane lifts, scaffold erection, steel erection, roofing work, shutdowns and any work requiring the development of a JHA
- Daily, weekly and monthly inspection, as required by state and federal regulations, of all equipment (cranes, forklifts, man lifts, etc.) and copies kept on site at the field office
- Permits required, but not limited to, activities involving shutdowns, hot work, confined space, vessel entry, digging, trenching and excavation
- Every contractor will perform at least one safety audit each week and a representative of their safety department will attend the monthly safety meeting on site
- Utilization of lock out, tag out procedures

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

---

### LOCAL SUBCONTRACTOR PARTICIPATION

With our 111+ year presence in Central Ohio, **Elford has established relationships with the most competitive and qualified subcontractors and suppliers throughout Ohio.** We have a database of more than 7,000 prequalified subcontractors and material suppliers and a long history of successfully executing projects in Central Ohio. Our team will approach the use of local contractors with the same philosophy as our minority inclusion program.



### PRE-FUNCTIONAL & FINAL START-UP COMMISSIONING

*Our MEP Coordinator & Project Manager will work hand-in-hand with Gahanna to implement their plan.*

- The Elford team understands the needs of Gahanna during the 1-year warranty period after completion of the project to have a quick response to any warranty items which need an immediate response. Team leaders Tyler Marshall will be the contacts for all warranty items. Tyler will coordinate with the trade subcontractor to address the issues right away. There will be no lag in the response time. Elford prides ourselves in customer satisfaction even beyond the 1-year warranty period by assisting where there is a need. At Elford we live by the motto “Making Construction a Positive Experience” which includes making sure that Gahanna’s satisfaction extends well beyond the warranty period.
- Prior to the commencement of any work activity, Elford will hold a pre-installation meeting with the contractors, their personnel and subs, if applicable, along with the A/E team to ensure all parties know what the correct installation procedures are for the materials being used. These meetings are critical because we discuss the means, methods, materials and equipment to be used in the installation and calibration where required as well as review a step-by-step process, materials, colors, patterns, sequences, temperature requirements, and adjacent material compatibility. At times “mock-ups” are prepared. The pre-installation meetings are mandatory as is the attendance of the respective design engineer, actual installation personnel, MEP Coordinator (Michael Bennett), and a representative from Gahanna.
- Our MEP Coordinator, Michael Bennett, will provide a start-up schedule for all equipment required by each project including all mechanical and electrical equipment. Elford will coordinate with the necessary firms and manufacturers required for start-up and align start-up requirements with the scheduled phasing. Detailed start-up procedures will be provided to the Commissioning Agent and Elford to ensure all provisions are met.

## 2. PROFESSIONAL SERVICES PROPOSAL & PROJECT APPROACH

---

### PROJECT TURNOVER, OCCUPANCY, & WARRANTY

Elford's extensive close-out procedure will begin upon being awarded the project. It is imperative to "begin with the end in mind" to ensure all project team members have a common understanding of the requirements and expectations for close-out.

#### **Our approach for the City of Gahanna Building Renovations and Expansion Project includes:**

- Our Superintendent will conduct a rolling punch list before project completion and send notifications to the subcontractors. They will proactively provide quality control inspections and deficiency lists for the subcontractors to correct work in progress and create a pre-punch list of their incomplete work, so they can expedite its completion. Monitoring and ensuring completion of these items will minimize the number of corrective action items at the completion of the project.
- Once the subcontractor has completed the work identified on the pre-punch list, we will then request the City and the Design Team to perform their punch list and then distribute it to subcontractors for corrections.
- Elford will institute a computerized tracking system (Plan Grid) identifying each subcontractor, area and floor of the project, and the status. This system facilitates communications among all parties so the punch list can be completed in a timely, efficient and effective manner.
- Define the process for equipment turnover with the Engineer and Commissioning Agent and in coordination with the end users needs.
- Coordinate all equipment training with the Commissioning Agent and the City.
- Elford will review the specifications for all closeout procedures, closeout submittals, operational and maintenance data, project record documents, demonstration and training. The requirements within these specifications will be noted in the Elford Front-ends and Bid Packages to the subcontractors.
- Require the subcontractors to provide "draft" copies of their Operational and Maintenance manuals including as-built drawings for your review. Once reviewed, we will return the manuals to the subcontractors for any corrections.
- Upon completion of all owner training, commissioning, start-ups, air and water balancing, Elford will provide Gahanna's management staff with the formal Operational and Maintenance Manuals and as-built drawings.
- Elford will provide Gahanna with all completed closeout documents at the time of Substantial Completion.
- Elford will provide Gahanna's staff with documented owner training sessions for all new/upgraded systems.

### OPTIONAL SERVICES

Elford is happy to provide pricing for these services but would like to understand the scope in more detail in order to provide the accurate pricing for your needs.

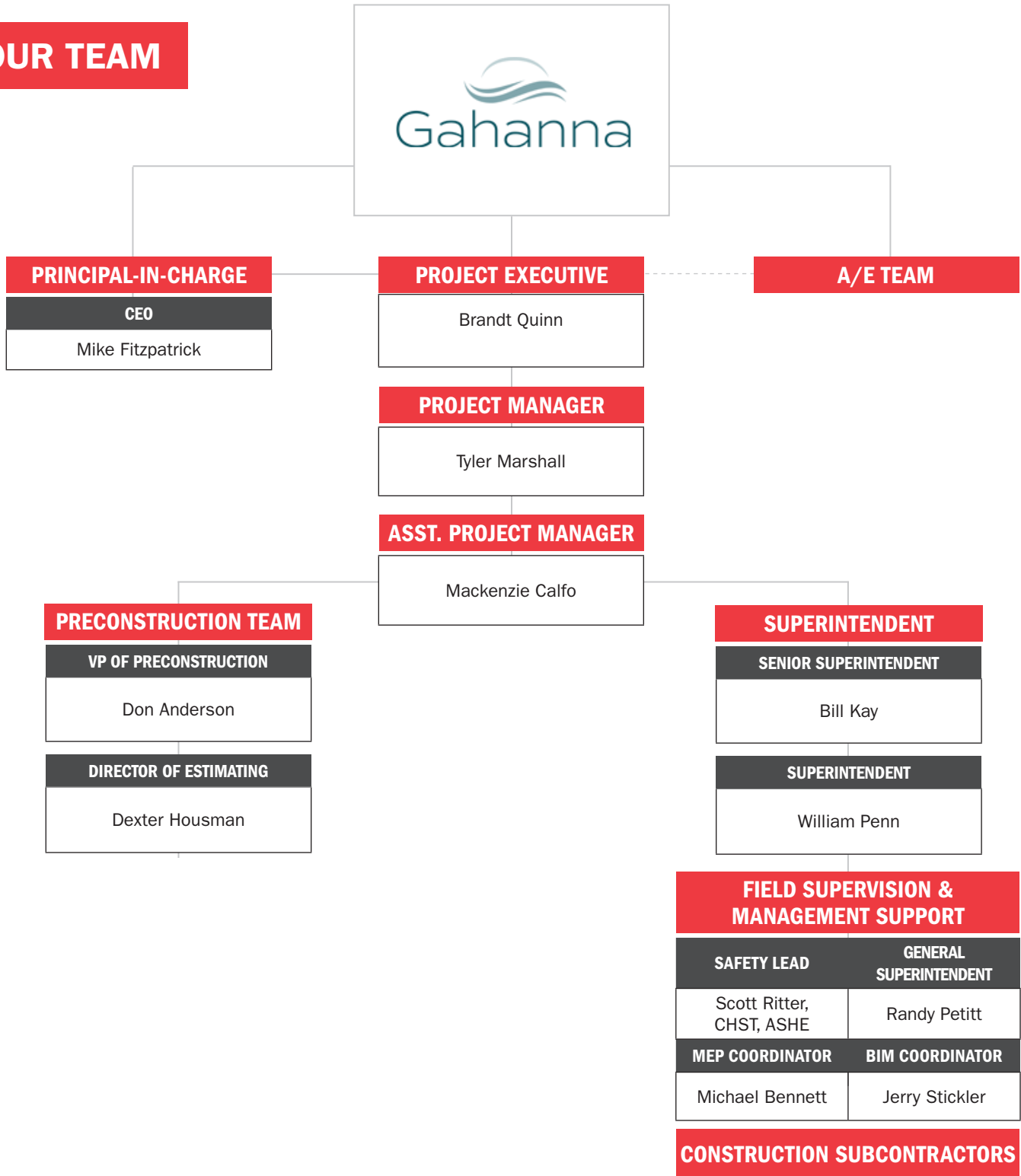




# 3. EXPERIENCE & QUALIFICATIONS

### 3. EXPERIENCE & QUALIFICATIONS

#### OUR TEAM



OUR EXPERIENCED PROJECT TEAM IS READY & FULLY AVAILABLE TO WORK ON THE **CITY OF GAHANNA BUILDING RENOVATIONS & EXPANSION.**



### 3. EXPERIENCE & QUALIFICATIONS



## MIKE FITZPATRICK

CEO

As CEO, Mike is responsible for the day-to-day operations of the company. He oversees all aspects of the company's operations including development, construction and project management.

### EDUCATION

Yale University  
Business Administration

### IN CONSTRUCTION SINCE

1995

### WITH ELFORD SINCE

2000

### PROFESSIONAL AFFILIATIONS

Builder's Exchange of Central Ohio  
Urban Land Institute  
Builder's Industry Association of Central Ohio  
National Association of Realtors  
Ohio Association of Realtors  
Columbus Realtors  
Associated General Contractors



**BOYS AND GIRLS CLUB OF CENTRAL OHIO** - Columbus, Ohio  
New Boys & Girls Club  
Project Executive, \$8,000,000

**ALVIS, INC.** - Columbus, Ohio  
Alum Creek Facility Addition & Renovation  
Project Executive, \$20,230,000

**NATIONWIDE REALTY INVESTORS** - Columbus, Ohio  
New 137,000 SF Steel Framed Core & Shell Office Building - 500 Neil  
Project Executive, \$12,000,000

**ROSS COUNTY BOARD OF COMMISSIONERS** - Chillicothe, OH  
Chillicothe Law Enforcement Center Renovations  
Project Executive, \$10,000,000

**WHITE CASTLE** - Columbus, Ohio  
Redevelopment of White Castle Headquarters Site  
Project Executive, \$125,000,000

**GREATER COLUMBUS CONVENTION CENTER** - Columbus, Ohio  
Renovation and Expansion  
Project Manager, \$125,000,000

**OHIO UNIVERSITY** - Athens, Ohio  
Student Housing Development, Phase 1  
Assistant Project Manager, \$94,600,000

**COLUMBUS RECREATION AND PARKS DEPARTMENT** - Columbus, Ohio  
Linden Park and Recreation Facility  
Project Executive, \$24,800,000

**CITY OF UPPER ARLINGTON** - Upper Arlington, Ohio  
Upper Arlington Community Center  
Project Executive, \$70,000,000

**FRANKLIN COUNTY** - Columbus, Ohio  
New Franklin County Forensic Science Center  
Principal-in-Charge, \$21,758,930

### REFERENCES

**RAIF WEBSTER**, Vice President of Development Services  
VanTrust Real Estate, LLC., 614-745-0610

**CHRIS RUESS**, President  
Capitol Square Ltd., 614-461-5046



### 3. EXPERIENCE & QUALIFICATIONS



**BRANDT QUINN**  
PROJECT EXECUTIVE

As Project Executive, Brandt is responsible for the overall project delivery and execution from preconstruction kickoff to project completion. He provides direct support to the project management teams and works closely with the A/E teams on achieving the owner's project goals and vision. In addition, Brandt participates in preconstruction, contract negotiations, billing and project meetings.

#### EDUCATION

The Ohio State University  
BS, Construction Systems Management

#### IN CONSTRUCTION SINCE

2003

#### WITH ELFORD SINCE

2010

#### CERTIFICATIONS/TRAINING

- Elford's Annual Safe Practices
- Drug-Free Workplace Training
- OSHA 30-Hour Training



**CITY OF UPPER ARLINGTON** - Upper Arlington, Ohio  
Upper Arlington Community Center  
Project Executive, \$70,000,000

**RUMPKE WASTE AND RECYCLING** - Columbus OH  
New Recycling Resource Center  
Project Executive, \$45,000,000

**DUKE REALTY SITE F** - Columbus, Ohio  
574,560SF Industrial Building  
Project Executive, \$42,000,000

**OHIO UNIVERSITY** - Athens, Ohio  
Student Housing Development, Phase 1  
Assistant Project Manager, \$94,600,000

**COLUMBUS RECREATION AND PARKS DEPARTMENT** - Columbus, Ohio  
Linden Park and Recreation Facility  
Project Executive, \$24,800,000

**500 NEIL AVE + CHIPOTLE HQ** - Columbus, Ohio  
90,000 SF Tenant Improvement to Core & Shell Office Building  
Project Executive, \$22,300,000

**BOYS AND GIRLS CLUB OF CENTRAL OHIO** - Columbus, Ohio  
New Boys & Girls Club  
Project Executive, \$8,000,000

**WHITE CASTLE** - Columbus, Ohio  
Redevelopment of White Castle Headquarters Site  
Project Executive, \$125,000,000

**GREATER COLUMBUS CONVENTION CENTER** - Columbus, Ohio  
Renovation and Expansion  
Project Executive, \$125,000,000

**OHIO INTERMODAL SERVICES** - Columbus, Ohio  
New 11,000 SF Office  
Project Manager, \$11,200,000

#### REFERENCES

**JOHN KELLEY**, Chief People Officer & Vice President  
White Castle, 614-886-3662

**DON BROWN**, Executive Director  
Franklin County Convention Facilities Authority, 614-827-2800

### 3. EXPERIENCE & QUALIFICATIONS



**TYLER MARSHALL**  
PROJECT MANAGER

As Project Manager, Tyler is responsible for managing each phase of a project. He negotiates contracts and develops, monitors and expedites construction schedules. In addition, he works on cost controlling, billing cycles, and conducting all project meetings.

#### EDUCATION

Kent State University  
BS, Construction Management

#### IN CONSTRUCTION SINCE

2012

#### WITH ELFORD SINCE

2015

#### CERTIFICATION/TRAINING

- OSHA 12-Hour Training
- OSHA 30-Hour Training
- Primavera P6
- Project Management Development Training



**THE OHIO STATE UNIVERSITY** - Columbus, Ohio  
Celeste Lab Renovation  
Project Manager, \$42,000,000

**WHITE CASTLE** - Columbus, Ohio  
Redevelopment of White Castle Headquarters Site  
Sr. Assistant Project Manager, \$125,000,000

**FRANKLIN COUNTY CONVENTION FACILITIES AUTHORITY** - Columbus, Ohio  
Convention Center Renovation & Expansion  
Sr. Assistant Project Manager, \$125,000,000

**OHIO INTERMODAL SERVICES** - Columbus, Ohio  
New 11,000 SF Office  
Project Manager, \$11,200,000

**CLEVELAND BROWNS** - Cleveland, Ohio\*  
First Energy Stadium Modernization  
Project Manager, \$1,200,000

**WHITE CASTLE** - Columbus, Ohio  
Amphitheater  
Project Manager, \$1,270,941

**THE FIVES EVENT VENUE** - Columbus, Ohio  
Tenant Improvement  
Sr. Assistant Project Manager, \$2,255,000

**WHITE CASTLE** - Columbus, Ohio  
4th Floor TI Fitout  
Sr. Assistant Project Manager, \$696,232

**WHITE CASTLE** - Columbus, Ohio  
Community Center TI Fitout  
Sr. Assistant Project Manager, \$178,480

*\*\*Some projects completed prior to joining Elford, Inc.*

#### REFERENCES

**BRIAN WALKERLY**, Senior Real Estate & Business Development Manager  
White Castle, 614-314-3273

**SCOTT REED**  
Franklin County Convention Authority, 614-827-2807

## 3. EXPERIENCE & QUALIFICATIONS



### **MACKENZIE CALFO** ASSISTANT PROJECT MANAGER

As an Assistant Project Manager, Mackenzie is responsible for tracking and expediting shop drawings, submittals, field requests, and close-out documentation. He is also responsible for quality assurance and quality control.

#### **EDUCATION**

University of Cincinnati  
BS, Civil Engineering

#### **IN CONSTRUCTION SINCE**

2018

#### **WITH ELFORD SINCE**

2018

#### **CERTIFICATIONS/TRAINING**

- LEED GA
- COATS Card
- Elford Best Practices in Healthcare Construction – ICRA & ILSM



#### **BOSTON IN VITRO-FERTILIZATION** - Columbus, Ohio

Fit out of a 15,100 SF In Vitro-Fertilization clinic including procedure rooms, exam rooms, laboratory, and storage spaces  
Assistant Project Manager, \$2,800,000

#### **BOYS AND GIRLS CLUB OF CENTRAL OHIO** - Columbus, Ohio

Demolition of Existing Facility & Construction of New Boys and Girls Club  
Assistant Project Manager, \$8,000,000

#### **THE OHIO STATE UNIVERSITY** - Columbus, Ohio

Martha Morehouse Facility Improvements  
Project Executive, Assistant Project Manager, \$28,000,000

#### **HAYWOOD COMMUNITY COLLEGE** - Clyde, North Carolina

New Health and Human Services Building  
Project Management Co-op, \$6,100,000

#### **UNIVERSITY OF CINCINNATI** - Cincinnati, Ohio

Muntz Hall Renovation - Phase 2  
Project Management Co-op, \$3,611,431

#### **34 S. THIRD STREET** - Columbus, Ohio

88,000 SF Interior Office Tenant Fit-out  
Project Management Co-op, \$9,600,000

#### **THE REACH ON GOODALE** - Columbus, Ohio

Mixed-Use Development - Phase 1 & 2  
Project Management Co-op, \$39,252,500



### 3. EXPERIENCE & QUALIFICATIONS



**BILL KAY, CESSWI**  
SUPERINTENDENT

As Superintendent, Bill oversees construction at a job site from start to finish. This includes scheduling, problem solving, manpower control and job safety. He is ready to do whatever it takes to get the job done. Before becoming a superintendent Bill worked as a carpenter, foreman, and general foreman.

**IN CONSTRUCTION SINCE** ———  
1986

**WITH ELFORD SINCE** ———  
1991

**CERTIFICATIONS/TRAINING** ———

- Certified Erosion, Sediment and StormWater Inspector (CESSWI)
- Customer Relations Courses
- OSHA 30-Hour Training Course
- OSHA Safety and Health Training
- Substance-Free Workplace courses



**THE CITY OF LANCASTER** - Lancaster, Ohio  
Municipal Courthouse Historical Renovation  
Superintendent, \$8,000,000

**OHIO INTERMODAL SERVICES** - Columbus, Ohio  
New 11,000 SF Office  
Project Manager, \$11,200,000

**TEAYS VALLEY FIELD HOUSE** - Ashville, Ohio  
New 2-story Athletic Field House  
Superintendent, \$4,010,824

**CHILlicothe OPHTHALMIC CENTER** - Chillicothe, Ohio  
Addition and Renovation to existing facility  
Superintendent, \$1,800,000

**VANTRUST REAL ESTATE** - Columbus, Ohio  
Pointe at Polaris Multifamily & Mixed Use Retail Complex  
Superintendent, \$45,238,372

**WHITE CASTLE** - Columbus, Ohio  
Redevelopment of White Castle Headquarters Site  
Superintendent, \$125,000,000

**COLUMBUS DISPATCH** - Columbus, Ohio  
Newsroom Remodel  
Superintendent, \$1,800,000

**TARGET CORPORATION** - Cincinnati, Ohio  
Western Hills New Retail Store  
Superintendent, \$5,608,068

**THE OHIO STATE UNIVERSITY** - Columbus, Ohio  
New William H. Hall Residence Complex  
Superintendent, \$8,045,000

**THE OHIO STATE UNIVERSITY** - Columbus, Ohio  
Schottenstein Center Endowment Lounge Renovation  
Superintendent, \$720,555

**REFERENCES** ———

**DENNIS KNOPIK**, On Site Representative  
Target Corporation, 724-513-3874

**LARRY HARRIS**, CEO  
Willow Brook Christian Communities, 740-201-5640

## 3. EXPERIENCE & QUALIFICATIONS



**WILLIAM PENN**  
SUPERINTENDENT

As Superintendent, William oversees construction at a job site from start to finish. This includes scheduling, problem solving, quality assurance and control, manpower control, and job safety. He is ready to do whatever it takes to get the job done.

### EDUCATION

Cuyahoga Community College  
BS, Construction Management

### IN CONSTRUCTION SINCE

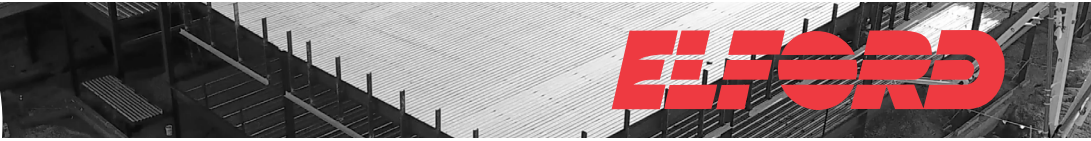
2003

### WITH ELFORD SINCE

2021

### CERTIFICATION/TRAINING

- Hilti/Laser
- Carpenter Journeyman
- Lift Truck Operator
- OSHA 16-Hour Training
- OSHA 10-Hour Training



**HAUGLAND LEARNING CENTER** - Dublin, Ohio  
TI Project  
Superintendent, \$1,650,000

**THE OHIO STATE UNIVERSITY** - Columbus, OH  
Biomedical Research Tower  
Carpenter, \$98,900,000

**JP MORGAN CHASE** - Sunbury, Ohio  
Chase Bank Sunbury Branch  
General Foreman, \$900,000

**CITY OF COLUMBUS** - Columbus, Ohio  
Ohio Expo Center Celeste Center Renovation & Expansion  
General Foreman, \$1,200,000

**ZANE STATE COLLEGE** - Zanesville, Ohio  
Zane State Advanced Science & Technology Center  
General Foreman, \$2,600,000

**DELAWARE COUNTY BOARD OF COMMISSIONERS** - Delaware, Ohio  
Delaware County Historical Courthouse Renovation  
Superintendent, \$9,500,000

**BUCKEYE VALLEY SCHOOLS** - Ashley, Ohio  
Buckeye Valley East Elementary Renovation & Expansion  
General Foreman, \$6,000,000

### 3. EXPERIENCE & QUALIFICATIONS



**GOVERNMENT**

## CHILLICOTHE LAW ENFORCEMENT CENTER

BOARD OF COMMISSIONERS FOR ROSS COUNTY  
CHILLICOTHE, OHIO

**PROJECT VALUE:**  
\$10,000,000

**TYPE**  
Renovation

**METHOD**  
Construction Manager at Risk

**COMPLETED**  
In-Progress (April 2022)

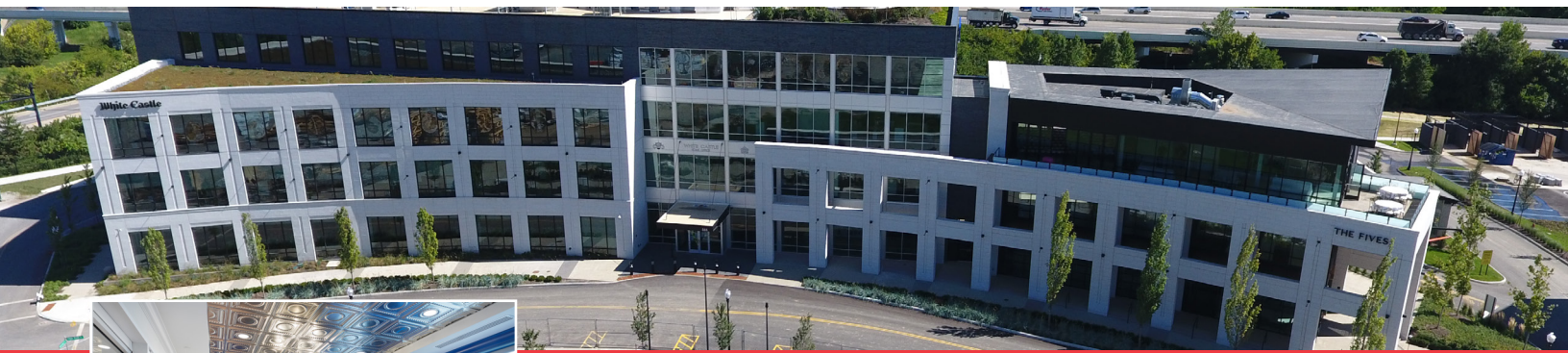
**PROJECT DESCRIPTION:** The project involves the completion of interior and exterior renovations to the Ross County - Chillicothe Law Enforcement Center. During a prior project, renovations were started but not completed. The project will include upgraded building systems, complete and/or repair a partially installed new roof, exterior wall repair, tuckpointing, sealant replacement, cell door and/or detention lock replacement, elevator replacements, as well as the relocation of the infirmary and expansions of the kitchen and Property Room. The project required us to assess the status of the prior renovations and complete the incomplete renovations according to the Contract Documents.

**OWNER**  
Board of Commissioners  
for Ross County  
2 N. Paint Street, Suite H  
Chillicothe, OH 45601  
Brad Cosenza, Ross  
County Administrator  
bradcosenza@rosscountyohio.gov  
740-774-2460

**ARCHITECT**  
DLZ Ohio, Inc.  
6121 Huntley Road  
Columbus, OH 43229  
Doug Moody  
614-888-0040



## 3. EXPERIENCE & QUALIFICATIONS



### WHITE CASTLE HEADQUARTERS

WHITE CASTLE MANAGEMENT CO.  
COLUMBUS, OHIO

#### PROJECT VALUE

\$30,000,000

#### TYPE

New Construction

#### METHOD

Construction Manager at Risk

#### COMPLETED

October 2019



OFFICE

#### PROJECT DESCRIPTION

A new 125,000 SF White Castle “World Headquarters” corporate office including a 75,000 SF interior fit-out with 2 industrial kitchens which will also be used as test kitchens, a cafe for staff, multiple meeting room spaces, open concept and private offices, an interior slide, custom finishes, parking garage and stainless steel slide for the family-owned restaurant operators. Demolition, hazardous material abatement and utility enabling work associated with the existing White Castle Headquarters, in order to allow for construction of the new White Castle HQ.

In addition to the new headquarters, construction will also include an 80,000 SF multi-tenant office, 250,000 SF community center, 260 apartments, and 35,000 SF of mixed-use buildings on a total of 19 acres.

#### SCHEDULE SUCCESS

Consisting of an aggressive schedule, the original project completion date was October 28, 2019, however Elford was able to closeout 10 days earlier despite having nearly a 15% increase in scope added during construction.

#### OWNER

White Castle Management Co.  
555 W Goodale Blvd.  
Columbus, OH 43210  
Brian Walkerly, Director of Real Estate & Business Development  
614-559,2573  
walkerlyb@whitecastle.com

#### ARCHITECT

Architectural Alliance  
49 E 3rd Ave.  
Columbus, OH 43201  
Brad Parrish  
  
M+A Architects  
775 Yard Street, Suite 325  
Columbus, OH 43212  
Mark Daniels, President

### 3. EXPERIENCE & QUALIFICATIONS



#### DUBLIN JUSTICE CENTER RENOVATION & EXPANSION THE CITY OF DUBLIN DUBLIN, OHIO

**PROJECT VALUE:**  
\$9,800,000

**TYPE**  
Renovation & Addition

**METHOD**  
Construction Manager at Risk

**COMPLETED**  
May 2017



**COMMERCIAL**

**PROJECT DESCRIPTION:** The City of Dublin constructed a two-story addition to the Dublin Justice Center, housing the City's Police Department and Court Services Department. The addition accommodated an expanded emergency communications/dispatch operation and allowed for anticipated growth in the Police Department as well as better work flow among the various divisions. A significant portion of the existing 43,000 SF facility underwent extensive renovations. Staging of the new construction and renovations was critical to minimize impact on Police Department operations. Additionally, a new generator was added to work in parallel with the existing generator.

The project was coordinated with all local City building department, utility and street inspection departments and the local building commission.

**OWNER**  
City of Dublin  
Don McCarthy, Owner's Rep  
McCarthy Consulting  
614-846-7111

**ARCHITECT**  
MSA Architects  
316 W. Fourth Street, Floor 6  
Cincinnati, OH 45202  
Nestor Mlynik  
513-241-5666



### 3. EXPERIENCE & QUALIFICATIONS



**GOVERNMENT**

## UPPER ARLINGTON COMMUNITY CENTER

CITY OF UPPER ARLINGTON  
UPPER ARLINGTON, OHIO

### PROJECT VALUE

\$70,000,000

### TYPE

New Construction

### METHOD

Construction Manager at Risk (JV)

### COMPLETED

In Progress

### PROJECT DESCRIPTION

This project involves the construction of a brand new 7-story building housing a community center of approximately 95,000 SF on five floors, and leaseable office space of approximately 60,000 SF on the remaining two floors. Rooftop level spaces are also anticipated. The community center will include aquatics facilities, gymnasiums, exercise floor, senior lounge, running/walking track, serving/demonstration kitchen, meeting rooms, arts and crafts space, child watch and indoor play, gathering spaces, associated administration, and other programming as determined by the Owner. The Project is part of a mixed-use development led by Continental Real Estate, Inc., on the site of a former Macy's department store at the Kingsdale Center.

### OWNER

City of Upper Arlington  
3600 Tremont Road  
Upper Arlington, OH 43221  
Jeff Anderson  
614-583-5000

### ARCHITECTS

MSA Architects  
316 W. Fourth Street, Floor 6  
Cincinnati OH 45202  
Keith Hall  
513-241-5666



### 3. EXPERIENCE & QUALIFICATIONS



**GOVERNMENT**

#### **LINDEN PARK AND RECREATION FACILITY** COLUMBUS RECREATION AND PARKS DEPARTMENT COLUMBUS, OHIO

**PROJECT VALUE**

\$24,800,000

**TYPE**

New Construction & Demolition

**METHOD**

General Contractor

**COMPLETED**

February 2021

**PROJECT DESCRIPTION**

This project included the demolition of the existing 24,000 SF Linden Community Center, which was originally constructed in 1951, construction of the new 50,000 SF Community Center facility, and redevelopment of the 19.5 Acre park. Elford reconstructed the new building and incorporated the bricks from the original building. Landscape design was done by MKSK Studios, and the new Community Center was designed by Moody·Nolan.

The new park features a spray ground, teaching kitchen, gymnastics room, walking paths, recording studio, full-size high school gym, medical partner space, multiple classrooms for community-wide youth learning, and a new, larger parking lot.

**OWNER**

Columbus Recreation and  
Parks Department  
1111 East Broad Street  
Columbus, OH 43205  
Jim Miller  
614-645-3300

**ARCHITECTS**

Moody·Nolan - Community Center  
300 Spruce Street, Suite 300  
Columbus, OH 43215

MKSK Studios - Landscape Design  
462 Ludlow Street  
Columbus, OH 43215

### 3. EXPERIENCE & QUALIFICATIONS



#### NEW BOYS & GIRLS CLUB

BOYS & GIRLS CLUB OF CENTRAL OHIO/THE CHAMPION COMPANIES  
COLUMBUS, OHIO

#### PROJECT VALUE

\$8,000,000

#### TYPE

New Construction & Demolition

#### METHOD

Construction Manager at Risk

#### COMPLETED

March 2022



#### PROJECT DESCRIPTION

This project consisted of the demolition of an existing 65-year-old facility and construction of a new 24,160 SF Club. The new building combined two existing Clubs and moved the Boys & Girls Clubs of Central Ohio's administrative office headquarters into the new space. In addition to administrative offices, the new clubhouse features theater seating, an outdoor garden, career development rooms, and a new gym.



#### GOVERNMENT

#### OWNERS

Boys & Girls Club of Central Ohio  
1108 City Park Avenue, Suite 301  
Columbus, OH 43206  
Doug Wolf, CEO  
614-221-8830  
dwolf@bgccentralohio.org

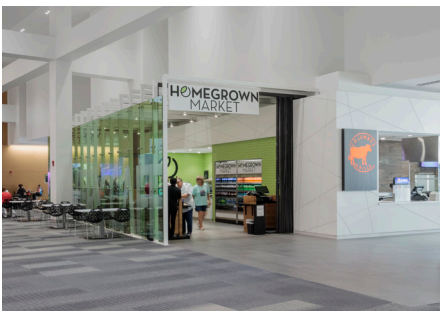
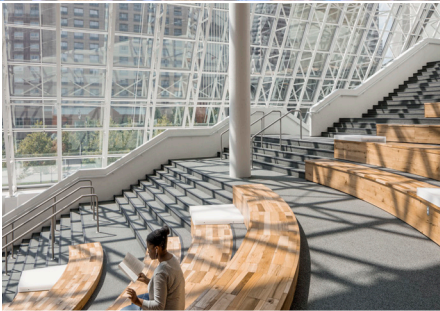
#### ARCHITECT

Berardi + Partners  
1398 Goodale Blvd  
Columbus, OH 43212  
Joe Youst  
jyoust@berardipartners.com  
614-698-9092

The Champion Companies  
380 Polaris Pkwy #135  
Westerville, OH 43082  
Brian Yeager, President/CEO  
614-895-6811



### 3. EXPERIENCE & QUALIFICATIONS



**COMMERCIAL**

## CONVENTION CENTER RENOVATION AND EXPANSION

GREATER COLUMBUS CONVENTION CENTER  
COLUMBUS, OHIO

#### PROJECT VALUE

\$125,466,617

#### TYPE

Renovation & Addition

#### METHOD

Construction Manager at Risk - JV

#### COMPLETED

June 2017

#### PROJECT DESCRIPTION

The Greater Columbus Convention Center consists of two facilities totaling over 1.7 million SF. The North Facility has a linear floor plan with a main concourse running through the spine of the facility. Exhibit Hall space lines the concourse on the east side, and meeting rooms and ballrooms along the west side. The South Facility consists of an underground parking garage, food/retail court, 4 concession stands, 2 large industrial kitchens, meeting rooms, and grand ballrooms.

The renovation of the facility upgraded all concourses, meeting rooms, and ballrooms located in both facilities. Scope included carpet, wall coverings, paint, materials, lighting fixtures, ceiling tiles, furnishings, and bathroom fixtures. The intent of the project was to refresh the convention center with a new look while also enhancing client use and experience.

In addition to the complete renovation, the convention center was expanded adding 75,000 SF of exhibit hall space, 25,000 SF of new meeting spaces, and a grand two-story entrance at the corner of Goodale and High Streets complete with a public art installation. A new skywalk connects the convention center with a new 800-space parking garage on Goodale Street.

#### OWNER

Franklin County Convention Facilities Authority  
Don Brown, Executive Director  
400 North High Street, 1st Floor  
Columbus, OH 43215  
614-395-6743  
dlbrown@fccfa.org

#### ARCHITECTS

LMN Architects  
801 Second Ave., Ste 301  
Seattle, WA 98014

Schooley Caldwell Associates  
300 Marconi Blvd.  
Columbus, OH, 43215  
Robert D Loversidge, Jr.  
614-628-0300





# 4. PROJECT SCHEDULE



**BUILDING TOGETHER**

# 4. PROJECT SCHEDULE

## PRECONSTRUCTION SCHEDULE PLAN

Elford believes that managing and updating the preconstruction schedule is critical to setting the construction process up for success. The schedule included with this RFP outlines the general design phases, and CMR deliverables, but has not taken into account the input from Gahanna, the architect or the consultants. Our plan for preconstruction will be to meet with the Design Team and the City of Gahanna to review the needed design time frames, permitting processes, end user expectations, and current market conditions of the project. Then we will expand upon the preconstruction schedule mapped out in the attached RFP schedule and use it to hold each other accountable to ensure a smooth transition into construction. The preconstruction schedule will be a primary responsibility of Brandt Quinn and Tyler Marshall with significant input from the design team, Owner, and the preconstruction team.

## CONSTRUCTION SCHEDULE

Our plan for construction will be to use the knowledge gained from preconstruction activities, established milestones, our experience with similar projects, and input from our subcontractor partners to develop a working construction schedule. Then the project team will utilize Lean Scheduling Systems for schedule tracking and schedule certainty. The construction schedule will be the primary responsibility for Project Manager Tyler Marshall, and Superintendents Bill Kay and William Penn.

## SCHEDULE MANAGEMENT: DEVELOPMENT

When developing a schedule, we use our experience and input from subcontractors, taking site logistics and time of year impacts into account. Our team creates a milestone schedule for all bidders to utilize from the earliest phase of the project.

Our team employs Lean Construction tools such as pull-planning to establish the initial construction schedule. We will require detailed schedule information from each of our subcontractors, which we will assemble together and identify any conflicts, inconsistencies or interdependencies which could delay the progress of the project. In addition, quality control activities, such as pre-installation meetings, inspections and testing, are added to the schedule. **Elford uses Primavera P6 software to develop and manage the project schedule.** The schedule will include construction phase tasks including milestones, submittal reviews, lead times, pre-installation meetings, detailed subcontractor activities, commissioning, project turn-over, and closeout which will all include assignments of responsibility for each task fulfillment.

### DEMONSTRATED TEAM TRACK RECORD OF SCHEDULE PERFORMANCE



**DUBLIN CITY SCHOOL DISTRICT**  
EVERSOLE MIDDLE SCHOOL

SCHEDULE COMPLETION	JULY 1, 2021
ACTUAL COMPLETION	JUNE 25, 2021
<b>VARIANCE</b>	<b>1 WEEK AHEAD</b>



**CHIPOTLE**  
HQ TENANT IMPROVEMENT

SCHEDULE COMPLETION	JUNE 28, 2021
ACTUAL COMPLETION	JUNE 28, 2021
<b>VARIANCE</b>	<b>ON TIME</b>



**SOUTHEASTERN OHIO REGIONAL MEDICAL CENTER**  
CANCER CENTER

SCHEDULE COMPLETION	DECEMBER 2, 2020
ACTUAL COMPLETION	DECEMBER 2, 2020
<b>VARIANCE</b>	<b>ON TIME</b>





## 4. PROJECT SCHEDULE

### WEEKLY VARIANCE ANALYSIS

Once the Lean Construction information is incorporated into the Primavera P6 schedule, the project team will enter the actual progress from the field on a daily basis. All challenges to the progress of the project are added to the project schedule to track resolution and impacts, including live information about material procurement, and manpower resources. In a dedicated weekly meeting, the Project Team compares the Actual data from the field versus the Baseline information that was established in the Lean Construction scheduling meetings. See Figure 3. Critical data points such as variances versus planned durations and planned finishes versus actual and projected are evaluated to identify opportunities of improvement, trends and logic ties.

LEAN SESSION DATA

DATA FROM FIELD

VARIANCE FROM PLAN

Act Name	BL Project Start	BL Project Finish	Cur Start	Cur Finish	Variance - Finish	BL1 Duration	At Completion Duration	Variance - Duration
Install CCTV	27-Apr-21	30-Apr-21	27-Apr-21 A	30-Apr-21 A	1	4	3	1
Deliver Furniture Whips	03-May-21	03-May-21	04-May-21 A	04-May-21 A	0	1	0	1
Terminate & Test LV Cabling	22-Mar-21	14-May-21	22-Mar-21 A	14-May-21 A	1	40	39	1
MDF Build-Out	26-Apr-21	14-May-21	26-Apr-21 A	27-May-21 A	-8	15	23	-8
IDF Build-Out	05-Apr-21	28-May-21	05-Apr-21 A	04-Jun-21 A	-3	40	43	-3

Figure 3

### MONTHLY VARIANCE ANALYSIS

On a monthly basis, a deeper schedule analysis is conducted by the Project Manager, Tyler Marshall and Project Executive, Brandt Quinn. Schedule reports are generated from the Primavera software that identifies if any scheduling logic needs to be modified, based on the updates conducted on a daily and weekly basis. This ensures that the schedule is being maintained to the highest industry standards, and the principles of the Critical Path Method. The updated schedule and reports are submitted to the project team, and Elford internal scheduling consultants, to evaluate longer term goals and project risks.

### PROJECT CLOSEOUT

We begin every project with the end in mind. As such, we will hold a "Finish Strong" close-out meeting at 80% completion in order to provide a project-specific road map for the close-out process. At post occupancy, **Tyler Marshall will be the main contacts for all warranty and post occupancy issues.** Tyler will drive each item to completion.

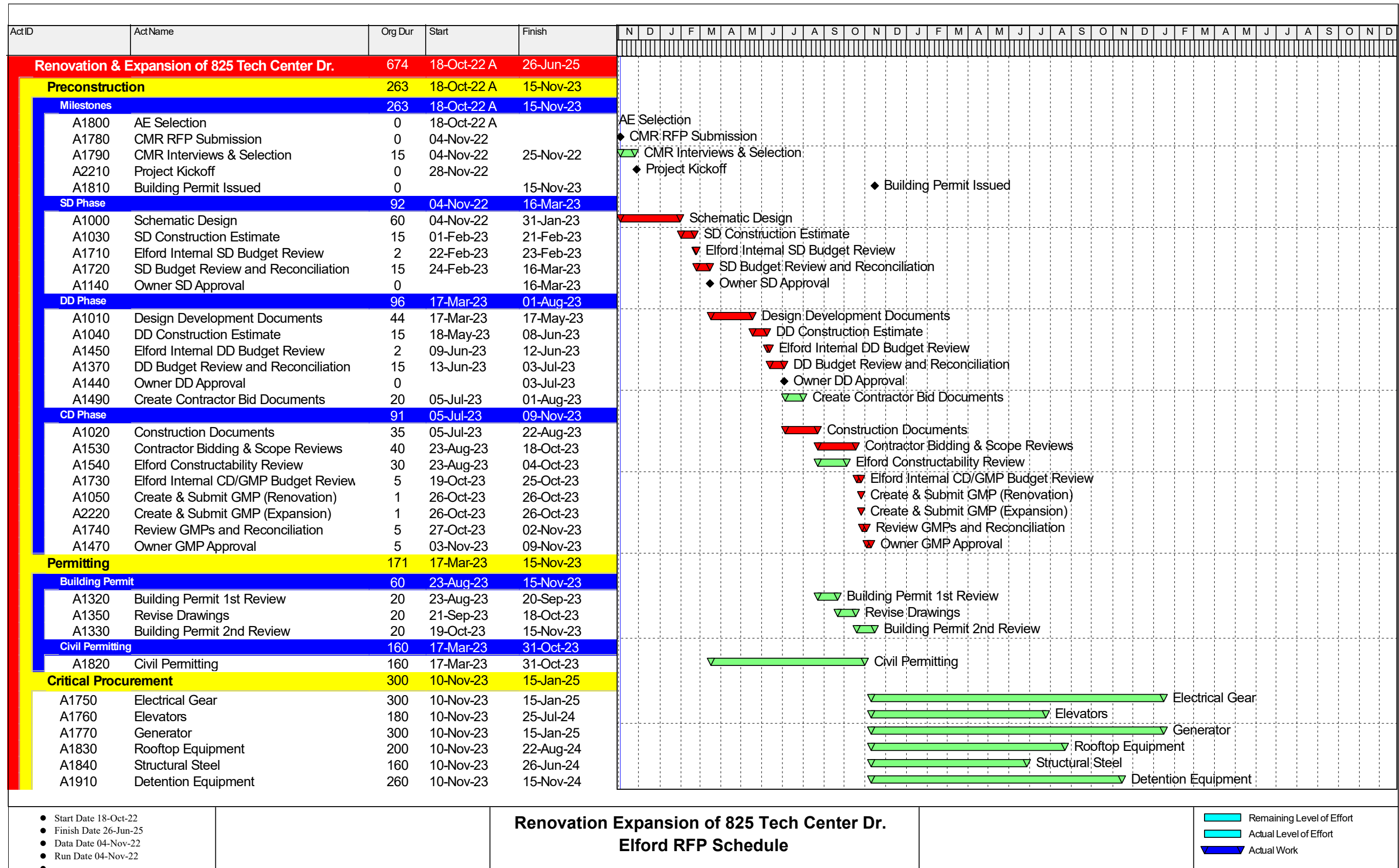
### MILESTONE SCHEDULE

Please refer to the following RFP schedule with anticipated key schedule milestone dates, and anticipated durations of preconstruction, substantial completion, and final completion.

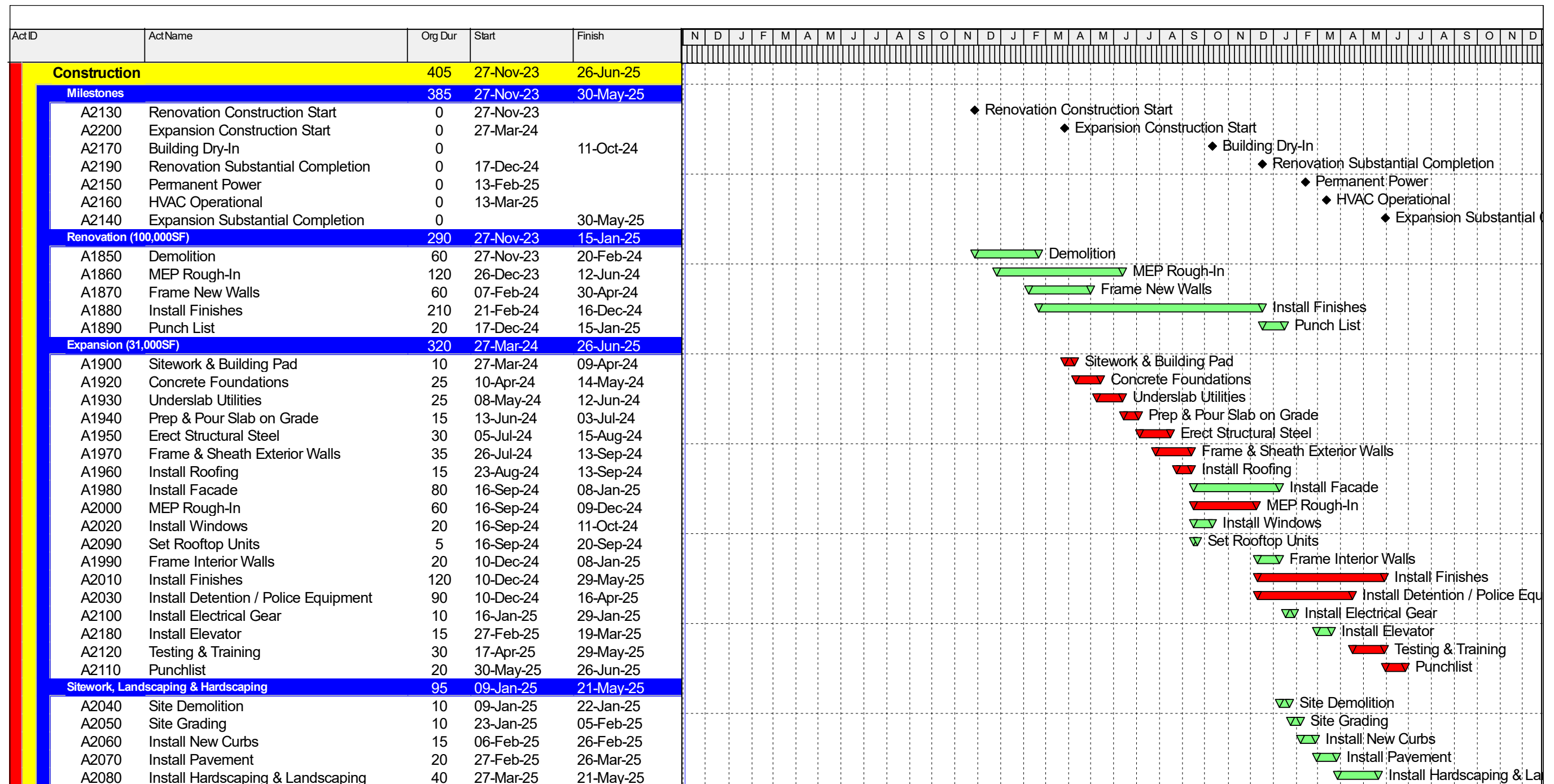
### POST OCCUPANCY ISSUES

In the event there are any post occupancy issues, Elford will serve as the primary point of contact to coordinate immediate correction of the issues, during the initial 12-month warranty period. At 11-months following the Substantial Completion, Elford will schedule a warranty walk with Gahanna and Design Team, and any relevant consultants to develop a comprehensive list to correct any items that may need to be addressed.

# 4. PROJECT SCHEDULE



# 4. PROJECT SCHEDULE



- Start Date 18-Oct-22
- Finish Date 26-Jun-25
- Data Date 04-Nov-22
- Run Date 04-Nov-22

## Renovation Expansion of 825 Tech Center Dr. Elford RFP Schedule

- Remaining Level of Effort
- Actual Level of Effort
- Actual Work





# 5. REFERENCES

## 5. REFERENCES

### REFERENCES

Elford's focus is on building lasting relationships, not just buildings. We must be knowledgeable in our clients' businesses to fully understand their expectations so we can provide them with the highest level of service, every time, because satisfied customers lead to long-term business relationships. We are proud of the relationships we have built with our clients and encourage you to contact them to learn why Elford will be the best Construction Manager at Risk for your project. Please refer to our references on relevant Ohio public project experience.



#### WHITE CASTLE

John Kelley  
*Chief People Officer & Vice President*  
614-886-3662  
kelleyj@whitecastle.com



#### COLUMBUS RECREATION AND PARKS DEPARTMENT

Jim Miller  
*Department Administrator*  
614-645-3300  
jcmiller@columbus.gov



#### NATIONWIDE REALTY INVESTORS

Steve Lark  
*Project Manger*  
614-905-7128  
larks@nationwide.com



#### THE OHIO STATE UNIVERSITY

Carrie Hyde  
*Project Manager*  
614-292-0257  
hyde.164@osu.edu



#### THE CITY OF COLUMBUS

Matt Klinger  
*Facilities Project Manager*  
614-645-3787  
mmklinger@columbus.gov





# 6. PRICE PROPOSAL & PAYMENT TERMS



## 6. PRICE PROPOSAL & PAYMENT TERMS

---

For the electronic submission: Please see pricing proposal in the separate documents as requested.

For the hard copy submission: Please see the separate sealed cover as requested.

# BUILDING TOGETHER

