



KENTON
COUNTY

Kenton County New Park

Owner

Representative/Project

Manager



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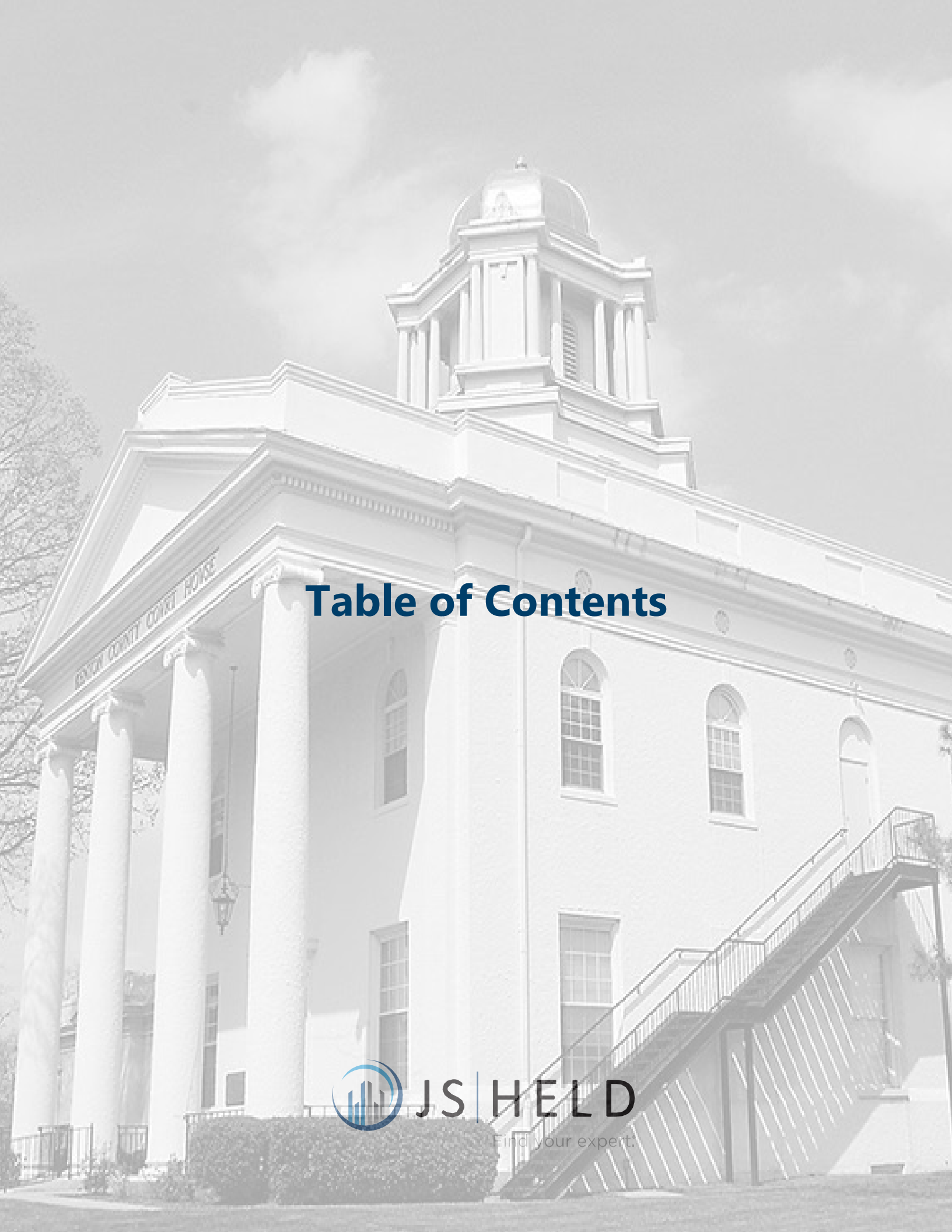


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October 25, 2024

Holly Hill
Purchasing Manager
Kenton County Fiscal Court
1840 Simon Kenton Way Ste. 5100
Covington, KY 41012-0792

Sent via email: Holly.Hill@kentoncounty.org

Re: KC New Park – Owner Representative/ Project Manager

Dear Holly,

J.S. Held, LLC. is pleased to present you with this response to **The Request for Proposals for Owner's Representation Services for the Development of the New Kenton County Park**. JSH has a very diverse background regarding Owner's Representation, Site Selection, Project Delivery Selection, Consultant Selection, Contractor Selection, Project Support, Preconstruction, Procurement Management, Scheduling and Estimating services with projects in nearly every market sector.

J.S. Held has been providing services to public entities in various capacities and contractual arrangements regionally since 1993 and nationally since 1974. In developing this response to this Request for Proposal, we have assumed a similar level of service that we have provided to municipalities looking to supplement their existing team with an Owner's Representative.

Introduction to Firm

J.S. Held is a global consulting firm with expertise in project and program management, owner's representation, construction risk management, environmental health and safety, equipment, forensic architecture & engineering services, restoration services, and forensic accounting & economics. Our team is composed of world-renowned experts who collectively manage development projects and provide solutions to complex matters faced by the construction user's community. The Owner's Representation Practice is led by myself from the Cincinnati office; I am the Principal in Charge and Member of the J.S. Held Ownership Team.

Driven by client-centric values, J.S. Held professionals constantly seek new and innovative ways to serve our clients and enrich our industry. Our team is a group of multi-talented professionals, bringing together years of management and technical field experience within a variety of industries and project types. Over the years, our service offering has expanded in response to the needs of our clients. Managing the built environment may be where our story begins, but we are much more than that today. Our clients come to us seeking the best, most objective, experts in the world — and that is what we are committed to delivering.

Qualifications Relevant to the Scope of Work

J.S. Held is supporting 6.2B in capital spend across the Midwest and southeast. Nearly \$3B of that work is publicly owned real estate, open space and facilities. J.S. Held stands alone in the tristate area as the only firm dedicated to providing full-service Owner's Representation as a core service offering.

We do not broker land transactions, design structures, or build buildings; there are many qualified real estate agents, architects, and contractors in our region to fulfill those project roles. We are Owner's Representatives and work tirelessly as an extension of the Owner team in the Owner's Representative role as an advocate for the Owner to manage the right team of professionals to execute the vision of the Owner and within its success parameters.

J.S. Held and its team members have been involved in many of the regions' most complex and celebrated public parks and public assembly areas spanning Indianapolis, Columbus to Covington. Most notably of Washington Park, Zigler Park and Mercer Commons in OTR, Factory 52 in Norwood, Lugar Plaza in Indianapolis all the way to creating the first public square in Delhi Township; J.S. Held is uniquely positioned to provide Owner's representation to Kenton County as it endeavors to redevelop and activate the new Kenton County Park!

Approach to Completing the Project

Enclosed, J.S. Held is excited to present its proposal and approach to the Project. From design team, solicitation to closeout – J.S. Held will deliver unparalleled customer service driving discussions that yield decisions and documenting those decisions to always be moving the project forward.

We look forward to continuing our conversations regarding this important project and how JS Held can provide solutions at the right level, at the right time!

Sincerely,



Michael A Collins | Principal in Charge
Owner's Representation Practice Group
J.S. Held LLC
250 W. 4th Street, Ste. 400W | Cincinnati | OH | 45205
Cell: +1 513.207.2553
Email: mcollins@jsheld.com

Letter of Transmittal



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An aerial, grayscale photograph of a town built on a hillside. A prominent church with a tall, thin spire is visible in the middle ground. The town is densely packed with houses and buildings. In the foreground, there is a river or lake with some trees and a small structure on the bank. The overall scene is peaceful and scenic.

Organization Experience



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Richard Lugar Plaza Indianapolis | IN



The Challenge

Located in the Market East district—an area burgeoning with development including a new transit center—the city-County Building Plaza needed a transformation to repair deficiencies and create a vibrant gathering space for the community. After a design competition outcome came in over budget, the city rebooted the project, engaging an outside source to create alignment and drive the process.

How We Helped

Stakes were high for this visible project located on top of an existing parking garage. With the ability to understand requirements and translate them to the designers, J.S. Held's work started with guiding a new RFP process. The City chose Rundell Ernstberger Associates (REA), a firm with experience on the adjacent transit center and Cultural Trail.

With a splash area, a shade structure and supporting infrastructure beneath, multiple components of the plaza called for special coordination. J.S. Held worked with REA and the City to make scope decisions, engaging Pepper Construction to help with pricing estimates. Engaging a variety of stakeholders, J.S. Held facilitated key stakeholder meetings, hosted community forums, and targeted communications with key constituent groups. J.S. Held also assisted with key messaging and development of regular communications flyers. In addition to monitoring the budget, J.S. Held is managed the construction and schedule to achieve a 2018 completion date.

Kelly Park Indianapolis | IN



The closest neighborhood to downtown Indianapolis, the Old Southside is one of the oldest neighborhoods in the city. Along with its rich history, the area is home to an engaged group of residents committed to revitalizing their community through affordable and workforce housing, economic development, and placemaking enhancements.

When the City of Indianapolis announced its Lift Indy program—a community development program that promotes equitable neighborhood revitalization—it was the ideal opportunity for the Old Southside to compete for grant funding that would help them implement their projects and meet their goals. J.S. Held helped the Old Southside with their pursuit of the 2018 Lift Indy grant by engaging with the community, defining their target projects, driving the submission process, developing the grant submission, and coordinating the formal interview. After the Old Southside was successful in receiving the \$4.5 million grant, J.S. Held's work transitioned to facilitating the work of the steering committee plus two subcommittees (placemaking and housing) and managing both the improvements to Kelly Park—including the development of a community center activities—and the streetscape enhancements to South Meridian that will create a gateway to the Old Southside neighborhood from downtown Indianapolis.

For Kelly Park, J.S. Held worked closely with the Indianapolis Department of Parks and Recreation and the Department of Metropolitan Development to manage the process through design, including scheduling, budgeting, and public engagement. After the project was bid and a contractor selected, J.S. Held provided construction observation services, keeping the neighborhood and the city agencies informed of progress made and issues addressed. The reimagined park included a new playground, shelter, walking paths, picnic pavilion, lawn, and fencing.

Indianapolis Playground Renovation Indianapolis | IN



In October 2021, Indianapolis Mayor Joe Hogsett announced that \$16.7 million from the American Rescue Plan would be used to transform the playgrounds at 27 locations. To complete the projects, Indy Parks and Rec selected 4 landscape architects to complete designs on multiple parks which will be built under 6 construction contracts.

To coordinate these efforts, Indy Parks and Rec selected J.S. Held to provide project support services. J.S. Held participates in all meetings between the city and the design teams, coordinates efforts between the design teams and the permitting agencies, manages the schedule and budget documents, coordinates public outreach meetings, and manages the project’s public website.

Project construction will begin in the summer of 2023.

JQOL supported J.S. Held as our construction observations sub-consultants. Veteran Strategies supported with the public outreach programs.





Project Organization & Staff

Experience



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Find your expert:

J.S. Held Project Team

Leadership

Michael Collins,
Principal in
Charge

Project Team

Jeff Martin, Project
Executive

Kevin Rogers,
Senior Project
Manager

Experts (as
needed)

J.S. Held, in-house
Estimating &
Accounting

AGAR
Branding/
Experience
Making



Summary of Experience

Michael has worked as a Principal in Charge, Project Executive, Pre-Construction Manager, Project Manager, Project Engineer, and designer for local, regional, and national Ownership Groups. Michael has been an Owner’s advocate for his entire professional career; working both in house and as a third-party consultant. Michael has developed and lead the Owner’s Representation practice for the last 12 years.

Michael Collins has over 20 years of experience in the design and construction industry. At J.S. Held, Michael leads the Owner’s Representation and Project Support Services practice service markets such as healthcare, mixed-use development, multi-family, commercial office and retail, educational, private, and public works engagements. Services include estimating, budgeting and budget management, scheduling, project representation, construction monitoring as well as quality control throughout the project.

Key Expertise

- Public Assembly
- Cultural Arts Project
- Non-profit Facilities
- Mixed Use Development
- K-12 Schools
- Higher Education
- Commercial Office
- Commercial Retail
- Entertainment Venues
- Public Works

At J.S. Held, Michael has provided surety support services, project representation, project management, and surety support services to a variety of clients. Owner Representative duties included permitting, programming, estimates, schedules, plan development, budget, and feasibility evaluations, bid process, construction observation, payment application certification, change order review, and client relations.

Professional Affiliations & Accreditations

- Urban Land Institute
- American Society of Professional Estimators
- American Institute of Constructors
- Architectural Foundation of Cincinnati
- American Heart Association Executive Leadership Team

Education

B.S. Construction Management,
University of Cincinnati

A.A.S. Civil Engineering Technologies,
University of Cincinnati

A.A.S. Architectural Engineering,
Cincinnati State

Role at J.S. Held

Michael is the Principal in Charge of the Owner’s Representation practice and is responsible for all business operations, strategy, and growth for the practice. Michael specializes in preconstruction, financing support, contract negotiations and deal structuring on the behalf of Owners.

Professional Certifications

Certified Professional Estimator

Certified Professional Constructor

LEED AP

Notable Projects

PROJECT MANAGEMENT

- Delhi Towne Square, Delhi, OH (\$72M, mixed use development with public park)
- Covington Central Riverfront Redevelopment (\$700M, mixed use development with public parks)
- Lunken Airport Redevelopment (\$20M, adaptive reuse of public facilities)
- Crossroads Church Base Camp (MAN Camp), Cincinnati, OH
- Newport on the Levee, Newport, KY (\$100M, mixed use development)
- JR Green, Covington, KY (\$42M, mixed use development)
- 1010 on the Rhine/Court & Walnut, Cincinnati, OH (\$72M, mixed use development)
- 4th & Race, Cincinnati, OH (\$100M, mixed-use development)
- Central & Central, Cincinnati, OH (\$12M, mixed use development)
- Music Hall Renovation, Cincinnati, OH (\$132M historic renovation)
- The Transept, Cincinnati, OH (\$3.7M, renovation)
- Fifth & Race/ 84.51 Centre, Cincinnati, OH (\$122M, 835,000sf)
- Encore/Eighth & Sycamore, Cincinnati, OH (\$58M, Residential tower and 525 space garage)
- The Heights at Worthington Place, Columbus, OH (\$42M, Residential tower and 460 space garage)
- The Reserve at Walnut Creek, Columbus, OH (\$16M, Multi-family)
- The Ravines at Rocky Ridge, Columbus, OH (\$20M, Multi-family)
- Crossroads Church Old St. George Historic Renovation, Cincinnati, OH (\$13M, 42,000sf)
- Crossroads Church Mason Renovation, Mason, OH (\$20M, 114,000sf)
- Crossroads Church Westside Renovation, Cincinnati, OH (\$4.5M, 80,000sf)
- Crossroads Church East Side Renovation, Clermont County, OH (\$20M, 126,000sf)
- Crossroads Church Florence Chapel, Florence, KY (\$700K, 8,000sf)
- Crossroads Church Base Camp (MAN Camp), Cincinnati, OH
- Central YMCA Renovation, Cincinnati, OH (\$18M, multi-story, Mixed-Use Urban Development)
- Collier Lofts, Atlanta, GA (\$13.5M, 167,265sf, 183 units)
- Lighthouse Point Development, Jacksonville Beach, FL
- 3CDC Support Services (32 various engagements), Cincinnati, OH
- Kenwood Country Club, Golf and Facility Improvements, Cincinnati, OH (\$12.5M)
- O'Malley's in the Alley, Cincinnati, OH (\$800K)
- Che' Restaurant, Cincinnati, OH (\$1M, mixed use)
- Walnut Street Apartments, Cincinnati, OH (\$700K)
- City of Montgomery Parking Garage Vintage Club- Montgomery, OH (\$12M)
- Belle Hall Gardens, Multi-family Development, Mt. Pleasant, SC (\$10.4M, 51 units)
- CityLink Center, Office Renovation/Addition, Cincinnati, OH (\$6.5M, 80,000sf)
- Changing Gears, Repair Facility Renovation, Cincinnati, OH
- ToolBANK, Office and Warehouse Renovation, Cincinnati, OH
- PNC Field (Triple A Yankees) Renovations, Wilkes-Barre Scranton, PA (\$52M, 11-month Renovation)
- Ardmore Circle, Multi-family Development, Atlanta, GA (\$12.4M, 113 units)
- McAlpins Building Condominium Conversion, Cincinnati, OH (\$24M, 134 units)
- Schiel School Apartments/Mixed Use Development, Cincinnati, OH (\$13M, 102 units)
- 65 West Apartment Student Housing Complex, Cincinnati, OH (\$22M, 138 units, 297 beds)
- Atrium Medical Center Medical Office Building, Middletown, OH (\$215M)

Michael Collins

Principal in Charge



- Water's Bend Apartments, Lebanon, OH (\$16M, 19 buildings, 240 units)
- Hardin Dental Office, Mason, OH (\$2.5M, 10,000sf)
- Mercy Hospital Western Hills, ICU Renovation, Cincinnati, OH (\$3.2M)
- Mercy Hospital Anderson, Emergency Department Addition and Renovation, Anderson, OH (\$2.7M)
- Mercy Hospital Western Hills, Patient Room, Cincinnati, OH (\$1.4M)
- Good News Church of God in Christ, Cincinnati, OH (\$1.2M)
- Mercy Hospital Western Hills Relocation, Cincinnati, OH (\$1.2M)
- Mercy Hospital Western Hills Operation Room, Cincinnati, OH (\$1.2M)
- Mercy Hospital Western Hills CT Scan Suite, Cincinnati, OH (\$1M)
- Mercy Hospital Clermont, Clean Sterile Renovation, Clermont, OH (\$900K)
- Mercy Terrace Assisted Living, Nurse Station, Cincinnati, OH (\$500K)
- Mercy Hospital Mt. Airy, Cardiac Rehabilitation, Cincinnati, OH (\$300K)
- Mercy Eastgate, Satellite Physician's Office, Batavia, OH (\$250K)
- Wingate Fairborn, Fairborn, OH (\$6M)
- Winston-Salem Dash Stadium, Winston-Salem, NC (\$40M, 5,500 seats)
- MISO Data Center/Disaster Recovery Center, Sheridan, IN (\$32M, 45,000sf)
- Royal Redeemer Lutheran Church, Sanctuary Addition and Renovation, Liberty Township, OH (13,000sf)
- Cincinnati Shakespeare Company New Theater, Cincinnati, OH (\$12M)
- Westlake Apartments Renovations, Westlake, OH (\$3M)
- 303 S. Front Street Apartments, Columbus, OH (89 units)
- Echelon Apartments, Union Township, OH (\$20M, 187 units)
- 13th Street Housing, Newport, KY (\$1.3M)
- The Vanguard Renovations, Columbus, OH (\$6M)
- ThyssenKrupp Bilstein Warehouse Cost Assessment, Cincinnati, OH (\$12M, 120,000sf)
- Hyde Park Residence, Cincinnati, OH (\$364K, home addition)
- The Butchery, Cincinnati, OH (\$780K, renovation)
- CC Kitchens, Cincinnati, OH

ESTIMATING

- Court & Walnut, Cincinnati, OH (\$72M, Residential tower and 550 space garage)
- 4th & Race, Cincinnati, OH (\$100M, Residential tower and 925 space garage)
- General Electric Aviation, Cincinnati, OH (Confidential Project, \$32M, 68,000sf)
- Columbus VAACC, Columbus, OH (\$4M façade enhancements)
- Findlay Market Incubator Kitchen, Cincinnati, OH (\$1.2M, 8,000sf)
- WesBanco Arena Entrance Renovations, Wheeling, WV (\$3M façade enhancements)
- Central YMCA Renovation, Cincinnati, OH (\$20M, multi-story, Mixed Use Urban Development)
- Countryside YMCA Renovations, Cincinnati, OH (\$7M, renovations)
- Dayton YWCA Renovation, Dayton, OH (\$12M, multi-story, Mixed Use Urban Development)
- Kenwood Collection, Unlimited Systems T/I work, Cincinnati, OH (\$4M, 33,000sf)
- Cintifuse, Cincinnati, OH (\$8M, Multi-story, multi-building, Mixed Use Urban Development)
- Cincinnati Parks, Multi-site long range planning, Cincinnati, OH (\$5.5M, 6 buildings, 56,000sf)
- 101 E. Corry Apartments, Multi-family Development, Cincinnati, OH (\$26M, 160 Unit)
- VP3 Apartments, Mixed Use Development, Cincinnati, OH (\$30M, 147 unit, 300 beds)
- Schiel School Apartments/Mixed Use Development, Cincinnati, OH (\$13M, 102 units)

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- 65 West Apartment Student Housing Complex, Cincinnati, OH (\$22M, 138 units, 297 beds)
- Water's Bend Apartments, Lebanon, OH (\$16M, 19 buildings, 240 units)
- Goodwill Industries, Lincoln Street Clubhouse, Dayton, OH (\$715K)
- EPA Headquarters Master Storm Water Management Planning, Cincinnati, OH (\$5.5M)
- EPA Headquarters Mechanical Renovations PH I-IV, Cincinnati, OH (\$51.7M)
- Hurstbourne Condominiums, Erlanger, KY (\$1.4M)
- Graham Local School District Roofing Package, Dayton, OH (\$600K)
- St. Columban Gym Addition, Loveland, OH (\$3.2M)
- Robert E. Lucas Intermediate School Office Renovations, Cincinnati, OH (\$1.1M)
- Bowling Green State University, Bowling Green, OH (\$24M, Greek life campus)
- University of Cincinnati, Academic Building, Blue Ash, OH (\$4.5M, new construction)
- University of Cincinnati, College of Engineering Renovations, Cincinnati, OH (\$500K)
- University of Cincinnati, Muntz Hall, various interior renovations, Cincinnati, OH
- University of Cincinnati, Procter Hall Façade, Cincinnati, OH (\$3.4M)
- Cincinnati State Welding Laboratory, Cincinnati, OH
- Cincinnati Convention Center, Charlie Harper Mural Renovations, Cincinnati, OH (\$100K)
- Miami University, Finkelman Auditorium Addition and Renovation, Middletown, OH (\$2M)
- Miami University, Western Campus Dining Hall, Oxford OH (\$15M, 45,000sf)
- Miami University MET QUAD Residence Halls, Oxford, OH (\$18.5M, 238 beds)
- Miami University, Western Campus Residence Hall, Oxford, OH (\$52M, 45,000sf, 720 beds)
- Miami University, Bishop Hall Renovations, Oxford, OH (\$5.6M, 98 beds)
- Miami University, Armstrong Hall PH2, Oxford, OH (\$16M, 67,000sf Student Union)
- Miami University, Anderson-McFarland Hall, Oxford, OH (\$16.6M, 396 beds)
- Miami University, Kreger Hall Renovations LEED Silver, Oxford, OH (\$12M)
- Miami University, Peabody Hall, Oxford, OH
- Virginia Tech, Patton Hall Renovation, Blacksburg, VA (\$300K)
- Ohio State University, Lincoln Tower Interior Renovations, Columbus, OH (\$1.2M)
- Ohio State University, Baker Commons, Columbus, OH
- Ohio University, MacKinnon Hall, Athens, OH
- Ohio University, Tiffin Hall, Athens, OH
- Ohio University, The Front Four, Athens, OH
- St. Xavier Undercroft Renovations, Cincinnati, OH (\$3.7M)
- Cincinnati Metropolitan Housing Authority Senior Housing, Cincinnati, OH (\$14M, 127 Units)
- Cincinnati Metropolitan Housing Authority Senior Housing, Cincinnati, OH (\$8M, 50 Units)
- Toyota Dealership, Renovation/ Addition, Cincinnati, OH (\$3.5M)
- Stivers School for the Arts, Auditorium Renovation, Dayton, OH (\$2M)
- EH Greene Intermediate School, Renovation, Cincinnati, OH (\$100K)
- Mars Hill Academy, Phase II, Gymnasium/Kitchen, Mason, OH (\$2.5M, 15,000sf)
- Sycamore Junior High, Renovation, Cincinnati, OH (\$100K)
- Groveport Madison School, Columbus, OH (\$51M, new school construction)
- Fullerton PK-8 School, Cleveland, OH (\$14.2M, new school)
- O.H. Perry PK-8 School, Cleveland, OH (\$14.4M, new school)
- Waverly PK-8 School, Cleveland, OH (\$20.3M, new school)
- Trotwood Madison Administration Building, Renovation, Trotwood, OH (\$12M)
- South High School/YMCA/Senior Center, Cleveland, OH (\$48M, new/addition)

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- North High School, Cleveland, OH (\$43.7M, new school)
- Longfellow Elementary, Cleveland, OH (\$20M new school)
- Shortridge High School, Indianapolis, IN (\$350K claim)
- Wright Patterson Air Force Base, Human Performance Wing, Dayton, OH (\$250M, 700,000sf)
- Atrium Medical Center Medical Office Building, Middletown, OH (\$215M)
- Nursing School, Cincinnati, OH
- Clifton Medical Arts Building, Cincinnati, OH
- McMillan Medical Office Building, Cincinnati, OH
- Buttermilk Medical Office Building, Cincinnati, OH (\$3.8M, renovation)
- Rumpke Recycling Center, Material Recovery Plant, St. Bernard, OH (\$5.4M, 35,000sf)
- Salvation Army, Catherine Booth Residence, Senior Housing Residence, Cincinnati, OH (\$13.1M, 96 unit)
- Chelsea at First Community Village, Senior Living Complex, Columbus, OH (\$35M)
- Adam's Landing, Cincinnati, OH
- Drop Inn Center, Cincinnati, OH
- 14th & Republic, Cincinnati, OH
- Loveland Trails Apartments, Loveland, OH
- Northern Townhomes, Cincinnati, OH
- Oakley Flats Apartments and parking garage, Cincinnati, OH (\$13M, 115 Units)
- Sutton Road Apartments, Cincinnati, OH
- Sycamore Garage, Cincinnati, OH
- Whitfield Avenue Apartments, Cincinnati, OH
- McMicken Gate House, Cincinnati, OH
- 15th & Race, Cincinnati, OH
- Mercer Commons Phase II, Cincinnati, OH
- Mita's Bar, Cincinnati, OH (\$880K, renovation)
- Hampton Inn & Suites Construction Defects, Columbus, OH (\$6M Claim)
- Tall Oaks Apartments, Greensboro, NC (\$16M)
- Skye Condominiums, Charlotte, NC
- 3CDC, 1201 Walnut Street, Cincinnati, OH
- Green County Animal Shelter, Xenia, OH
- Hobart Arena, Troy, OH
- Paul Brown Stadium, Cincinnati, OH
- N. Pearl Street Apartments, Columbus, OH (\$5.3M, new construction)
- State Bank of Lizton, Brownsburg, IN (\$3.1M, renovation & addition)
- Elm Industries Taft Ale House, Cincinnati, OH (\$9.7M, commercial brew house and tenant fit out)
- EPA Parking Garage, Cincinnati, OH (\$5.1M)
- Central Parking Garage, Cincinnati, OH
- Cinco Federal Credit Union, Cincinnati, OH
- Grotto, Cincinnati, OH (\$487K)
- Frameri, Cincinnati, OH (\$500K, renovation)
- Y-12 National Security Complex, Oak Ridge, TN
- Marysville Fire Station, Marysville, OH (\$3M)
- Marysville Fire Station Renovations, Marysville, OH (\$1.5M)
- Miami Township Fire Station, Miami Township, OH (\$3.4M)
- Miami Township Public Works, Miami Township, OH (\$5.6M)

- Salisbury Fire Station #2, Renovation, Salisbury, MD (\$2.3M)
- Upper Arlington Fire Station #72, Upper Arlington, OH (\$6.4M, 32,000sf)
- Violet Township Fire Station, Pickerington, OH (\$5.2M, firehouse construction)
- Wayne Township Fire House #81 Renovation, Indianapolis, IN (\$350K)
- Scheduling Services Patrick V. McNamara Federal Building Renovations, Detroit MI (\$64M)
- Confidential Client, Energy Education Center, Dhahran, Saudi Arabia (\$16M)
- Confidential Client, Energy Science Museum, Riyadh, Saudi Arabia (\$10.5M)
- University of Cincinnati, Corbett Center for the Performing Arts Re-roofing, Cincinnati, OH (\$1.4M)
- University of Cincinnati, Edith Peter Jones Building Re-roofing, Cincinnati, OH (\$1.7M)
- University of Cincinnati, Radiology Medical Science Building, Cincinnati, OH (\$5M)
- University of Cincinnati, Medical Science Building, Cincinnati, OH (\$72M)
- University of Cincinnati, Medical Science Building, Cincinnati, OH (\$65M)
- Miami University, Marcum Hotel and Conference Center Addition, Oxford OH (\$6.5M)
- Miami University, Harris Dining Hall Renovations, Oxford OH (\$1.9M)
- Miami University, Laws Hall Rehabilitation, Phase 1, Oxford, OH (\$5M)
- Miami University, Richard T. Farmer School of Business, Oxford, OH (\$50+M)
- Springfield Medical Center, Springfield, OH (\$235M)
- Warren County Correctional, HVAC Upgrades, S. Lebanon, OH (\$2.2M)
- Beavercreek Medical Center, Beavercreek, OH (\$150M)
- Miami Township Public Works, Miami Township, OH (\$5.6M)
- Indiana University, Jacobs School of Music, Bloomington, IN (\$44M)
- Purdue University, Roger D. Gatewood Mechanical Engineering Bldg., Lafayette, IN (\$34.5M)
- Beavercreek Elementary and Middle Schools, Beavercreek, OH

DISPUTE RESOLUTION

- Good News Church of God-Christ, North Bend, OH (\$500K Claim)
- Glenbridge Manors Apartment Homes, Cincinnati, OH (\$14M Claim)
- Renaissance High School, Detroit, MI (\$6M Claim)
- The Retreat at Carmel Apartments, Indianapolis, IN (\$2.4M Claim, 32 buildings, 212 units)
- Great American Ballpark, Cincinnati, OH (\$14.5M Claim)
- Middletown Regional Hospital, Middletown, OH
- Rochester Community Schools, Claim Analysis, Rochester, IN
- Kansas City Airport, Baggage Handling System, Kansas City, MO
- Ross Stores Distribution Center, Fort Mill, SC
- Royal Oak School District, E&O Cost Analysis, Royal Oak, MI
- Dulles International Airport Hangars, Sterling, VA (\$25M Claim)
- Rocky River High School, Rocky River, OH (\$43M)
- Westlake High School, Westlake, OH
- Wastewater Treatment Plant, Stickney, IL (\$10M Claim)
- Goodale Landing, Columbus, OH
- St. Croix Tissue Manufacturing Facility, Woodland, ME
- Dayton Metro Library Operations Center, Dayton, OH
- Wright Patterson Air Force Base Brigadier Building 11, Dayton, OH
- The Carlyle House, Kettering, OH

Michael Collins

Principal in Charge



- Louisville Arena, Louisville, KY
- Roosevelt Center, Dayton, OH
- Ohio State University Student Union, Columbus, OH (\$1.2M Claim)
- New Orleans Lakefront Airport, New Orleans, LA
- Brandle Meadows Senior Condominiums, Altamont, NY
- Sanitary Sewer Collection System Project, North Jessamine, KY
- Dulles International Airport Hangars, Sterling, VA (\$25M Claim)
- Mews at Princeton Junction, Princeton, NJ (\$4.3M Claim)
- Stone Bridge Estimating, Cleveland, OH
- Manhattan Harbor, Dayton, KY (\$5.6M Suspension Claim)
- Wastewater Treatment Facility, Pawtucket, RI (\$1.1M Disruption Claim)
- Lorain Longfellow Middle School, Lorain, OH (\$425K Disruption Claim)
- Widening of US Highway 42, Florence, KY (\$360K Suspension Claim)
- Kenwood Towne Centre Parking Garage, Kenwood, OH (\$7.1M, \$352K Claim)
- Leverette Middle School, Toledo, OH (\$235K Claim)
- Leverette Middle School, Toledo, OH (\$200K Claim)
- Pickaway County Jail, Pickaway, OH (\$200K Claim)
- Brookhaven High School, Columbus, OH (\$120K Claim)
- Westerville City School District, Westerville, OH
- Sam's Gas & Convenient Store, Clermont County, OH (\$130K Claim)

Design Efforts/Other

- **Hamilton County Development Corporation, Cincinnati, OH**
- **Dayton Metropolitan Housing Authority, Dayton, OH**
- **Crossroads Church Old St. George Historic Renovation, Cincinnati, OH (\$13M, 42,000sf)**
- **Ardmore Circle Apartments, Atlanta, GA**
- **Colliers Apartments, Atlanta, GA**
- **Cincinnati Metropolitan Sewer District, Procurement Process Development, Cincinnati, OH**
- **Ohio Construction Reform Panel, Project Evaluation, State of Ohio**
- **145 S. Front Street Office Building Renovation Phase I & II, Columbus, OH (\$11.9M, 202,200sf, 6 story)**
- **Marysville National Guard Training Center, Marysville, OH (\$8.5M, 43,000sf)**
- **Marysville Reformatory for Women, Marysville, OH (\$9.8M, 80,000sf, 2-story)**
- **Taft Plant Industry Laboratory, Ohio Department of Agriculture, Reynoldsburg, OH (\$9M, 30,000sf)**
- **Central State University, Natural Science & Education Building Phase II, Wilberforce, OH (\$8.5M, 42,000sf)**
- **Good News Church of God-Christ, Cincinnati, OH (\$1.2M)**
- **Water's Bend Apartments, Lebanon, OH (\$16M, 19 buildings, 240 units)**
- **Youngstown University, Williams College of Business, Youngstown, OH (\$27M, 3-story, 111,000sf)**

Speaking Engagements

- *"CCC Certification Benchmarking Constructor Development"*, American Institute of Constructors Monthly, March 2009
- *"Construction Project Management"*, National Business Institute, November 2008
- *"Scheduling Basics"*, *"The Basics of Estimating"*, *"Recovering Idle Equipment Costs"*, *"Sureties and Bonding for Owners"*, and *"Estimating in a Digital Environment"*, CPS Young Professional Round Table

Michael Collins

Principal in Charge



- *"When Budget Becomes Bid"*, AIA Continuing Education Series
- *"LEED for Owners"*, Private owner meetings
- *"Construction Costs for Developers"*, Urban Land Institute Brown Bag Series



Summary of Experience

Jeff Martin leverages his extensive experience in construction management, project design, scheduling, permitting, and zoning to guide clients through projects of any size and scale. For more than 13 years, he was instrumental in the non-profit real estate development of Cincinnati's most iconic and transformative projects in the Central Business District and Over-the-Rhine. Prior to joining J.S. Held, Jeff and his team collectively executed \$1.2B of development in Downtown Cincinnati, including **Fountain Square, Ziegler Park, and Mercer Commons**. He oversaw the **\$48M renovation of Washington Park**, including the 5- to 8-acre expansion and the addition of the underground parking garage; and the \$143M restoration of the historic Music Hall.

At J.S. Held, Jeff has provided project representation, and project management services to a variety of clients. Owner Representative duties included design and construction team selection, design overview & guidance, permitting support, project programming, estimate & budget review, scheduling, plan development, bid process support, construction observation, payment application review, change order review, and client relations.

Key Expertise

- Public Parks
- Master Planning
- Mixed-Used Developments
- Event Space
- Commercial Office
- Garage Restoration
- Urban Redevelopment
- Historic Renovation/Preservation
- Theater Design & Management
- Residential
- Commercial Retail Development
- Energy Finance
- Clean Energy Development
- Electric Vehicle Charging

Speaking Engagements

Jeff has spoken at multiple conferences and roundtable events around the country related to Urban Redevelopment, Historic Preservation, Public Park & Landscape Design, and Parking Garage design and restoration.

Role at J.S. Held

Jeff is a Project Executive in the Owner's Representation practice who specializes in project management in various fields of the construction industry, including, Commercial, Residential, Industrial, and Historic Renovations.

Education

BS Architecture, Miami University, Oxford, OH 1998-2003

MA Architecture, Miami University, Oxford, OH 2003-2005

Contact

250 West Court Street, Cincinnati, OH 45202 | +1 513-268-9224 (O) | +1 513-256-2819 (M) | jeff.martin@jsheld.com

Project Geographical Experience

U.S.

Languages

English

Notable Projects

Civic Spaces & Public Projects:

FC Cincinnati, Cincinnati, Ohio. (\$300M) Predevelopment for Commercial, Hotel, Apartment, Office, Parking, and Public Plaza.

Fountain Square Redevelopment, Cincinnati, Ohio. (\$48.9M) Redevelopment of Cincinnati's premier public space.

Washington Park, Cincinnati, Ohio. (\$48M) Public Greenspace and Public Parking.

Ziegler Park, Cincinnati, Ohio. (\$31.9M) Public Greenspace and Public Parking

Music Hall, Cincinnati, Ohio. (\$143M) Historic Theater Renovation and Event Space.

Memorial Hall, Cincinnati, Ohio. (\$11.2M) Historic Theater Renovation and Event Space.

21c Hotel, Cincinnati, Ohio. (\$57.8M) Art Museum, Hotel, Public Exhibition Space, and Restaurant.

Via Vite Restaurant, Cincinnati, Ohio. (\$5M) Restaurant on Fountain Square.

Vine Street Streetscape, Cincinnati, Ohio. (\$2.5M) Public Streetscape and Infrastructure.

Walnut Street Streetscape, Cincinnati, Ohio. (\$500K) Public Streetscape and Infrastructure.

Downtown YMCA, Cincinnati, Ohio. (\$29M) Office, Residential and Wellness Facility.

Mixed Use Commercial:

84.51, Cincinnati, Ohio. (\$139.7M) Commercial, Office Space, and Public Parking.

Empower, Cincinnati, Ohio. (\$17M) Office.

15th and Vine, Cincinnati, Ohio. (\$19.5M) Commercial and Office.

Saengerhalle, Cincinnati, Ohio. (\$8.3M) Commercial and Office.

1201 Walnut, Cincinnati, Ohio. (\$7.1M) Commercial and Office.

Taft's Ale House, Cincinnati, Ohio. (\$9.6M) Commercial – Brewery and Restaurant.

Union Hall, Cincinnati, Ohio. (\$16.7M) Commercial and Office.

Mixed Use Residential:

Court & Walnut, Cincinnati, Ohio. (\$92M) Kroger Grocery Store, Public Parking, and Residential.

4th & Race, Cincinnati, Ohio. (\$44M) Commercial, Public Parking, and Residential

Duveneck Flats, Cincinnati, Ohio. (\$5M) Commercial and Residential.

The Allison, Cincinnati, Ohio. (\$6.4M) Commercial and Residential.

Rennen & Beecher Flats, Cincinnati, Ohio. (\$7.2M) Commercial and Residential.

Mercer Commons, Cincinnati, Ohio. (\$49M) Commercial, Public Parking, and Residential.

641 Walnut, Cincinnati, Ohio. (\$2.3M) Commercial and Residential.

City Home, Cincinnati, Ohio. (\$6.4M) Residential and Streetscaping.

Cincinnati/Northern Kentucky International Airport, Hebron, Kentucky. (\$2.5M) Energy Masterplan and Garage Lighting upgrade.

GE Aviation, Cincinnati, Ohio. Energy Roadmap plan to carbon neutrality across entire portfolio by 2030.



Summary of Experience

Kevin has over 20 years of experience in the construction industry as a field engineer surveying, and leading general trades, as a Project Manager, estimator, and Owner's Representative. Prior to joining J.S. Held, he worked as a project engineer surveying and running general trades, and as a project manager for two ENR top 200 construction management firms. His work included government, public, biomedical, multifamily, entertainment, commercial, industrial and office construction.

Kevin's project experience includes public libraries, event spaces, government facilities, entertainment facilities, a Major League Soccer stadium, hospitality, medical facilities, retail centers, residential developments, religious projects, parking garages, private club renovations, industrial developments and commercial facilities.

At J.S. Held, Kevin is a Senior Project Manager specializing in various fields of the construction industry, including, public sector, commercial, institutional, industrial, historic renovations and residential. He regularly consults in the fields of owner's representation, pay application review, change order review, constructability review, quality assurance and project management.

Key Expertise

- Government
- Public/ Township/ County
- Commercial
- Entertainment / Hospitality
- Residential
- Religious
- Industrial – Warehousing
- Surety – Project Realignment

Professional Affiliations & Accreditations

- Ohio Valley Associated Builders & Contractors (ABC), Board of Directors

Education

B.S. Construction Management,
Northern Kentucky University

A.S. Civil Engineering Technology;
Architectural & Construction
Management, Cincinnati State
University

Role at J.S. Held

Kevin is a Senior Project Manager in the Owner's Representation Practice group who specializes in construction project management specializing in various market sectors in the construction industry, including, commercial, institutional, industrial, historic renovations and residential. He regularly consults in the fields owner's representation, pay application review, change order review, constructability review, and project management.

Notable Projects

PROJECT MANAGEMENT

- Cincinnati Hamilton County Public Library – Symmes Twp (\$16M)
- Cincinnati Hamilton County Public Library – Miami Twp – Due Diligence
- Hotel Covington NORTH (\$26M)
- FC Cincinnati – MLS Stadium, Cincinnati, OH (\$250M)
- Clermont County Public Library, Miami Township, OH (\$10M)
- Caruso Warehouse – Renovation, Cincinnati, OH (\$5M)
- Castellini Wilder Facility Addition – Wilder, KY (\$10.4M)
- University of Louisville, Cardiovascular Foundation Package, Louisville, KY (\$1M)
- Ardmore Circle, Multi-family Development, Atlanta, GA (\$12.4M, 113 units)
- Collier Lofts, Atlanta, GA (\$13.5M, 167,265sf, 183 units)
- Walnut Street Apartments, Cincinnati, OH (\$1M)
- Private Residence, Cincinnati, OH (\$2.5M, 6,000sf)
- 1416 Elm, Jones Residence, Cincinnati, OH (\$1.4M, 5,600sf)
- Moore-Knight House, Cincinnati, OH (\$1.5M)
- Van der Horst Residence, Cincinnati, OH (\$1.1M 3,900sf)
- Enclave Apartments, Sharonville, OH (\$1.5M)
- Loveland Trails Preconstruction Services, Loveland, OH
- Castellini, Wilder Facility Expansion, Wilder, KY (\$9M addition to existing facility)
- Rebel Mettle Brewery, Cincinnati, OH (\$2M renovation/repurpose of office building into a brewery)
- Standex World Headquarters, Fairfield, OH (\$5M, 59,000sf office & production facility)
- Club Chef, Covington, KY (\$3M, building Renovations)
- Project Atlantic Refrigerated Warehouse Addition, Atlanta, GA (\$18M, 73,000sf office & warehouse addition)
- Crossroads Church (Central Offices), Cincinnati, OH
- Crossroads Church, Oxford, OH
- Crossroads Church, Lexington, KY
- Sullivan Road Warehouse, Atlanta, GA (\$12M)
- Deceuninck Manufacturing Facility, Reno, NV (\$11M)
- The Transept, Cincinnati, OH (\$3.7M, renovation)
- Kenwood Country Club, Golf and Facility Improvements, Cincinnati, OH (\$12.5M)
- Toyota Material Handling, Prolift Addition, Cincinnati, OH (\$2.7M)
- Project Atlantic Refrigerated Warehouse, Atlanta, GA (\$32M, 177,000sf)
- WinMed, Medical Office Building, Cincinnati, OH (\$3.4M)
- Clyffside Events Space & Rebel Mettle Brewery, Cincinnati, OH (\$10M, Historic renovation of 170-year-old brewery building)
- JTM Process Line and ASRS Warehousing Facility, Harrison, OH (\$59M, 195,000sf production & refrigerated storage facility)
- CC Kitchens – Renovation, Cincinnati, OH (\$4M)
- Deupree House Retirement Home, Cincinnati, OH (\$22M)
- Newport on the Levee, Newport, KY (\$79M)
- Gannett Courier Journal Expansion, Louisville, KY (\$19M)

Kevin Rogers

Senior Project Manager



- University of Louisville, Bio Medical Research Facility, Louisville, KY (\$32M)
- Showprop Lexington, Lexington, KY (\$18M Entertainment Venue)
- P&G ITC Renaissance Renovation, Cincinnati, OH (\$40M)
- P&G Peak2Peak General Offices, Cincinnati, OH (\$7M)
- UPS Worldport Expansion, Louisville, KY (\$100M)
- Kentucky Exposition Center, North Wing Renovation, Louisville, KY (\$47M)
- Fort Knox Dining Hall, Build Kentucky Award Winner, Fort Knox, KY (\$10M)
- Echelon Apartments, Union Township, OH (\$20M, 187 units)
- 13th Street Housing, Newport, KY (\$1.3M)
- ThyssenKrupp Bilstein, Hamilton, OH (\$3M, 30,000sf addition)

ESTIMATING

- Accolade Apartments, Indianapolis, IN (\$34M)
- Kenwood Country Club, Golf and Facility Improvements, Cincinnati, OH (\$12.5M)
- ThyssenKrupp Bilstein, Fairfield, OH (\$734K Office expansion)
- Clermont County Public Library, Miami Township, OH (\$10M Library, admin offices & meeting spaces)
- EPA Garage, Cincinnati, OH (\$5.8M Parking Garage)
- Florida International University, Miami, FL (\$52.5M, multi-story, mixed use development)
- Fullerton PK-8 School, Cleveland, OH (\$14.2M, new school)
- Longfellow Elementary, Cleveland, OH (\$20M new school)
- North High School, Cleveland, OH (\$43.7M, new school)
- South High School/YMCA/Senior Center, Cleveland, OH (\$48M, new/addition)
- O.H. Perry PK-8 School, Cleveland, OH (\$14.4M, new school)
- Waverly PK-8 School, Cleveland, OH (\$20.3M, new school)
- Court & Walnut Mixed Use, Cincinnati, OH
- Grotto, Cincinnati, OH (\$487K)
- Dayton YWCA Renovation, Dayton, OH (\$12M, multi-story, Mixed Use Urban Development)
- General Electric, Cincinnati, OH (Confidential Project, \$32M, 68,000sf)
- Kenwood Collection, Unlimited Systems T/I work, Cincinnati, OH (\$4M, 33,000sf)
- WesBanco Arena Entrance Renovations, Wheeling, WV (\$3M façade enhancements)
- Countryside YMCA, Renovations, Lebanon, OH (\$7M, renovations)
- John Hueber Homes, Various Engagements, Cincinnati, OH
- Towne Properties, Various Engagements, Cincinnati, OH
- University of Cincinnati Lindner Hall, Cincinnati, OH
- Loveland Trails Apartments, Loveland, OH
- Green County Animal Shelter, Xenia, OH
- 3CDC, 1201 Walnut Street, Cincinnati, OH (\$4M)
- Trombly Service Center, DTE Energy, Detroit, MI (\$1.5M)
- Ann Arbor Service Center, DTE Energy, Ann Arbor, MI (\$1.8M)
- Beachwood High School, Auditorium Renovations, Cleveland, OH (\$2M)
- Hyde Park Residence, Cincinnati, OH (\$364K, home addition)
- 808 Elm Street Condos, Cincinnati, OH (\$822K, 6-unit condominium)

DISPUTE RESOLUTION

- Latitudes at Deerfield, Deerfield, OH
- Wacker Polysilicon North America, LLC. Vs. Jacobs Field Services North America, Inc, Charleston, TN
- Charlestown Park, New Park and Shelters, Charlestown, PA
- James Funeral Home, Newton Falls, OH
- Oasis Cove Marina, St. Thomas, USVI
- Eastern Greene School District vs. VPS, Bloomfield, IN (\$4M Claim)
- Heritage Green Apartments Renovation, Louisville, KY (556 units)
- White Street Apartments, Cincinnati, OH
- Radnor Township, Willows Park Bridge Replacement, Radnor, PA
- Tawanka Elementary School, Neshaminy, PA
- Akron General Medical Center- AHU 7 Replacement, Akron, OH
- College of Mt. Union, Performing Arts Center Addition, Mt. Union, OH
- The Ohio State University, Ohio Agriculture Research and Development Center, Canton, OH
- Holiday Inn, White House, TN
- 3303 Water Street, Washington, DC (70 unit, 122,000sf)
- Eastern State Hospital, Lexington, KY
- Villa Rich, Nashville, TN (\$10M)
- 31st Street Harbor, Chicago, IL (\$13M Claim)

DESIGN EFFORTS / OTHER

- Queen City Reprographics Building, Cincinnati, OH Facility Assessment
- ODOT, Full-Service Maintenance Facility Constructability Review, Dryden, OH
- ODOT, Full-Service Maintenance Facility Constructability Review, Greene, OH
- ODOT, Full-Service Maintenance Facility Constructability Review, Union, OH
- ODOT, Full-Service Maintenance Facility Constructability Review, Monroe, OH

SPEAKING ENGAGEMENTS

- *"Advanced Construction Documents and Blueprint Reading"*, Project Manager Development Course/Associated Builders and Contractors/collaborated with various consultants to create this day-long presentation, February 2018.
- *"Construction Change Order Processes"*, Cincinnati Center City Development Corporation / October 2017.

Subconsultants



JS | HELD

Find your expert:

Subconsultants

J.S. Held prides itself on its depth and breadth of professionals. As currently contemplated, J.S. Held plans to provide all services required to deliver the Owner Representative scope of services defined in the Request for Proposals with our in-house experts.

Further discussion is needed to understand the scope of the Needs Assessment and Branding Integration services request. While J.S. Held, in its Owner Representative capacity has included the Needs Assessment scope of work, we would partner with AGAR as a subconsultant for the design of wayfinding, branding, marketing materials and naming considerations.

About AGAR



AGAR is an experiential company with a specialty in Placemaking & Public Art. We are founded on the premise that as the world grows more and more digital, the value of a human connection and experience inherently increases. AGAR leverages the power of Brand Experience, Design and Placemaking collectively to grow community, culture, and commerce. We proudly partner across sectors including hospitality, retail, regional government, tourism, and more with clients like P&G, Kroger, The City of Cincinnati, 3CDC, Northern Kentucky University and Cincinnati Children's Hospital. Like CVG, we're committed to driving the region's overall growth and success, and AGAR's is helping bring national awareness to our hometown. As the co-founders of BLINK (the nation's largest

immersive light-based art festival, 2.2.MM attendees over 4 days, \$126MM impact) we're using the power of art, innovation and technology to help build a future city we can all be proud to call home. Given our experience, cultural affinity, full-service wayfinding, branding, naming and experience making offerings, and connection within the region, we are uniquely positioned to partner with Kenton County on its future of the Kenton County Parks.

Project Approach



JS | HELD

Find your expert

Project Approach

Project Specific Strategy

J.S. Held prides itself on the ability to simplify the complex. While managing the overall redevelopment and striving to meet the program goals, J.S. Held will treat each component Project as it's own development respective of the interrelationships that are present. By creating a work breakdown structure that supports smaller focused tasks sets, we will be able to identify issues sooner and provide solutions when the cause arises and not the symptom.

Work Breakdown Structure	Mo. 1	Mo. 2	Mo. 3	Mo. 4	Mo. 5	Mo. 6	Mo. 7	Mo. 8	Mo. 9	Mo. 10	Mo. 11	Mo. 12	Mo. 13	Mo. 14	Mo. 15	Mo. 16	Mo. 17	Mo. 18
Civic & Recreation Hub																		
Pre-design	■																	
Schematic Design		■	■															
Design Development				■	■													
Construction Documents						■												
Construction																		
Nature/ Event Center Hub																		
Pre-design	■																	
Schematic Design		■	■															
Design Development				■	■													
Construction Documents						■												
Construction																		
Mountain Biking Hub																		
Pre-design	■																	
Schematic Design		■	■															
Design Development				■	■													
Construction Documents						■												
Construction																		

Project Management

J.S. Held's Construction Quality Control Program is based on the following general principles:

The primary goal is to prevent construction workmanship defects. Where this is not possible or practical, the goals are to both find the defect as quickly as possible and mitigate the impact of the defect. However, ultimately, it is a guiding J.S. Held principal to set in place processes to avoid such issues by putting into place early communications measures to avoid these issues.

J.S. Held's Quality Control Program is risk driven. In other words, the QC Program strategies, priorities, and resources and efforts focus on reducing the risk of a construction workmanship defect.

Quality Control processes and procedures are integrated into the construction process and used by the project team to improve the process.



Scheduling

The project schedule is developed by balancing the project resources (labor, cost, and materials) against the allotted time. The owner's and contractor's expectations regarding the time of project completion are communicated through the project schedule. The proper management of the project schedule minimizes time-related costs, avoids

Activity ID	Activity Description	Planned Duration	Previous Rem. Dur.	Actual Start	Actual Finish	UD06 Rem. Dur.	Notes
WILDCAT GENERAL CONSTRUCTION							
DESIGN/PROCUREMENT							
INSTALLMENT							
1021.03	FAB./DEL. OH DOORS - POLE BARN	40	18	10NOV03			
CONSTRUCTION							
PAVING/PAINT							
1021.03	FIRP SOG - WEST HALF	15	4	16MAR04			
1628	INSTALL OH CRANE/MONORAIL SUPPORT SYSTEM	10	5	29MAR04			
1300	INSTALL CRANE	15	3	31MAR04			
1021.05	FIRP SOG - EAST HALF	15	7	31MAR04			
1029	SET TRENCH DRAINS - GARAGE	7	4	05APR04			
1400	SET INTERIOR METAL STUDS - OFFICES	10	1	05APR04			
1052	INSTALL OH DOORS	10	10				
1450	INSTALL EXTERIOR WINDOWS & DOORS	12	12				
1405	HANG DRYWALL - OFFICES	10	10				
1408	INSTALL WALL INSULATION - OFFICES	7	7				
1410	TAPE/FINISH - OFFICES	10	10				
1900	APPLY SPECIAL COATING TO ALL INTERIOR MASONRY	15	15				
1415	PAINT OFFICES	10	10				
1432	INSTALL CERAMIC TILE FLOORING	8	8				
1601	PAINT RED IRON - GARAGE AREA	12	12				
UPDATE #6 FOR WORK COMPLETED thru 5/13/04		JOB # IDOT MAINTENANCE FACILITY WILDCAT GENERAL CONSTRUCTION UPDATE #6 FORM		FORM # 1 OF 4		E 113 Update Form FL 17 WILDCAT UPDATE FORM	

inefficiencies, ensures timely material delivery, determines appropriate allocation of project funds, and establishes responsibility for time impacts.

J.S. Held provides scheduling services to owners, designers, construction managers, contractors, and projects. J.S. Held, trained, and experienced in proprietary scheduling software utilizes its construction knowledge to develop and maintain appropriately detailed schedules.

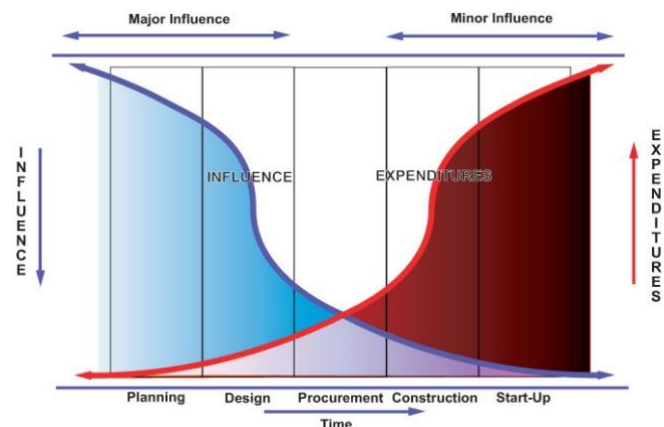
A key aspect of scheduling is not just the initial schedule production, but also the institution of a monitoring and updating process that meets the needs of the project.

J.S. Held works with the project participants to ensure that the process developed is a realistic cost-effective process in which responsibilities are clear. To attain the full benefit of a thorough scheduling process, J.S. Held's scheduling supports starts on Day One of the program with our clients' end goals in mind. From these goals, necessary commitments from all participants (owner, designer, construction manager, contractors, etc.) are identified and adherence to these commitments is monitored. The results of this monitoring process are then incorporated into the regular periodic schedule update process.

Cost Control Procedures

J.S. Held provides cost management from project initiation through close out. The ability to positively influence the cost of a project is reduced significantly as the project moves from concept through design and construction. Budget development and control begins with input from each of the critical project team members at project inception.

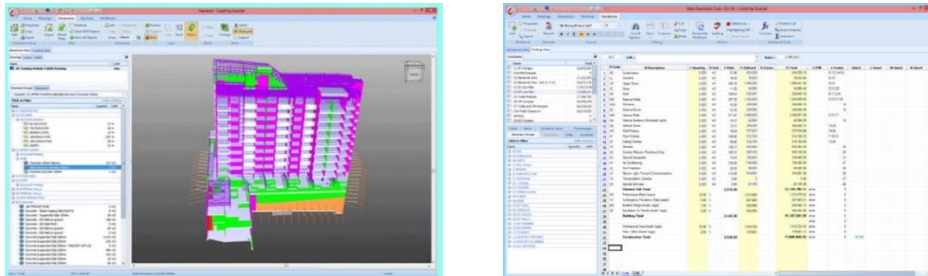
Starting with conceptual estimates, through the production of periodic estimates in the design phases, J.S. Held is constantly on the alert for scope creep and budget growth. In the initial contracting and award phase J.S. Held participates to ensure that the cost being proposed as a contract amount will buy what needs to be, and what is expected to be bought. During the construction period, J.S. Held manages and interfaces with the



project participants on change order negotiations and management ensuring that costs being proposed are reasonable and, perhaps more importantly, the scope and terms of the change order defines the project participant's expectations.

Cost X

J.S Held LLC utilizes CostX 2D & 3D Quantity Survey & Cost Modeling software. Working hand in hand with the lead design consultant, JS Held can import BIM models to analyze material changes to the Project scope in a matter of minutes.



J.S. Held'S Quality Control Process

Defect Prevention -- Implementation of techniques, methodology and standard processes to reduce the risk of construction workmanship defects from occurring.

- Identify Critical Risks -- These are the types of potential defects that could jeopardize the successful construction, delivery and/or operation of the facility.
- Estimate Expected Impact -- The expected impact of a risk (E) is calculated as $E = P * I$, where: 'P' = Probability of the risk becoming a problem and 'I' = Impact in dollars if the risk becomes a problem.
- Minimize Expected Impact -- Once those potential construction workmanship defects that have a higher possibility of occurring and have a potential critical impact to the construction process and continued operation of the facility have been identified, develop strategies to address each.

Deliverable Baseline -- Establishment of milestones (both design & construction) where deliverables will be considered complete and ready for follow-on work.

- Identify Key Deliverables -- Select those deliverables that will be baselined and the point within the development process where the deliverable will be baselined.
- Define Standards for Each Deliverable -- Set the requirements for each deliverable and the criteria that must be met before the deliverable can be baselined.

Defect Discovery-- Identification and reporting of defects for project team acknowledgment.

- Find Defect -- Discover defects before they become major problems.
- Static techniques: Testing that is done without physical construction occurring. Code review or BIM clash detection are examples.
- Dynamic techniques: Testing in which system components are physically executed to identify defects. A construction mock-up is an example.
- Operational techniques: A defect found by users, customers, or facility managers -- i.e., the defect is found as a result of a failure.
- Report Defect -- Report defects to the project team so that they can be resolved.
- Acknowledge Defect -- Obtain acknowledgement that the defect is valid and should be addressed.

Defect Resolution -- Work by the project team to prioritize, schedule and fix a defect, and document the resolution.

- Prioritize Risk -- Project Manager determines the importance of fixing a particular defect.
 - Critical: Would cause operations to stop.
 - Major: Would cause an output of a system to be incorrect.
 - Minor: Something wrong, but it does not directly affect the building owner.
- Schedule Fix and Fix Defect -- Project Manager schedules when to fix a defect. Then the project team should fix defects in order of importance.
- Report Resolution -- Project Manager notifies all relevant parties how and when the defect was repaired.

Process Improvement -- Identification and analysis of the process in which a defect originated to identify ways to improve the process to prevent future occurrences of similar defects.

Management Reporting-- Analysis and reporting of defect information to assist management with risk management, process improvement and project management.

- Report on the status of individual defects.
- Provide tactical information and metrics to help project management make more informed decisions -- e.g., redesign of error prone systems, the need for more testing, etc.
- Provide strategic information and metrics to senior management -- defect trends, problem systems, etc.
- Provide insight into areas where the process could be improved to either prevent defects or minimize their impact.
- Provide insight into the likelihood that target dates and cost estimates will be achieved.

Building Information Modeling (BIM)

Building Information Modeling is no longer a rouge effort; reserved for mega projects. J.S. Held professionals have been involved in projects ranging from 3 story office structures to \$500M international distribution centers. The key to successful BIM management is understanding the purpose of the model, facilitating its development, and enforcing the standards set forth by the Owner. The model itself will only be as good as the information entered; this is where J.S. Held comes into the equation.

J.S. Held firmly believes that the lead design consultant should own the model and facilitate its ongoing evolution. J.S. Held will define the success parameters with the end user of the model at the onset of the efforts and act as an advocate of the Owner and more specifically the model end user, to ensure that the model is being developed, facilitated, and managed in a manner that will result in a functional representation of the building, systems and components that can be used to assist with the life cycle management of the facility.

Just like the scheduling efforts, establishing the hierarchy or WBS of the model is key. As each design consultant is brought on board, the BIM efforts must be clearly defined and presented to the team. J.S. Held will assist in developing the BIM specification as it relates to the Owner's BIM standards, defining the deliverable work product and schedules from the design team and maintaining periodic check ins with the end user to review the status of the model and its adherence to the Owner's BIM Standards. J.S. Held currently operates in Revit and Synchro to review building information models.

While J.S. Held will manage and oversee the BIM model (owned by the lead design consultant), we have several staff members in the Cincinnati office that are proficient BIM technicians.

Fee Proposal



J.S. Held Fee Proposal
Kenton County Park

Phase	Hrs/ Month	Michael Collins	Jeff Martin	Kevin Rogers	Monthly Fee (Billed Hourly)	Schedule Low	Schedule High	Fee Budget	
		Principal in Charge (Hrs/ Mo)	Project Executive (Hrs/ Mo)	Project Sr. Manager (Hrs/ Mo)		Range (months)	Range (months)	Low	Fee Budget High
Predevelopment Phase Services	50	2	16	32	\$ 9,220.00	3	6	\$ 27,660.00	\$ 55,320.00
Construction Phase Services	94	2	12	80	\$ 16,840.00	12	16	\$ 202,080.00	\$ 269,440.00
Closeout Phase Services	45	1	4	40	\$ 8,030.00	1	3	\$ 8,030.00	\$ 24,090.00
						BUDGET RANGE		\$ 237,770.00	\$ 348,850.00

Hourly Rates for Proposed Staff

Principal In Charge	\$ 250.00 /hr
Project Executive	\$ 195.00 /hr
Senior Project Manager	\$ 175.00 /hr

ADD Services

AGAR Branding & Experience Making TBD

Fee Structure - J.S. Held is open to any fee arrangement that supports the advancement of the Project

- 1 - Hourly until scope and schedule definition (then convert to fixed fee)
- OR
- 2 - Hourly Not to Exceed per month per phase of Project (Predevelopment/ Construction/ Closeout)
- OR
- 3 - Fixed Fee Monthly billing (once project scope and schedule are defined)