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100

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## JEFF COPELAND &amp; JIM SMITH

In 1910, Edward Elford, a concrete foreman working on a bridge project, decided the company he worked for didn't have the right core values. He promptly quit and, with \$153.75 of his own money, started his own company. That company is Elford, Inc., and this book is a recounting of the company's first 100 years.

Since those humble beginnings, Elford employees have invested more than 15 million hours in building projects across central Ohio and the Midwest. The buildings have included hospitals, retirement centers, schools, research facilities, offices and interiors, manufacturing plants, retail and distribution centers, religious facilities, and, more recently, green buildings. Every Elford employee can take pride in these projects, and in the decades-long relationships we have built with scores of companies and organizations.

Today, Elford, Inc., is the oldest commercial construction company in central Ohio and one of the top five local builders annually. We owe these achievements to our employees and their abilities to meet whatever challenges our times and our building projects present. Their efforts are what make this company great.

One of Elford's hallmarks has always been respect for our roots. This book honors that. And, as you flip through its pages, you will see the results of our other hallmark, our Core Values; unchanged after 100 years:

- Be Trustworthy
- Build Lasting Relationships
- Build Community
- Work Hard/Work Smart
- Keep Learning

We are proud to be the sixth team to lead this great company, and we pledge that our values will not change as we start our next 100 years, continuing to be “More Than Just the Best Building Contractor.”

W. H. H. H.

**JEFF COPELAND**  
CHAIRMAN, CEO

J. W. D. D.

**JIM SMITH**  
PRESIDENT, COO

**Contractors—General—Concrete**  
Elford, E., 54 Ruggery Bldg.

**FACING PAGE**  
Of the hundreds of construction firms and suppliers listed on this 1911 builders' directory, Elford is the only company still in business in central Ohio.

GREAT BUILDERS. GREAT BUILDINGS.  
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E. ELFORD & SON BUILDING  
COLUMBUS, OHIO

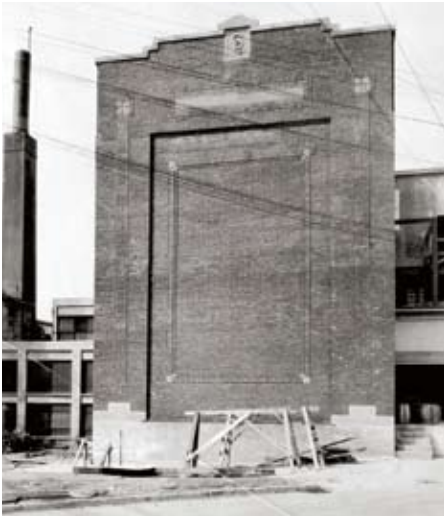
FOUNDER



EDWARD “POP” ELFORD

In 1910, Edward “Pop” Elford made a decision that would have a profound, long-term impact on the construction business in central Ohio. An English immigrant in Columbus, he worked as a supervising laborer on the Town St. Bridge project, and walked off the job when his boss insisted that he place the reinforcing for the concrete in a way he knew was wrong. Rather than sacrifice his standard of quality, Pop quit — and started his own construction company. With just \$153.75 in savings, and a firm belief in honest service and personal integrity, he launched E. Elford & Son General Contractors. A century later, his vision still guides us — and his values still form the core of our philosophy.

E. Elford



1910 COLUMBUS PACKING COMPANY  
COLUMBUS, OHIO

# A SOLID FOUNDATION

From the beginning, Elford construction projects have always been about building relationships.

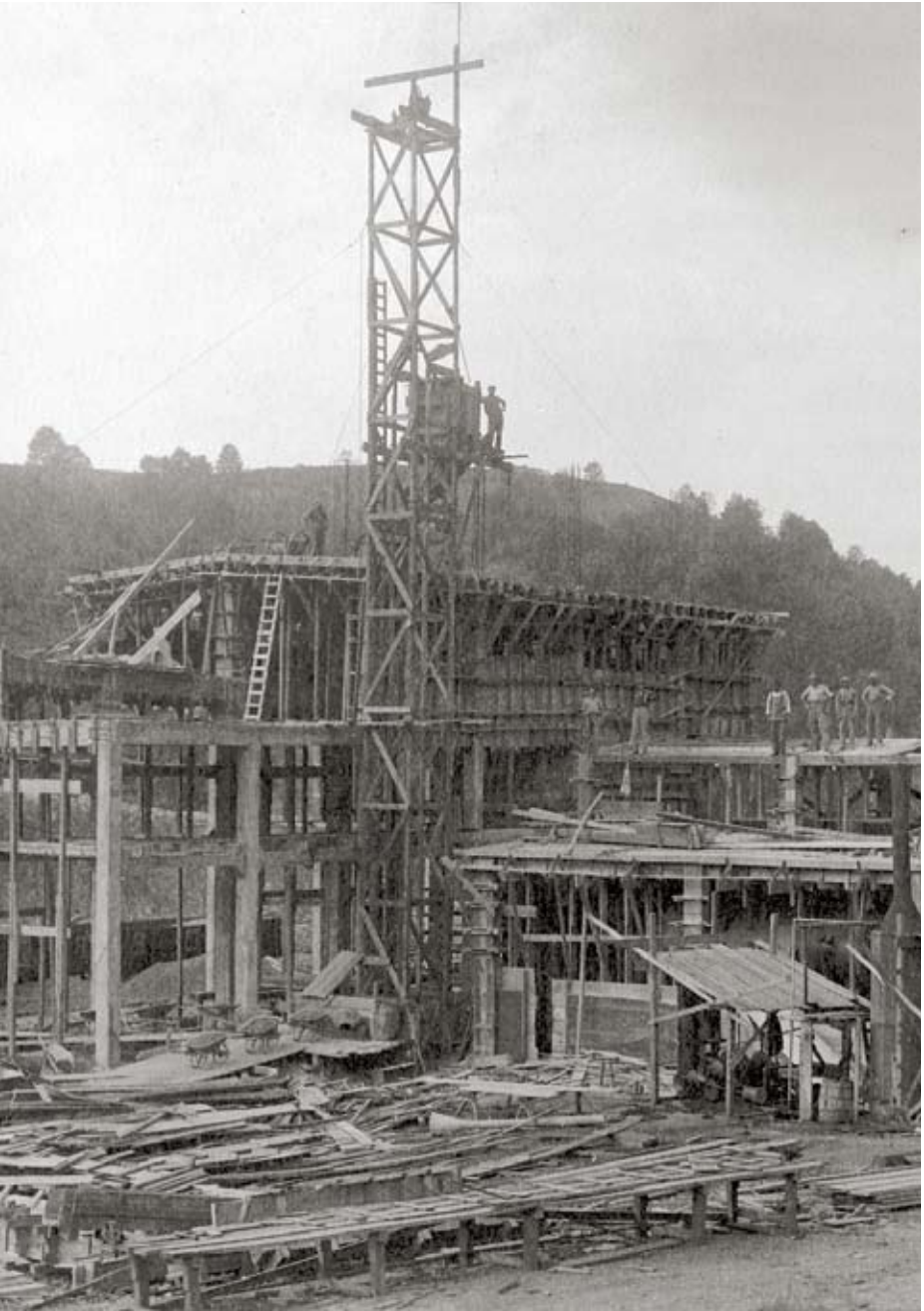
Not long after E. Elford & Son opened for business in April 1910, Columbus Packing Company became its first client. With a contract valued at \$200, the project was a modest start for the firm. But one month later, Columbus Packing hired Elford for a much larger project — establishing a pattern of repeat business that would become a hallmark of the company’s success. Pop knew that quality workmanship and personal attention lead to satisfied customers. And satisfied customers lead to long-term business relationships.



1910 COLUMBUS PACKING COMPANY  
COLUMBUS, OHIO



1910 TROWBRIDGE STORAGE COMPANY  
COLUMBUS, OHIO



1910 BLACK DIAMOND COAL COMPANY  
COLUMBUS, OHIO



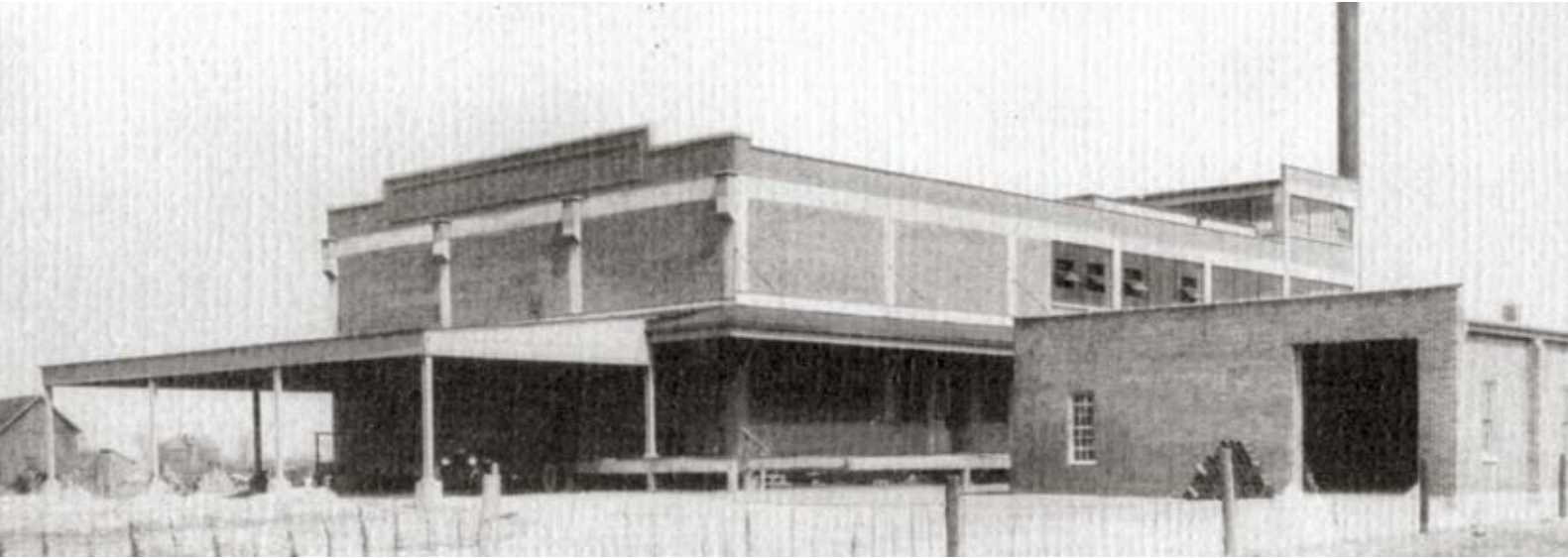
1913  
Increased use of mechanical concrete mixers reduces time and labor on the jobsite.



1919 FLXIBLE SIDECAR COMPANY  
LOUDONVILLE, OHIO



1919  
The “Hard-Boiled Hat,” a predecessor to the modern hard hat, is invented.  
*Photo courtesy of Bullard Company*



1919 KROGER PACKING COMPANY  
COLUMBUS, OHIO



1919 BELMONT CASKET COMPANY  
COLUMBUS, OHIO



THE EXTENDED  
ELFORD FAMILY

Pop understood the value of good workers and treated them like family. Superintendents (such as those pictured above) received frequent invitations to card parties at Pop’s farm on Cleveland Avenue. And each year, their families were treated to elaborate Fourth of July parties complete with fireworks.

[IN THEIR OWN WORDS]

“The company is the people. Anybody can go buy equipment. Anybody can rent a warehouse or an office. It’s the people.”

J.R. JOHNSON  
EVP, FIELD OPERATIONS  
AND ELFORD EMPLOYEE  
SINCE 1975



1920 KNOX TIRE AND RUBBER COMPANY  
MT. VERNON, OHIO

# GAINING MOMENTUM

Elford expands services to keep pace with the demands of a growing business community.

The 1920s brought new levels of prosperity to much of the nation, and to “Good Old Columbus Town.” The 1921 fire that burned down City Hall sparked a Downtown boom. Farther up High Street, at The Ohio State University, football sensation Chic Harley spurred the construction of Ohio Stadium in 1922.

Elford & Son was a big part of the action, and the company grew dramatically in its second decade. Before long, its portfolio included multistory offices, large industrial plants, institutional buildings, bridges, and other public works.



1923 OHIO WESLEYAN UNIVERSITY  
PERKINS OBSERVATORY  
DELAWARE, OHIO



1924 CALUMET STREET VIADUCT  
COLUMBUS, OHIO



1922  
WOSU-AM becomes the first radio station in Columbus.



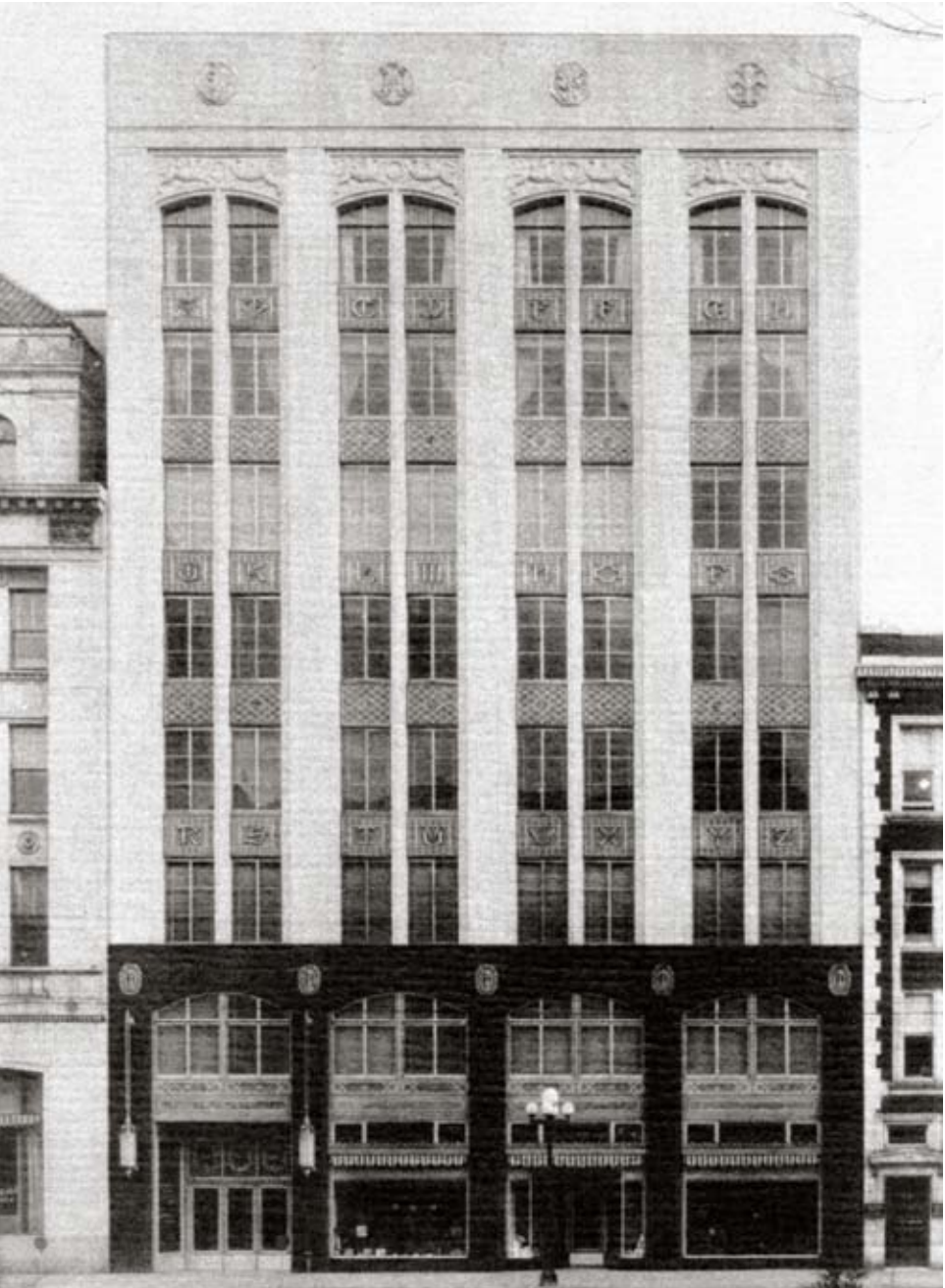
1924 E.G. BUSCHIEB BUILDING  
COLUMBUS, OHIO



1925 EDISON INTERMEDIATE SCHOOL  
GRANDVIEW HEIGHTS CITY SCHOOLS  
GRANDVIEW HEIGHTS, OHIO

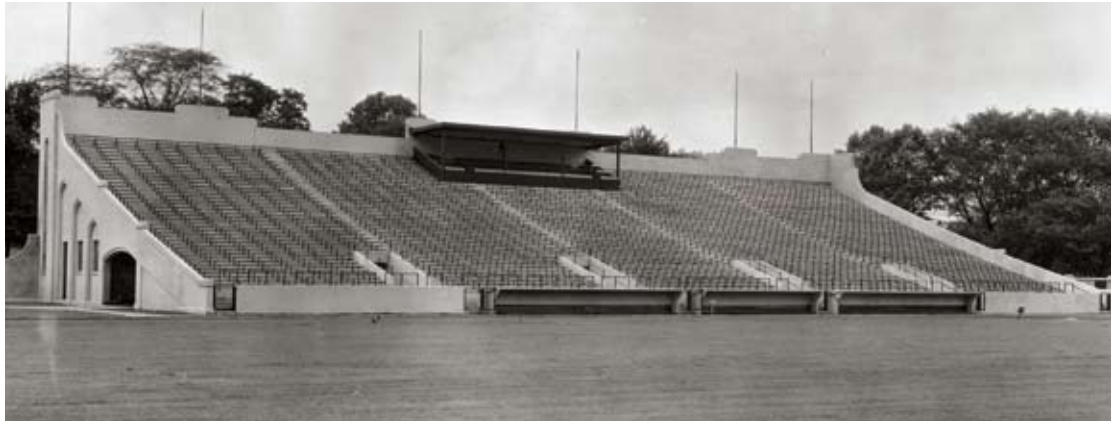


1928 SCHINE'S VERNON THEATER  
COLUMBUS, OHIO



1926 AMERICAN EDUCATION PRESS, 40 S. THIRD ST.  
COLUMBUS, OHIO

1929 OHIO WESLEYAN UNIVERSITY  
SELBY STADIUM  
DELAWARE, OHIO



1929 MASONIC TEMPLE  
BLENDON LODGE NO. 339  
WESTERVILLE, OHIO



1929  
Port Columbus airport opens, connecting  
Columbus to transcontinental air/rail service.



## A COMPANY LIKE NO OTHER

While most competitors let laborers go once a project was completed, then hired new crews for the next, Elford & Son went from job to job with the same crews, adding new groups of skilled workers as needed. The company had its own bricklaying force, its own carpentry and concrete forces, even its own painting crew. No other competitor worked this way.

### [IN THEIR OWN WORDS]

“Our crews knew, from having worked at other places, that this company was special. Having a job with Elford, they were envied, and they took pride in that.”

THOMAS C. FITZPATRICK  
PRESIDENT, SENIOR  
CHAIRMAN 1965–1984

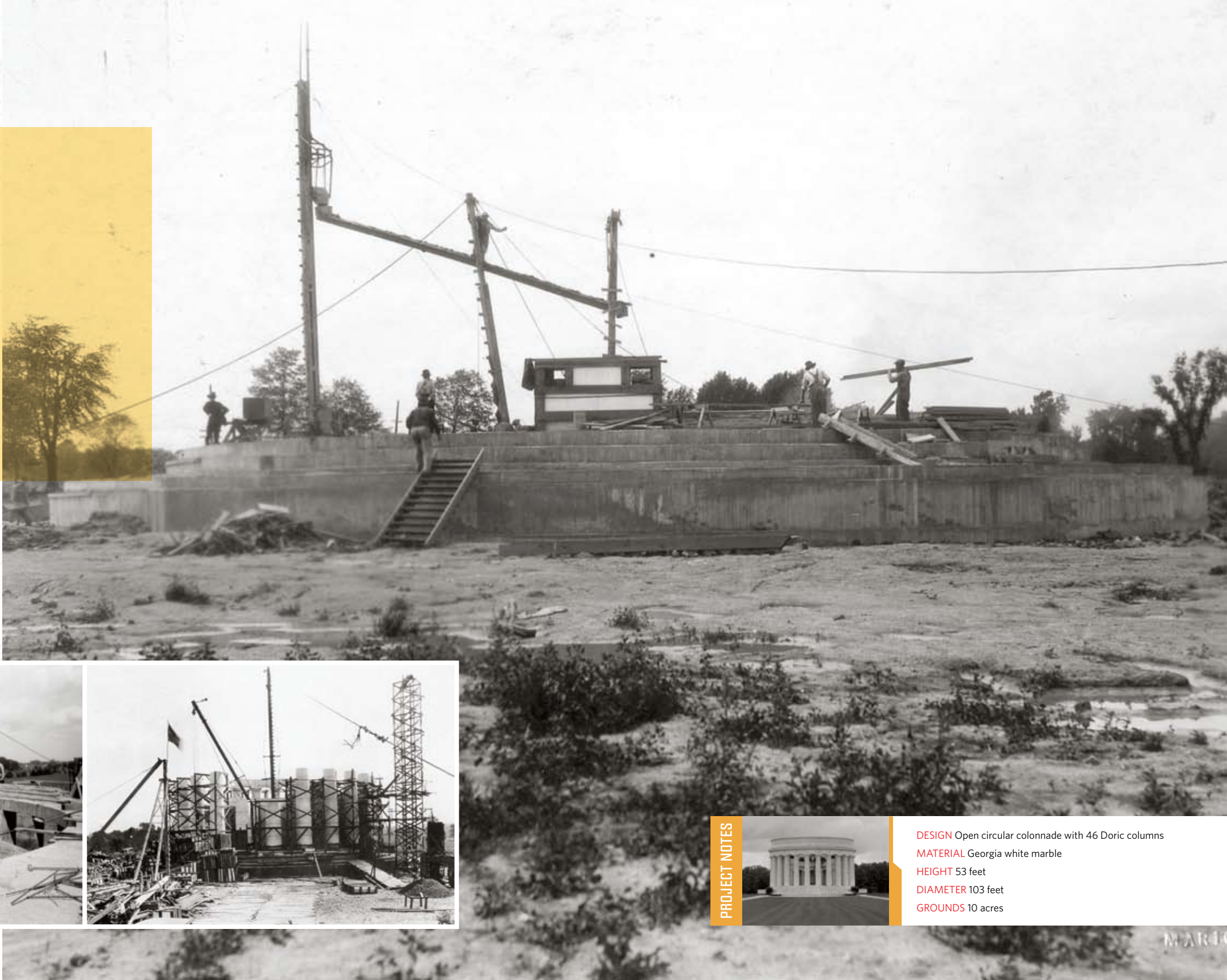
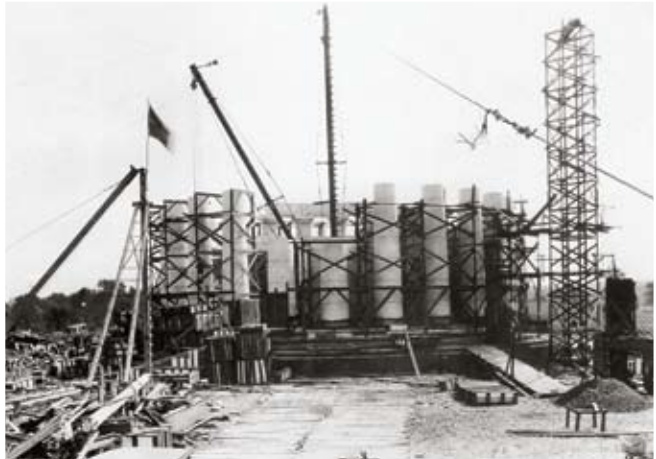


1927

# THE HARDING MEMORIAL

MARION, OHIO

PRESIDENT WARREN G. HARDING, FAMOUS FOR CAMPAIGNING FROM THE FRONT PORCH OF HIS MARION home, died in office in 1923. Within months, the Harding Memorial Association was organized to plan, endow, and build a monument to the late president. Architects from across the nation competed for the right to design the memorial, but the commission went to Eric Fisher Wood and Henry H. Hornbostel of Pittsburgh. Their plan called for a simple, yet elegant circular monument resembling a Greek temple. Elford began construction in April 1926 and completed the monument the following year. President Herbert Hoover officially dedicated the site in June 1931.



PROJECT NOTES



**DESIGN** Open circular colonnade with 46 Doric columns  
**MATERIAL** Georgia white marble  
**HEIGHT** 53 feet  
**DIAMETER** 103 feet  
**GROUNDS** 10 acres

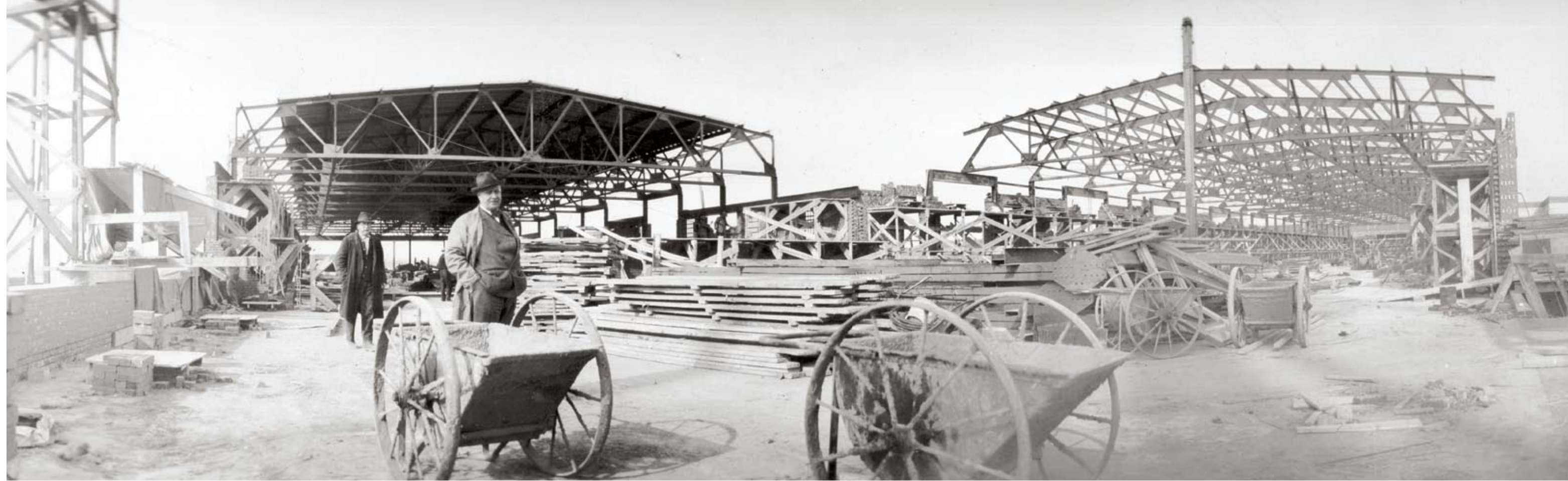


## HAROLD "FAT" ELFORD

Harold "Fat" Elford joined his father's company as a managing partner in 1923. He was a World War I vet, held an engineering degree from The Ohio State University and had been mayor of Upper Arlington.

Throughout the difficult '30s, he applied his genius for solving construction problems. As the decade ended, he focused on increasing services and expanding operations, crafting an organization of superintendents and journeymen trained under the Elford standard of quality, responsibility, and personal interest in every job. Like Pop, he was at the jobsites and knew his workers personally. Everyone could talk to a guy named Fat (a college nickname), especially when he drank from the same water bucket and same ladle as his crews.

*H. Elford*



1934 TANNER ROBINSON LUMBER CO.  
COLUMBUS, OHIO  
FAT ELFORD (STANDING BEHIND CONCRETE BUGGY)  
CHECKS PROGRESS AT THE JOBSITE.

## THE GREAT DEPRESSION

As economic hardship devastates the construction industry, Elford must adapt to survive.

The construction boom of the 1920s came to an abrupt end after the stock market crash of 1929. Struggling simply to remain solvent, businesses put the brakes on expansion plans and capital improvements. In Columbus, the downturn took a heavy toll on construction companies. Membership in the Builders Exchange dropped from 212 firms to 144 by 1933, and was down to just 70 by 1938. Elford, which had found great success in the industrial sector in the '20s, completed just a handful of commercial projects in the early 1930s. The new focus was on bridges and other public works projects funded through the federal Works Progress Administration.



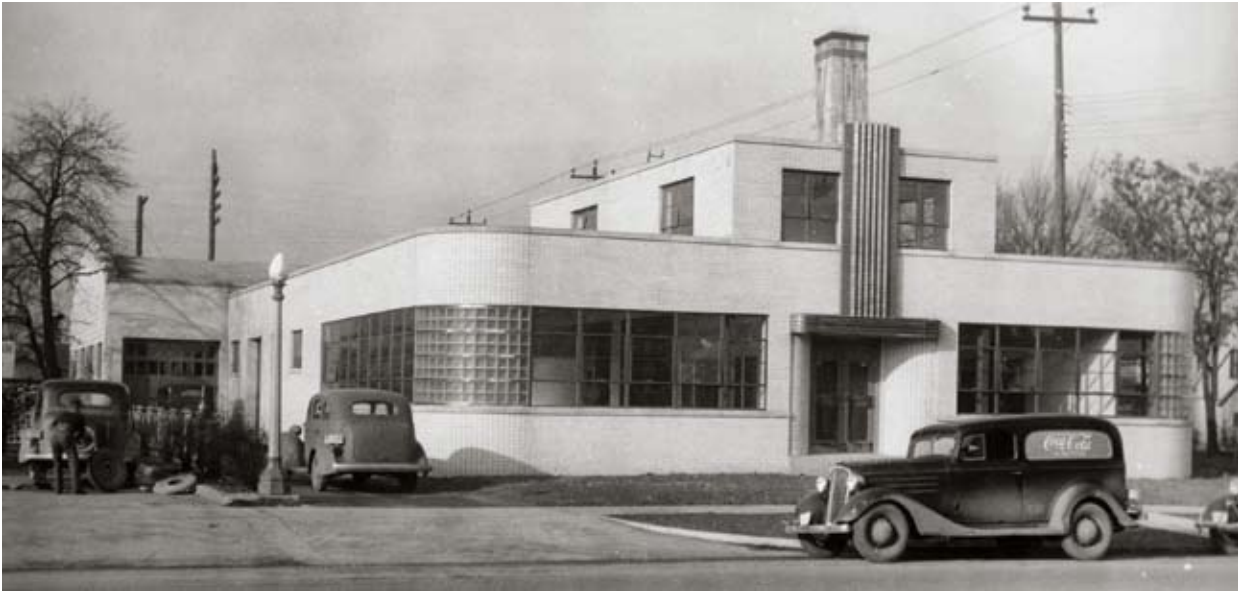
1932 THE FAYETTE THEATRE  
NEWARK, OHIO



### (1933) A HOLIDAY TRADITION

In the midst of the Great Depression, Pop Elford started a tradition designed to make sure his extended family wouldn't go hungry at Thanksgiving. On the last work day before the holiday, he sent truck drivers out to pick up a load of live turkeys. They were delivered to company headquarters, where each worker received a fluttering, squawking bird to carry home that night. The tradition continues to this day in the form of grocery gift cards that enable every employee to enjoy Thanksgiving dinner courtesy of Elford.

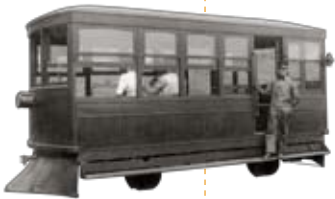
1938 THE TIMKEN ROLLER BEARING COMPANY  
COLUMBUS, OHIO



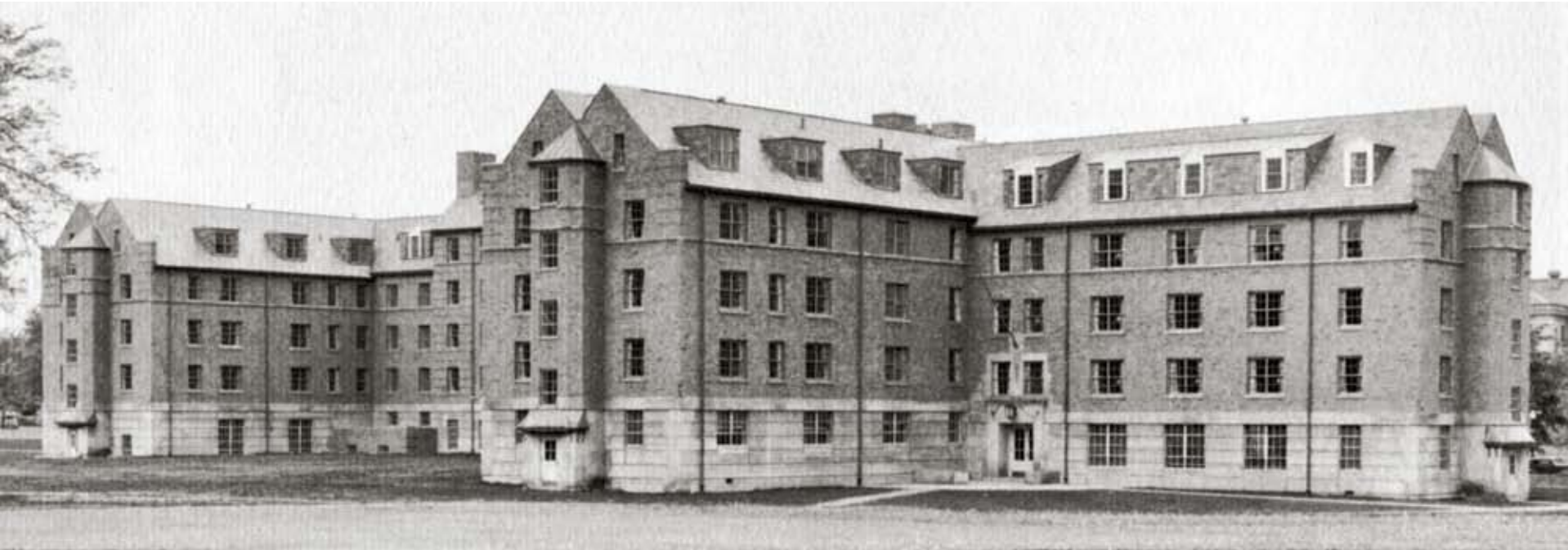
1937 COCA COLA BOTTLING COMPANY  
COLUMBUS, OHIO



1938 THE MIDLAND THEATRE  
NEWARK, OHIO



1935  
Trolley coach service begins in Columbus,  
replacing existing streetcar lines.



1939 THE OHIO STATE UNIVERSITY  
BAKER HALL  
COLUMBUS, OHIO



1939 THE OHIO STATE UNIVERSITY  
CANFIELD HALL  
COLUMBUS, OHIO



1935

1936

1937

1938

1939



1935

# DUBLIN BRIDGE PROJECT

DUBLIN, OHIO

WITH INTENSE COMPETITION AMONG LOCAL CONTRACTORS FOR THE FEW BIG JOBS AVAILABLE AT the time, Elford's estimators did everything they could not to be underbid. In the case of the Dublin Bridge project, Elford found itself tied with another builder for the low bid. A coin toss determined which firm got the contract — and luck was on Elford's side. The Dublin Bridge was literally the only active project the company had for the rest of 1935. To keep everyone employed during those lean times, Pop Elford decided to cut the shifts to just five hours per day so that all of his workers could be assigned to work on the bridge, ensuring that no one went without a paycheck.

*Dublin Bridge, August # 26*

<i>Aug #1</i>		
<i>Elford Inc.</i>		<i>120000</i>
<i>East Exp.</i>	<i>1000 yds @ 1.20</i>	<i>2,025.00</i>
<i>Rock</i>	<i>675 " @ 3.00</i>	<i>4,000.00</i>
<i>Crack fill</i>		<i>56,256.00</i>
<i>Class II Concrete</i>	<i>3,200 yds @ 17.50</i>	<i>25,536.00</i>
<i>" " "</i>	<i>2,100 " @ 12.00</i>	<i>4,171.20</i>
<i>" " "</i>	<i>440 " @ 9.00</i>	<i>1,820.00</i>
<i>" " "</i>	<i>5,200 " @ 3.50</i>	<i>21,419.00</i>
<i>Rein. Steel</i>	<i>665,700 lbs @ .0325</i>	<i>120,000.00</i>
<i>Steel Hypocenters Joints</i>	<i>50</i>	<i>12.50</i>
<i>1" Crushed Exp.</i>	<i>25 yds @ .25</i>	<i>58.00</i>
<i>1/4 " "</i>	<i>145 " @ .10</i>	<i>723.24</i>



## Dublin Bridge job won on coin toss

The job that was won on the toss of a coin may have been the job that kept Elford Inc. in business during the Great Depression.

Elford's bid to construct the Dublin Bridge across the Scioto River was identical to that of another contractor. Elford chose the lucky side of the coin and won the contract.

Tom C. Fitzpatrick, Elford board chairman, remembers the bridge construction details.

"It took us about a year and a half to build it. It was the only job we

tilt. The controller jumped off and the boom and box went right through the scaffolding into the river."

Luckily, Fitzpatrick said, the crew was working on another part of the wood scaffolding. "The crane operator was placing stone for the crew to start the next section."

Because times were hard, Elford wanted to keep its employees working. To do that during the bridge construction, two crews worked short shifts each day. "That way, the individual employee got five hours each day and worked for five hours each day," Fitzpatrick said. "The super-duper."



PROJECT NOTES



- DESIGN Open spandrel with six arched spans
- MATERIAL Reinforced concrete, faced with local limestone hand-cut on site
- LENGTH 627 feet
- HEIGHT 50 feet above water level
- COST \$199,623.35



1940 MARZETTI RESTAURANT  
COLUMBUS, OHIO



1940 KEEVER STARCH  
COLUMBUS, OHIO

# TRANSITION TO RECOVERY

World War II keeps construction on hold, but post-war boom revives an industry.

America’s war effort created new demand for manufacturing, providing a much-needed economic boost. But aside from these factories, construction activity remained low. Materials shortages and rationing made it difficult to keep jobsites supplied, and most of the labor force was off fighting the war. When those servicemen and women came home in 1945, however, construction shifted into high gear to keep pace with economic expansion — and, in Columbus, rapid population growth. Mayor James A. Rhodes’ Columbus Metropolitan Committee spurred the building of everything from roads to hospitals. Elford kept busy with additions to manufacturing plants and warehouses, as well as new office buildings, banks, retail stores, and academic facilities.



1940 CITY NATIONAL BANK & TRUST COMPANY  
COLUMBUS, OHIO

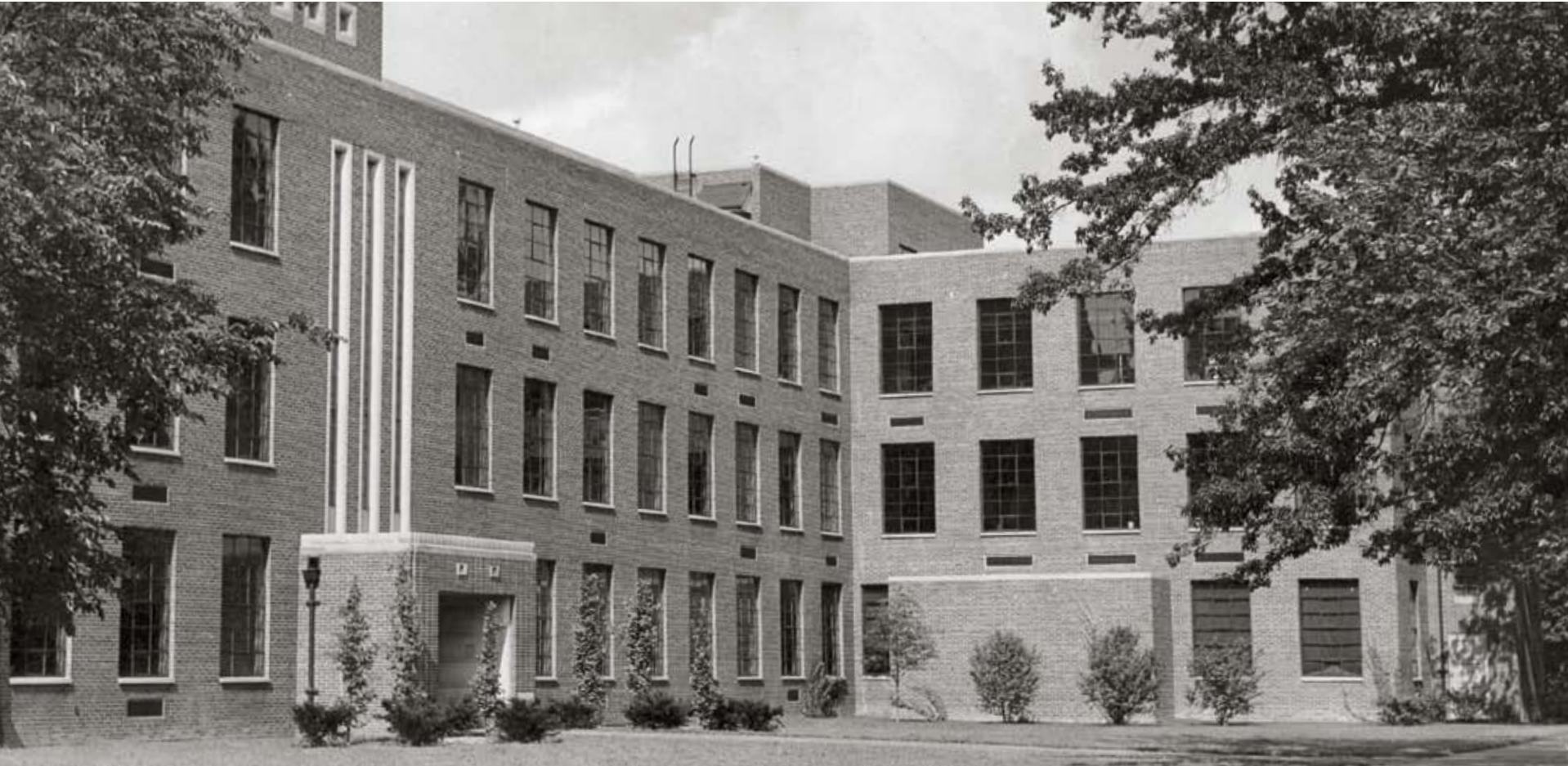


1944  
The first automatic, general-purpose digital computer is completed at Harvard University with a \$5 million grant from IBM.



# ELFORD GOES FOR OHIO STATE

Through the '40s, the company built 12 major facilities for Fat Elford’s beloved alma mater. Though Ohio Stadium wasn’t one of them — Elford was runner-up bidder on the 1922 project — Fat bought forty tickets on the 50-yard-line for every OSU home game. Co-workers, clients, and suppliers attended with him. But Fat went even further to show his support, making sure every piece of Elford equipment was painted scarlet and gray.



1947 CAPITAL UNIVERSITY  
SCIENCE HALL  
COLUMBUS, OHIO



1948 CAPITAL UNIVERSITY  
STUDENT UNION  
COLUMBUS, OHIO



1947 NATIONAL ELECTRIC COIL  
COLUMBUS, OHIO



1948 Columbus' Town & Country Shopping Center,  
one of the first in the nation, opens.  
*Photo courtesy of Casto*



1948 JEFFREY MANUFACTURING CO.  
BOILER HOUSE  
COLUMBUS, OHIO

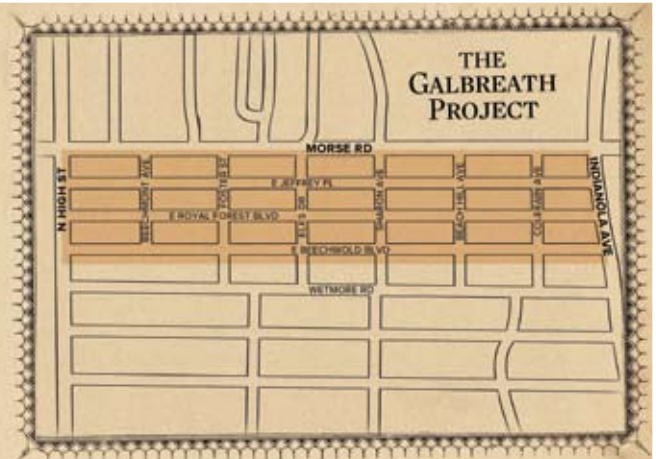


1941

# THE BEECHWOLD HOMES Co.

COLUMBUS, OHIO

ELFORD HAD NEVER BEEN IN THE BUSINESS OF BUILDING ENTIRE HOUSING DEVELOPMENTS. BUT WHEN you're asked by John W. Galbreath, you make an exception. Galbreath, who made his fortune in commercial real estate development, foresaw a need in 1941 for more new housing in the Columbus area. The economy was showing signs of recovery. Soldiers would eventually be returning from war. People would be looking for homes in the growing suburban communities. Galbreath formed the Beechwold Homes Co. to develop a new neighborhood south of Morse Rd. between High St. and Indianola. Three new residential streets were created, and Elford got the contract to line them with new homes — 600 houses in just five months.



PROJECT NOTES



AREA 3 Streets  
HOUSES 600  
TIME 5 Months



1950 ST. STEPHEN'S EPISCOPAL CHURCH  
COLUMBUS, OHIO



1952 PERPETUAL FEDERAL SAVINGS AND LOAN  
URBANA, OHIO

# BREAKING NEW GROUND

An unexpected leader emerges following tragic losses in the family.

The postwar boom changed America, and made the 1950s a high-speed decade. Suburbanization was in full swing; during the decade, Columbus doubled in size from 40 to 89 square miles. To get to work, men drove cars on the fast new freeways constructed during the second half of the decade. Women stayed in the suburbs, raising the kids — including a new subgroup dubbed “teenagers” — and organizing neighborhood barbeques. Things were different at Elford & Son too. In 1949, Fat Elford died of a heart attack. To keep their family of workers employed, Pop and Fat’s wife, Mary, incorporated the company. Mary was named president and remained so until 1965.



1954 COLUMBUS SURGICAL CENTER  
COLUMBUS, OHIO



1954 GOODYEAR TIRE & RUBBER CO.  
COLUMBUS, OH



1950 City National Bank of Columbus opens the first “drive-in” banking window.

## ELFORD LEADERS



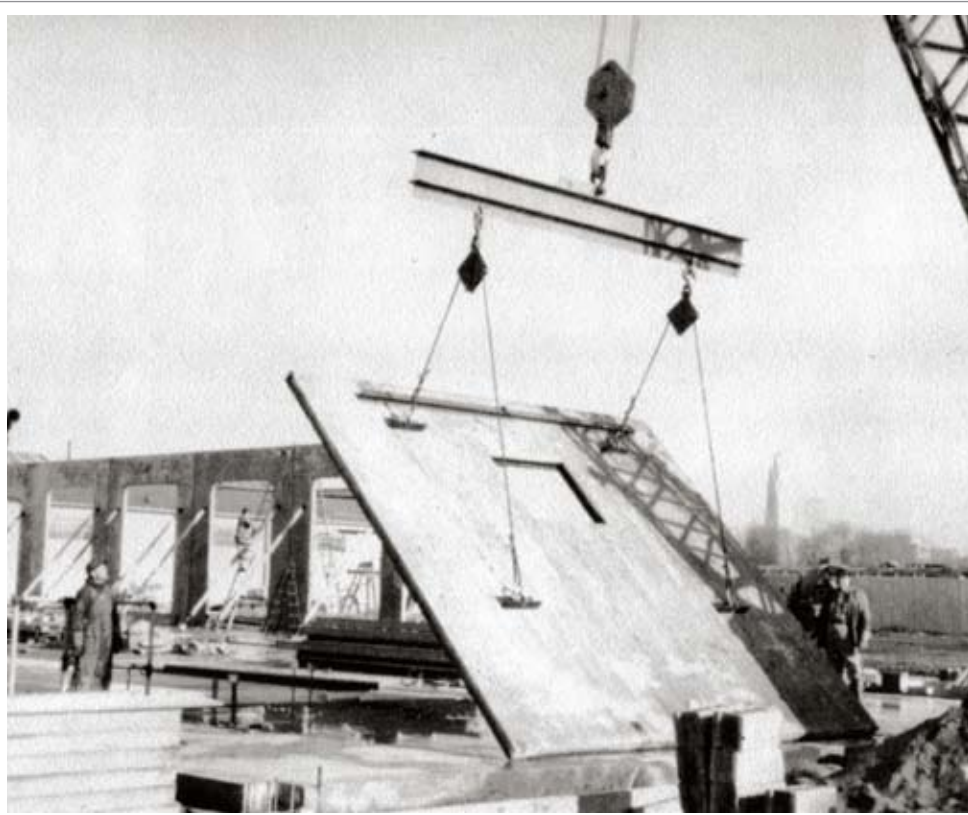
## MARY ELFORD

Harold and Mary Elford married in 1923, the same year he joined his father at Elford & Son. It was not unusual for the couple to discuss details of current projects when Harold got home from work. Over time, Mary learned a great deal about the construction business. Her knowledge served Elford well when she became the first woman to lead a major Ohio construction company. Celebrated in a local newspaper article headlined “She Has Made Her Place in a Man’s World,” Mary was quoted as saying, “‘Fat’ prepared me for the job all through our 27 years of married life, but I never realized it was happening.”

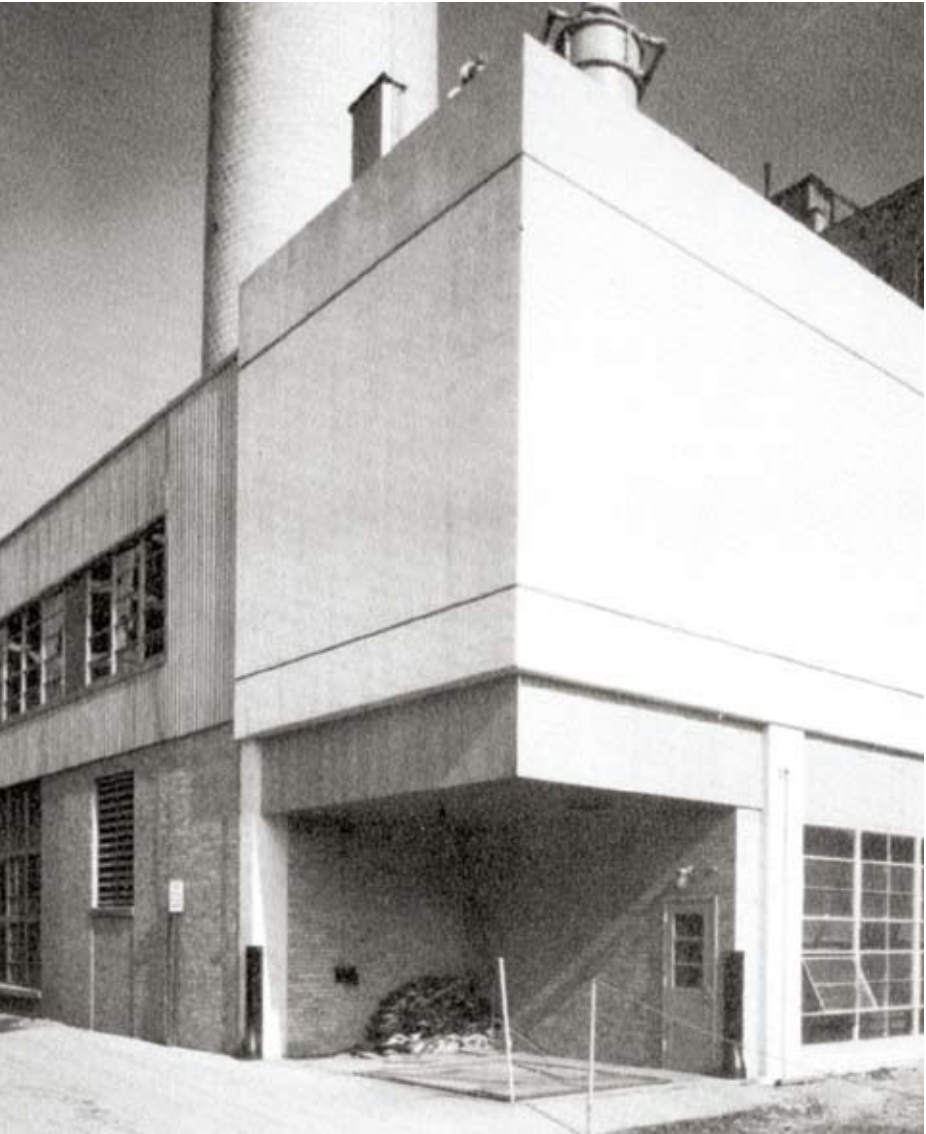
Mary S Elford



1955 ST. MARY'S HIGH SCHOOL  
COLUMBUS, OHIO



1958 ANDERSON CONCRETE CORPORATION  
GARAGE  
COLUMBUS, OHIO



1958 GRANT HOSPITAL  
SERVICE BUILDING  
COLUMBUS, OHIO

1959 PRESUTTI'S VILLA  
GRANDVIEW HEIGHTS, OHIO



1959 ST. ANN'S HOSPITAL  
COLUMBUS, OHIO



1958  
Port Columbus erects new terminal.



THE ENVELOPE  
CONTRACT

In early 1950, after Fat Elford's sudden death, the company was about to start a big Battelle project. But no one could find the contract. Thomas C. Fitzpatrick had to visit Battelle to ask what amount had been agreed upon. The Battelle official answered without hesitation: "Twenty-five thousand dollars. Fat sat right where you are now, tore a corner off an envelope sitting on my desk, and wrote down the number." Recalled Fitzpatrick: "A little scrap of paper we found under his glass desktop *was* the contract."

[IN THEIR OWN WORDS]

"Elford builds relationships, not just buildings. We look for clients who will allow us to partner with them in their building programs. This allows us to better understand their needs, engineer solutions, and provide the highest level of service for the maximum return on their construction investment."

THOMAS C. FITZPATRICK  
PRESIDENT, SENIOR  
CHAIRMAN 1965–1984

1955

1956

1957

1958

1959

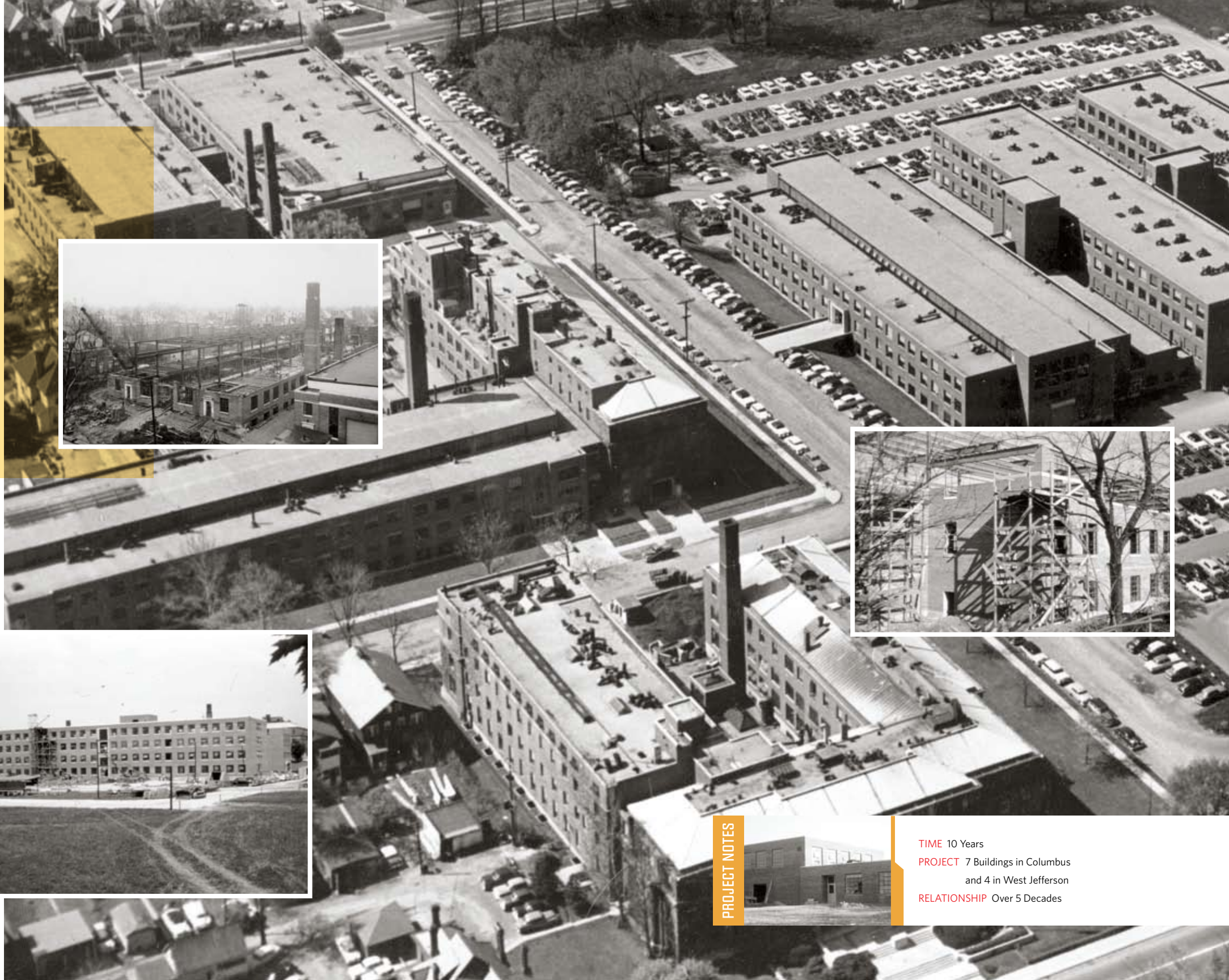


1950

# BATTELLE MEMORIAL INSTITUTE

COLUMBUS, OHIO

**B**ATTELLE MEMORIAL INSTITUTE, COLUMBUS' PREMIER NONPROFIT RESEARCH ORGANIZATION, OPENED its first laboratory in 1929. Ten years later, they asked Elford to build a second wing, and a relationship was born. During the 1950s, Elford crews worked at Battelle sites every year of the decade, erecting Buildings 5, 6, 6A, 7, 7A, 9 and 10 in Columbus. In rural West Jefferson, Elford constructed the facilities where Battelle created the world's first nuclear fuel rods and developed the fuel for the first nuclear submarine, the *USS Nautilus*, launched in 1954.



PROJECT NOTES



TIME 10 Years  
PROJECT 7 Buildings in Columbus  
and 4 in West Jefferson  
RELATIONSHIP Over 5 Decades



1960 FRANKLIN FEDERAL SAVINGS & LOAN  
CORPORATE HEADQUARTERS  
COLUMBUS, OHIO

## ONWARD AND UPWARD

Technological advances help Elford put its mark on Columbus' skyline.

The Baby Boomers came of age in a decade marked by assassinations and anti-war, civil rights, and women's rights protests. Columbus made its contributions in the sports world, with Jack Nicklaus launching the career that made him the Best Golfer of the Century, and the Ohio State Buckeyes football team winning the 1968 National Championship. Beyond that, the city had image problems. *The Wall Street Journal* called it "this relatively out-of-the-way city," and *The Atlantic Monthly* said it was "not really urban." Columbus hadn't added a skyscraper since 1927, when the Leveque Tower became the first. But that was about to change, and Elford would add the two most distinctive pieces of the new skyline.



1960 FRANKLIN FEDERAL SAVINGS & LOAN  
BRANCH BANK  
COLUMBUS, OHIO



1964 COVENANT PRESBYTERIAN CHURCH  
COLUMBUS, OHIO



1964  
Elford General Superintendent Thomas C. Fitzpatrick is named "Man of the Year" by the Builders Exchange of Columbus.

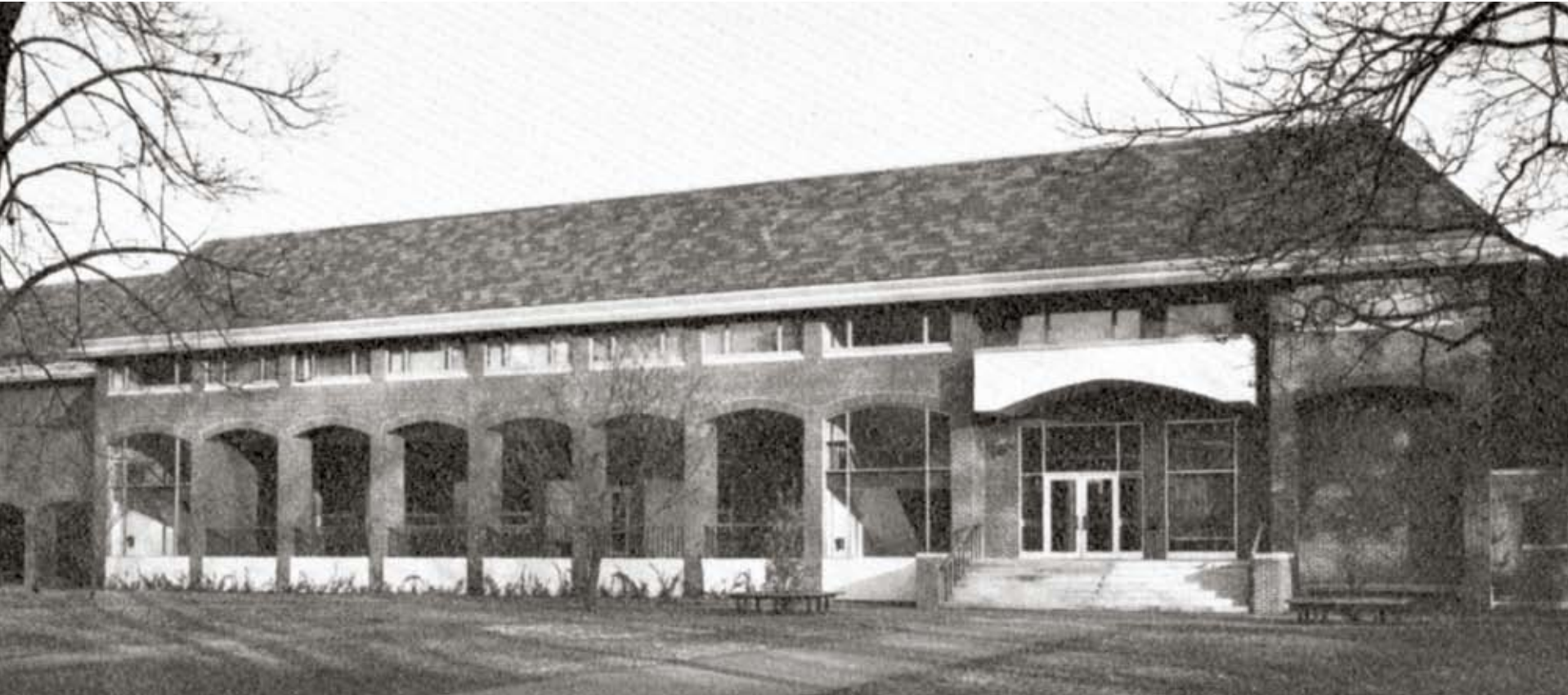
### ELFORD LEADERS



#### THOMAS C. FITZPATRICK

In the summer of 1936, Tom Fitzpatrick started working for Elford as a water boy, making \$1.50 per day. Not yet in high school but big for his age, Tom managed to get in a few weeks of work before the foreman discovered he was underage and had to let him go. That brief experience showed Tom his future. The next summer, now of legal working age, he was hired back as a laborer for 25 cents an hour. He soon moved up to carpenter's helper, doubling his pay. After earning a civil engineering degree from The Ohio State University, he worked his way up to general superintendent. Named president when his Aunt Mary retired in 1965, he held the position until 1984.

*Thomas C. Fitzpatrick*



1968 CAPITAL UNIVERSITY  
LEARNING CENTER  
COLUMBUS, OHIO



1969 MAIN & THIRD OFFICE BUILDING  
COLUMBUS, OHIO



1969 CITY NATIONAL BANK & TRUST COMPANY  
COLUMBUS, OHIO



### THE CLIMBING CRANE

In 1961, Elford, Inc., acquired a major technological boost in the form of the Linden climbing crane. The newest thing in construction, the crane ascended with a high-rise building as the work progressed. The cranes were manufactured in Scandinavia, but one was on a job in St. Louis, and Tom Fitzpatrick flew there to look at it and talk to the supervisors and crews. Elford hadn't bought much of its own equipment before, but Tom liked this crane. The purchase quickly proved its worth. As soon as the Christopher Inn was finished, the crane was moved to a high-rise project at Battelle, then to another job. For seven straight years, it was never off a working project. When other Columbus contractors saw what it could do, they bought their own, but Elford had the city's first.

{ IN THEIR OWN WORDS }

“We paid \$40,000 for that rascal. Mary Elford almost dropped dead.  
I thought she was going to throw me through the door.”

THOMAS C. FITZPATRICK,  
PRESIDENT, SENIOR CHAIRMAN 1965—1984



1969  
July 20, Neil Armstrong of Wapakoneta  
became the first man to walk on the moon

1965

1966

1967

1968

1969



1963

# THE CHRISTOPHER INN

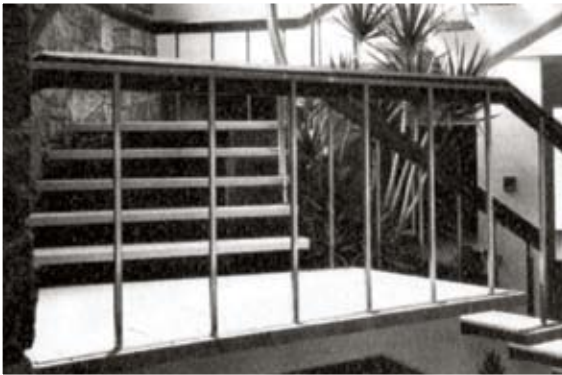
COLUMBUS, OHIO

ANYONE WHO LIVED IN COLUMBUS BETWEEN 1963 AND 1988 REMEMBERS THE CHRISTOPHER INN ON E. Broad St. With 16 circular floors of hotel rooms perched atop a spiral parking ramp, this remarkable structure was more than a landmark; it was modern art. It was Elford’s tallest building to date, made possible by the company’s 1961 purchase of a climbing crane. Owning the latest construction equipment — instead of renting it — allowed Elford to submit the lowest bid.

[IN THEIR OWN WORDS]

“I thought that building would be the last building in the world. It was 6,400 yards of concrete and 45 tons of reinforcing rods. And all of it — not just the structure — was poured concrete.”

THOMAS C. FITZPATRICK,  
ON THE CHRISTOPHER INN



PROJECT NOTES



**GROUNDBREAKING:** December 12, 1961  
**GRAND OPENING:** July 18, 1963  
**ROOMS:** 137 guest rooms on 16 floors  
**AREA:** 155,000 square feet  
**TOTAL HEIGHT:** 170 ft., 4 in.  
**ARCHITECT:** Karlsberger Associates



1961

# ST. ANTHONY HOSPITAL

COLUMBUS, OHIO

TOWARD THE END OF THE ’60S, ELFORD MOVED THE CRANE FARTHER DOWN E. Broad to erect a second circular building: the 250-bed tower addition to St. Anthony Hospital. Like the Christopher Inn, its rooms were wedge-shaped. Unlike the inn, the hospital still exists, as OSU Hospital East. The Christopher Inn was razed in 1988 to make way for the museum expansion.

**DESIGN** Cylindrical  
**HEIGHT** 17 stories with a heliport on the roof  
**AREA** 278,717 square feet  
**PATIENT BEDS** 250  
**ARCHITECT** Karlsberger Associates



PROJECT NOTES





1970 McDONALD'S  
COLUMBUS, OHIO

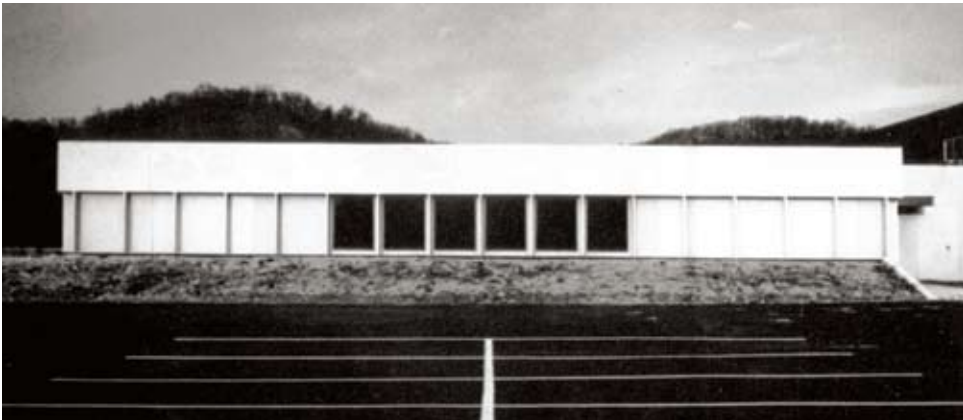
# STAYING THE COURSE

Growth continues in central Ohio despite volatile politics in the nation and around the world.

A political firestorm named Watergate consumed the first half of the decade, eventually driving President Richard M. Nixon from office in August 1974. Columbus, though, remained stable under the quiet leadership of Mayor Thomas Moody. In 1975, the I-270 outerbelt was completed, creating new corridors of commercial and industrial development. The downtown skyline expanded with the additions of the 21-story Motorists Mutual Building (1973), the 34-story Borden Building (1974), the 41-story State Office Tower (1975), and the 40-story One Nationwide (1978). And Elford further consolidated its reputation for craftsmanship and problem-solving with projects big and small, including schools, factories, office buildings, and five McDonald's restaurants.



1970 PEPSI COLA BOTTLING CO./G&J BOTTLING  
COLUMBUS, OHIO



1970 ST. MARY OF THE SPRINGS MOTHERHOUSE  
COLUMBUS, OHIO



1971 BATTELLE WEST JEFFERSON  
COLUMBUS, OHIO



1973  
Chicago's Sears Tower opens  
as world's tallest building.



1975 SALVATION ARMY BUILDING  
COLUMBUS, OHIO



1977 FRANKLIN JUNIOR HIGH SCHOOL  
COLUMBUS, OHIO



1977 COLUMBUS TECHNICAL INSTITUTE  
COLUMBUS, OHIO



1977 6400 E. BROAD STREET BUILDING  
COLUMBUS, OHIO



{ 1970s }

## THE COMPUTER THAT BROUGHT IN JOBS

Elford was one of the first local construction companies to have its own computer, an IBM System-1400. It was as long as a couch and waist-high. It required a separate, wall-mounted circuit board of jumper wires for each bookkeeping function, and they had to be swapped out by hand. The computer's ability to coordinate with Anheuser-Busch's computer landed Elford several construction jobs there.



1978  
The Bicentennial of the United States is celebrated throughout the nation. The 200th anniversary included Operation Sail in New York City, as well as a Bicentennial Wagon Train that traversed the nation throughout the year.



1979  
The Chrysler bailout is approved by the federal government. A \$1.5 billion loan-guarantee plan is floated to assist the third largest car maker in the United States.

1975

1976

1977

1978

1979

1961-1990

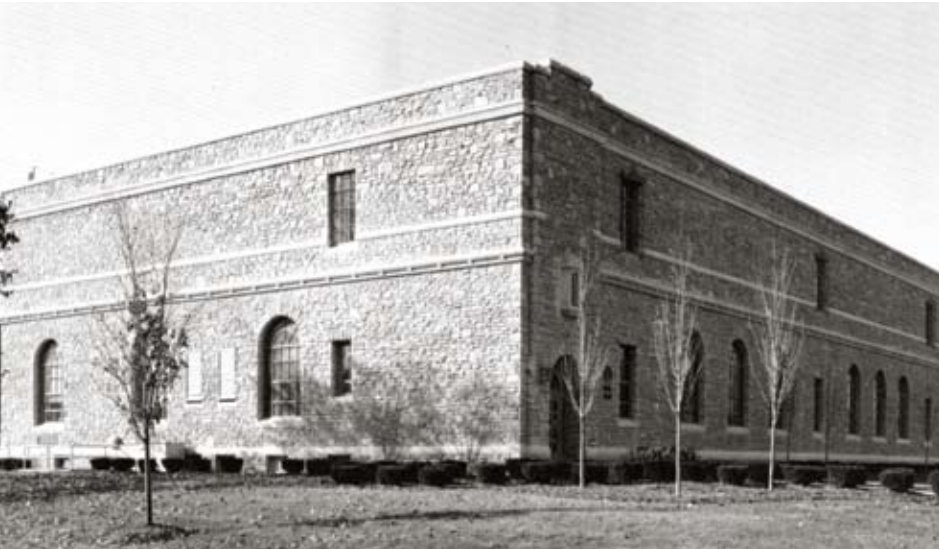


1983 HOLY TRINITY LUTHERAN CHURCH  
TRINITY LUTHERAN SEMINARY  
COLUMBUS, OHIO

# READY TO LEAD

Fourth generation takes over and turns things around.

By 1981, America was in the midst of one of its worst recessions, with the construction industry particularly hard hit. Yet downtown Columbus was growing, with building projects including the Grant Hospital expansion (1981), new AEP Headquarters (1983), One Columbus (1986), and City Center mall (1989). At Elford, new leaders brought new growth by 1985 with a focus on becoming the flagship construction company of central Ohio. One of their big contracts was a joint venture of 157 renovation projects for Columbus Public Schools, mainly in summer. Throughout the four-year project, Elford's work never once delayed a school opening in fall.



1982 OHIO BELL TELEPHONE  
COMMERCIAL BUILDING ADDITION  
UPPER ARLINGTON, OHIO



1984 MARZETTI  
MANUFACTURING PLANT AND OFFICES  
COLUMBUS, OHIO



1984 AMERICAN RED CROSS  
BUILDING ADDITION  
COLUMBUS, OHIO



1984 BAKER-HOSTETLER  
COLUMBUS, OHIO



1983  
Marysville Honda plant dedicated.



## TJ FITZPATRICK

Thomas J. Fitzpatrick knew he wasn't a construction guy. He thought his stint at the family company would be limited to summer jobs to earn college money. He started in 1966. He became a high school chemistry teacher, then entered OSU's business college. In 1972 he joined Elford's front office. He succeeded his dad as president in 1984, becoming the fourth generation to take the position. Few companies manage that transition. The senior Fitzpatrick made sure Elford did, and his son set up the company for a successful future. He laid out a new succession plan and instituted team management. "You find the best people, play to their strengths and away from their weaknesses, and the rest takes care of itself," he said.

*Thomas Fitzpatrick*



1986 MEIJER  
NEWARK, OHIO



1988 LAZARUS RENOVATION  
COLUMBUS, OHIO



1986 ST. MARY OF THE SPRINGS  
MOHUN HALL  
COLUMBUS, OHIO



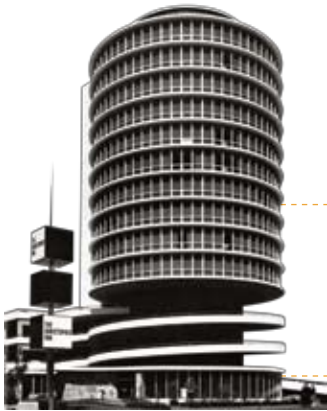
1986  
May 5 — Cleveland, Ohio is chosen to be  
the site of the “Rock ‘N’ Roll Hall of Fame.”

1985

1986



1988 ABRASIVE TECHNOLOGY  
COLUMBUS, OHIO



1988  
Christopher Inn razed

1987

1988



1988 BANK ONE  
COMPUTER SERVICE CENTER  
COLUMBUS, OHIO



ESTIMATORS  
TAKE ON A  
CRITICAL ROLE

The ability to accurately gauge a project's cost before beginning “is more than just counting the bricks and sticks — it's about the means and the methods.” This is critical to building success. Elford's estimators just got better in the 1980s as the industry switched to construction management. Contractors joined owners and architects at the planning table to make key decisions on materials, methods, schedules and even site selections.

{IN THEIR OWN WORDS}

“There's a science and an art to executing preconstruction services. It allows us to offer our clients creative and innovative ideas during the design process. Elford brings a lot of experience to the table to enhance the design process.”

JAMES W. SMITH  
PRESIDENT, COO

1989

1990-2000



1994 LICKING MEMORIAL HOSPITAL  
BUILDING ADDITION  
NEWARK, OHIO

# MAKING DREAMS COME TRUE

Elford moves to new headquarters and helps launch a retail revolution.

Democracy was spreading through Eastern Europe, and people everywhere were talking to and learning about each other instantly via the new connections of the Internet. America felt confident, Columbus became the nation’s 16th largest city and shopping at indoor malls was a top recreational activity. But there were whispers that local entrepreneur Leslie Wexner had a dream to turn the retail world upside down on 1,200 acres east of Columbus. By 1999 he had — and Elford can proudly say it played a key role.



1994 ANHEUSER-BUSCH  
BREWHOUSE OPTIMIZATION  
COLUMBUS, OHIO



1992 PHOTONIC INTEGRATION RESEARCH, INC.  
COLUMBUS, OHIO

1993 BROOKSIDE GOLF AND COUNTRY CLUB  
INTERIOR AND EXTERIOR RENOVATIONS  
COLUMBUS, OHIO



1994 WORTHINGTON FOODS  
ZANESVILLE, OHIO



1992  
Quincentennial of Columbus discovering America. Columbus celebrates with Ameriflora flower show and a Santa Maria replica.



## JEFFREY L. COPELAND

Jeffrey L. Copeland, a registered Professional Engineer, came to Elford as a consultant in 1985, but soon had a full-time position as a project manager, then vice president of production. He led the company’s adoption of higher service levels. He was named president in 1991. Under his tenure, the company won accolades and awards for its depth and breadth of experience, efficiency, attention to detail, and award-winning safety record. “One of our most successful techniques is listening and doing what the client asks us to do,” he said. “Our goal is service and performance.” He became chairman and CEO in 2002.



1996 DOCTORS HOSPITAL WEST  
EXPANSION  
COLUMBUS, OHIO



1995 WESLEY GLEN CONTINUING CARE  
RETIREMENT COMMUNITY  
NEW CONSTRUCTION, ADDITIONS, RENOVATIONS  
COLUMBUS, OHIO



1996 SMITH BROS' HARDWARE CO.  
BUILDING/RETAIL PLANNING ASSOCIATES  
INTERIOR AND EXTERIOR RENOVATIONS  
COLUMBUS, OHIO



1997 LINWORTH UNITED METHODIST CHURCH  
COLUMBUS, OHIO



1997 OHIO MASONIC HOME  
SPRINGFIELD, OHIO



1998 TARGET  
LENNOX TOWN CENTER STORE  
COLUMBUS, OHIO



1995  
Elford named General Contractor of the Year  
by the Central Ohio Chapter of the American  
Subcontractors Association



ELFORD FINALLY  
BUILDS FOR ITSELF

That's what the March 22, 1996, issue of *Business First* said when it detailed Elford's move, after 59 years at too-crowded 555 S. Front St. The company remodeled an existing structure at 1220 Dublin Rd. to give its 150 workers five times more space and a built-in crane bay. It was only the second move since Elford's founding at 54 Ruggery Building in German Village.

[IN THEIR OWN WORDS]

"The cobbler's kids are finally getting their own boots."

THOMAS J. FITZPATRICK  
CHAIRMAN, CEO

1995

1996

1997

1998

1999

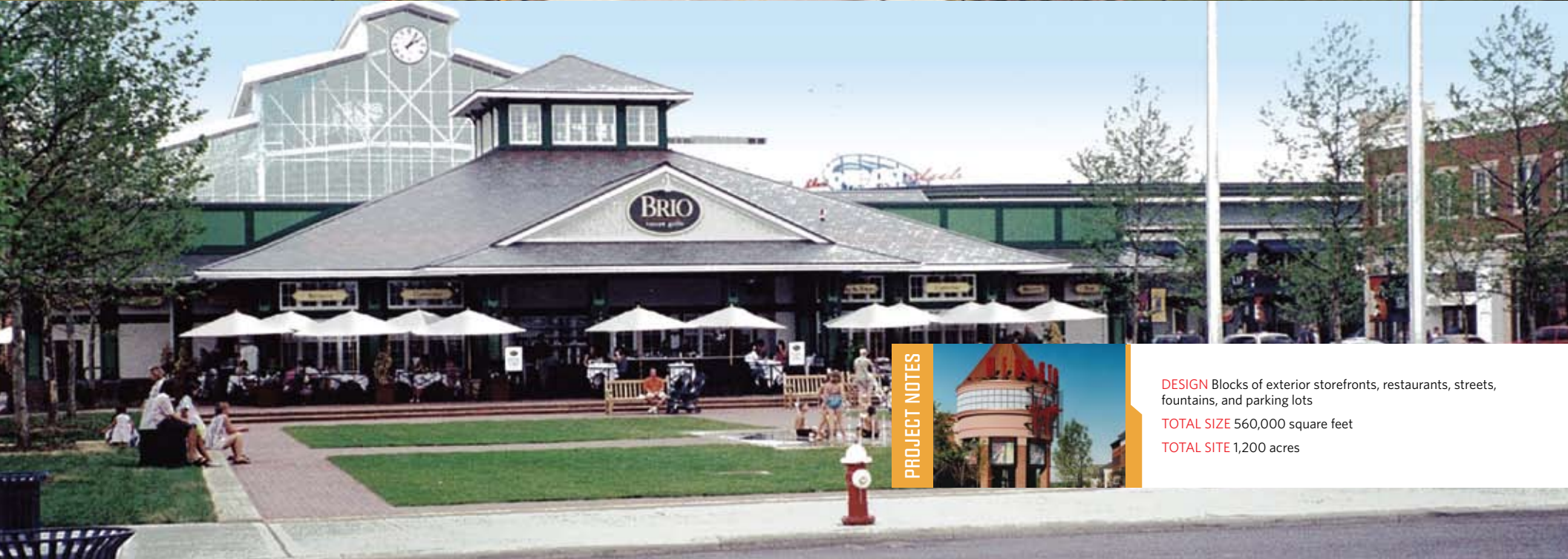


1999

# EASTON TOWN CENTER

COLUMBUS, OHIO

**B**UILDING THE CENTRAL BLOCKS OF EASTON TOWN CENTER WAS A COMPLEX JOB OF CONSTANTLY changing plans as new tenants signed on, daily collaboration with two competitors, and a firm opening day. Six months before that June date, BRIO restaurant was the last building to break ground — right in the middle of the whole project. “Everybody kept saying it was not going to work,” said Elford president and COO James W. Smith. “But our people stayed focused on the project, not the problems. ... Today, I love to drive around Easton to see the craziness and hordes of shoppers, and think back to when the hordes were workers organized to make the dream come true.”



PROJECT NOTES



**DESIGN** Blocks of exterior storefronts, restaurants, streets, fountains, and parking lots  
**TOTAL SIZE** 560,000 square feet  
**TOTAL SITE** 1,200 acres



2002 COLUMBUS HEALTH DEPARTMENT  
NEW CONSTRUCTION, INTERIOR AND EXTERIOR RENOVATIONS  
COLUMBUS, OHIO

# MORE SERVICE IN MORE PLACES

Already central Ohio’s oldest construction company, Elford becomes one of the area’s top 3 builders.

The new century began with a terrorist attack unlike any in American history and ended with another recession that hit the nation, Ohio, and the construction trades hard. Elford led with its strengths, as elder care, industrial and manufacturing, research, retail, data, educational, religious, and green facilities became areas of expertise. Company services included construction management, general contracting, design-build, design-assist, and service and small projects — performed in 18 different states. And 90 percent of business came from repeat clients.



2000 ABERCROMBIE & FITCH  
NEW ALBANY, OHIO



2000 MOUNT CARMEL EAST  
ADDITION AND RENOVATION  
COLUMBUS, OHIO



2009 EAST HIGH SCHOOL  
ADDITION AND RENOVATION  
COLUMBUS, OHIO



2002  
Buckeye football team wins BCS National  
Championship.



## JAMES W. SMITH

An experienced civil engineer, James W. Smith joined Elford as a project manager in 1990. Technological leaps in communications — from smart phones and laptop computers in the field to informational 3-D modeling software in the office — were making everything about every project speed up. Smith made sure Elford kept up. “Every project is unique unto itself, and technology has allowed us to meet the challenges by combining all our talent and keeping our teams connected. We don’t skimp on technology. That’s part of what allows us to make every building experience the best possible for our clients.” In 2002, Smith became company president and COO. He’s overseen a period of continued growth by sticking with Pop’s original values and strengthening employees’ skills, particularly in leadership. “We’ve created a culture where everybody can make a difference.”



2008 WESLEY RIDGE CONTINUING CARE RETIREMENT COMMUNITY  
REYNOLDSBURG, OHIO



2009 SOUTH HIGH SCHOOL  
BUILDING ADDITION, INTERIOR AND EXTERIOR RENOVATIONS  
COLUMBUS, OHIO



2007 BOEHRINGER INGELHEIM ROXANE, INC.  
NEW CONSTRUCTION, ADDITIONS, RENOVATIONS  
COLUMBUS, OHIO



2009 WILLOW BROOK AT DELAWARE RUN  
RETIREMENT COMMUNITY  
DELAWARE, OHIO



2009 EURAND, INC.  
BUILDING ADDITION, INTERIOR AND EXTERIOR RENOVATIONS  
VANDALIA, OHIO



2009  
Columbus City Center torn down;  
Huntington Park baseball field opens



“MORE THAN  
JUST THE BEST  
BUILDING  
CONTRACTOR”

That’s the Elford mission statement. The company still has the best equipment, and the family of 220 workers is still schooled in Pop’s values. They won’t compromise quality. They can find the most economical solution, but they won’t trim time spent with clients — because they’re building relationships first. And they’re placing an unmatched emphasis on leadership. They want to be the organization that has the talent to lead the project, not just build it.

{IN THEIR OWN WORDS}

“We’re a service provider to lots of blue chip companies. We have to be on our game all day, every day.”

JAMES W. SMITH  
PRESIDENT, COO



2008 RIVERSIDE WOMEN'S CENTER  
ADDITIONS AND RENOVATIONS  
COLUMBUS, OHIO

2000

# CENTRAL OHIO HOSPITALS

HOSPITAL CONSTRUCTION — WHETHER ERECTING A NEW BUILDING OR REMODELING A STANDING structure — is one of construction's most challenging jobs. Not every company can do it. Hospitals require precise planning, careful consideration, and special skills. In a remodel, the doctors, nurses, and patients don't leave. Air quality and infection control can't be compromised, patients must feel secure, work must be done quietly, and critical utilities can't be cut, even by accident. Every construction step must be coordinated in advance with hospital staff. In central Ohio in the 2000s, there was one expert: Elford, Inc.

{2000-2010}  
HOSPITAL PROJECTS  
BUILT BY ELFORD:

DILEY RIDGE MEDICAL CENTER  
Canal Winchester, OH

DOCTORS HOSPITAL  
Columbus, OH

DUBLIN METHODIST HOSPITAL  
Dublin, OH

FAIRFIELD MEDICAL CENTER  
Lancaster, OH

GRANT MEDICAL CENTER  
Columbus, OH

HARDIN MEMORIAL HOSPITAL  
Kenton, OH

MARION GENERAL HOSPITAL  
Marion, OH

MORROW COUNTY HOSPITAL  
Mt. Gilead, OH

MOUNT CARMEL HOSPITALS  
Columbus, OH

NATIONWIDE CHILDREN'S HOSPITAL  
Columbus, OH

RIVERSIDE METHODIST HOSPITAL  
Columbus, OH

SOUTHERN OHIO MEDICAL CENTER  
Portsmouth, OH

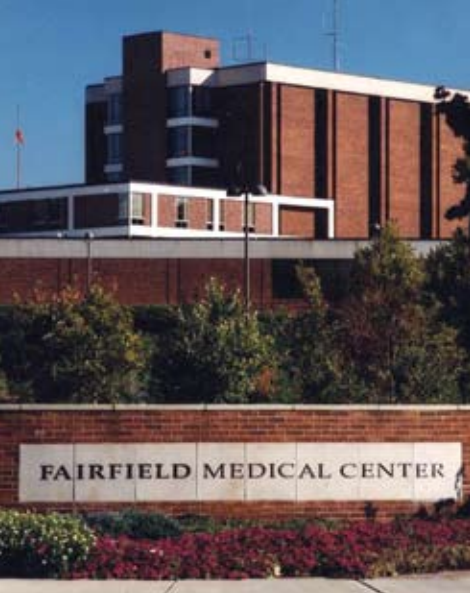
THE OHIO STATE UNIVERSITY  
MEDICAL CENTER  
Columbus, OH



2007 DUBLIN METHODIST HOSPITAL  
DUBLIN, OHIO



2004 RIVERSIDE METHODIST HOSPITAL  
HEART/ED EXPANSION — JV  
COLUMBUS, OHIO



2002 FAIRFIELD MEDICAL CENTER  
NEW CONSTRUCTION, ADDITIONS, RENOVATIONS  
LANCASTER, OHIO



2005 SPRINGFIELD REGIONAL CANCER CENTER  
SPRINGFIELD, OHIO



2009 DILEY RIDGE MEDICAL CENTER  
CANAL WINCHESTER, OHIO

100

# THE ELFORD FAMILY TODAY

A true family business, Elford has always been defined by its people. It's still true today — though Elford, Inc., is a family of 220 employees, none of them named Elford. From the executives to the carpenters, from the field superintendents to the administrative assistants, they know the family story and understand the company commitment to quality. They take pride in driving through their community and seeing buildings Elford has constructed, and they understand that they are laying the foundation for the next 100 years. “We have a saying around here,” they’ll tell you. “We all bleed Elford red, and that means everything.”



**OPERATIONS - FIELD**  
Back row (left to right - starting with gray Elford shirt) Kyle Adams, Jacob McWhirter, Tom Smith, Kevin Potts, Roger Naumen, Matt Peters  
Front row (left to right - starting with denim shirt) Tom McKown, Ron Conley, Les Lee, Earl Jenkins, Ora Keaton, Rodney Jones, Rex Stewart, Ray Harper, William “Sonny” Parsley, Curt Ardrey, John Fisher, Jimmy Boyer, Dave Waller, Jason Steel



**SHOP** Bob McDonald, Paul Speakman



**FRONT DESK** Marianne Collins



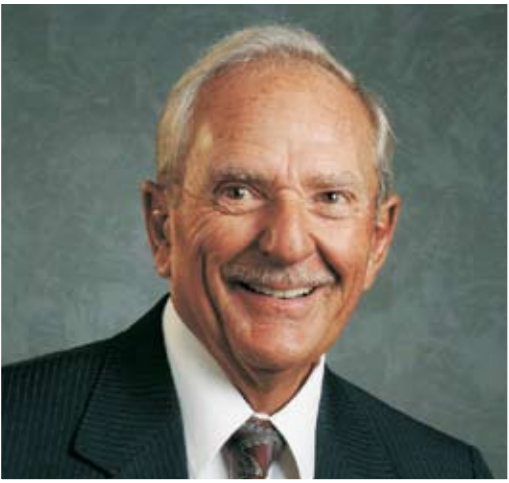
**OPERATIONS - PROJECT MANAGEMENT**  
Back row (left to right) Scott Gillespie, Jeff Ehrenfried, Randy Duncan, Mike Farrell, Brian Boost, Jamie Fields, Greg Keener, Mike Kray  
Front row (left to right) Jenetta Washington, Jeff Engram, Beth Gallam, Sami Ayyash



**OPERATIONS - ASSISTANT PROJECT MANAGEMENT**  
Back row (left to right) Chris Martinez, Joe Hannahs, Matt Sprinkle, Tina Shivers, Mike Hanuscak, Brandon Rastok  
Front row (left to right) Mike Fahrenholz, Andy Schalitz, Clay Wilson, Jeff Rankey



**SAFETY DEPARTMENT**  
Randy Pettitt, V.P., Field Operations  
Scott Ritter, CHST (Construction Health and Safety Technician)  
Bob Butler, V.P., Operations  
Joe Motil, Field Safety Specialist



## J.R. JOHNSON

At age 74, Executive Vice President for Field Operations J.R. Johnson sees his 59-year construction career drawing to a satisfying end. He spent 36 of those years with Elford and created the programs that made the company a leader in workplace safety and productivity. Along the way, he trained two generations of Elford employees. J.R. has always known the smallest detail of the projects his crews were constructing. And not just their work, but the work of all of the trades on the project. Don't bet him on the size of the crew or the number of man-hours a subcontractor needs to work to finish a project on time. You would lose the bet. Retiring won't be easy. "I've spent a whole career with some of these folks. I've stayed because I liked them so much. It's tough to leave."



**OPERATIONS – SUPERINTENDENTS**

*Pictured in this photo:* Chris Smith, Curt Moss, Ken Elliott, Rob Deeslie, Tom Andry, John Lovely, Jeff Osborn, Rick Slocum, Gary Lowry, Jerry Phillips, Dave Smith, Mike Lawwell, Chris LeBlanc, Randy Wight, Don Cook, Nick Voss, Keith Jarvis, Bob Smith, Dale Olive, Matt North, John Smith, Fred Caudill, Greg Miller, Bill Kay, Don Mounts, Shane Lawwell, Rob Miller, Mike Mounts, Marty Mudrak, Don Shaw, Dave Lewis, Andy Adkins



**HUMAN RESOURCES DEPARTMENT**  
Colleen Rains, Lynda King



**SENIOR MANAGEMENT ADMINISTRATION**  
Missy Krajewski



**ACCOUNTING DEPARTMENT**  
*Back row (left to right)* Pam Dougherty, Gay Hauenstein, Bob Zebracki, Lisa Gilbert, Peggy Scott  
*Front row (left to right)* Brad Montgomery, Amy Corder, Craig Andrzejewski, Sharon Silvestro



**SERVICE AND SMALL PROJECTS**  
*Back row (left to right)* Todd Wilkinson, Kevin Scoby, Jason Brown, Jeff Mason  
*Front row (left to right)* Ray Clouse, Carla Goings, Paul Copeland



**ESTIMATING DEPARTMENT**  
*Back row (left to right)* Walt Wagner, Denise Gilliam, Debbie Edwards, Matt Bennett  
*Front row (left to right)* Jeff Endslow, Todd Dille, Dexter Housman, Brian Boost



**BUSINESS DEVELOPMENT AND MARKETING DEPARTMENT**  
Kathy Reed, Tim Davis, Paul Copeland,  
Tom Latchem, Lisa Corbett



**OFFICERS**  
Back row (left to right) Chris Fisher, Dwayne Manson, Ed Straub,  
Bob Butler, Randy Petitt  
Front row (left to right) Jim Smith, Jeff Copeland, J.R. Johnson



**BOARD OF DIRECTORS**  
Back row (left to right) John Royer, Tom Copeland, Bill Wickham, Mike Curtin  
Front row (left to right) Jim Smith, Jeff Copeland, Chris Fisher  
Not pictured: Tom J. Fitzpatrick

In 2010, Elford, Inc., like Ohio and the nation, is going through the worst recession since the Great Depression. Remembering the strengths and successes of their past, the company’s leaders and employees are confident. According to Jeff Copeland, Chairman and CEO: “We’re growing our talents, sharpening our skills, spending more time with our clients, and taking every advantage of new technology. We’re laying the groundwork for Elford’s next 100 years of success.”

“Today, it’s critical to have the right systems and equipment, but it’s more important to have the right people in the right seats. We do,” said President and COO, James W. Smith. “And we’re taking this time to get even better. That’s why we’re putting an unmatched emphasis on leadership training and investing in our people. We really believe we set ourselves apart by being the best leaders and doing the best work.”

“Our clients have a choice when they choose construction companies, and a significant number of the people who choose us are repeat customers. Others hear about us from them. We’re really proud of that.”

“25 years from now, we want the Elford team to look back on us and say, ‘As bad as things got, these guys stuck to their values, and they got it right.’ That’s the whole story of Elford, Inc.”

# BUILDING RELATIONSHIPS

From the beginning, Edward “Pop” Elford’s plan was to build relationships and earn repeat business by doing just what the client wanted in the very best way possible. The approach paid off immediately. His first client paid him \$200 for a small job, then returned a few months later with a job worth nearly 200 times that amount. One hundred years later, 80 percent of the company’s projects are with former clients. Many have turned to Elford every decade for half a century or more.

A. Gutheil Grocery	AT&T
Abbott Foods	B & T Metals Co.
Abbott Nutritionals	B.P.O.E. (Elks)
Abercrombie & Fitch	Baker & Hostetler LLP
Abex Corp.	Bakery Service Corp./Wonder Bakery Co.
ABF Freight Systems, Inc.	Ball Corp.
Ace Hardware	Bancroft Building
Adena Hospital	Bank of America
Aladdin Shrine	Bariatric Center of Columbus
Alpha Gamma Sigma Fraternity, OSU	Barley's Smokehouse
Alpha Sigma Phi House, OSU	Barnes & Noble
Alum Creek Bridge	Battelle Memorial Institute
American Cold Storage	Bear Creek Corp.
American Education Press	Beechwold Homes Co. Housing Project
American Electric Power (AEP)	Belmont Casket Manufacturing Co.
American Motorcycle Association	Berger Hospital
American National Can	Bert W. Martin Memorial Hospital
American Red Cross	Beutan-Bloomfield Bridge
American Showa	Big Brothers/Big Sisters
American Zinc Oxide Co.	Birchwood Foods
Anderson Concrete Corp.	Black Diamond Coal Co.
Anheuser-Busch Companies	Blumer-Sartain Packing Co.
AON Consulting	Bob White Inc.
Armour Co. Remodel	Boehringer Ingelheim Roxane, Inc.
Arro Department Store	Bonney Floyd Co.
Arter & Hadden	Borden, Inc.
Arthur Kobacker Co.	Boy Scouts of America Delaware Camp
ASI Technologies	Brewer's Yard
Associated General Contractors of Ohio	Brewer's Yard Apartments
Association of Ohio Realtors	Briarwood Realty Co. Housing Development

Broad Street Bridge Alum Creek
Broad Street Presbyterian Church
Brookside Golf & Country Club
Buckeye Steel
Budd Dairy Co.
Budget Car Sales
Bureau of ATF
C & C Motor Freight
C. C. Dillon & Son, New Lexington, Ohio
C. E. Morris Co.
C. N. Wade Residence, Canton, Ohio
Caldwall & Taylor Bulk Plant
Calumet Viaduct
Canal Dover Bridges
Canton Cuttery Co.
Canton Fertilizer & Chemical Co.
Canton Provision Co.
Canton Storage & Transfer Co.
Capital City Group (Capital City Crane)
Capital City Products Co.
Capital Club
Capital Senior Development
Capital University
Capitol Machine Corp.
Carroll & Thompson Garage
Carroll Chain Co. Remodel
Carroll County Bridge
Cassady Meadows, Inc. Housing Development
Catholic Diocese of Columbus
Celanese Chemical Co.
Central Benefits Mutual Insurance
Central Brass & Fixture Co., Springfield, Ohio
Central Building & Loan Savings Co.
Central College Presbyterian Church
Central National Bank, London, Ohio
Central Ohio Endoscopy
Central Ohio Paper Co.
Central Ohio Pulmonary
Centro Properties Group
Ceron Corp.
Champaign County Bridge
CheckFree Corp.
Chemical Abstract Service

Cheryl & Co.
Childhood League
Children's Home Bridge (Lane Avenue)
Chillicothe Bottling Co.
Chillicothe Ophthalmic Center
Christ United Methodist Church
Christopher Inn
Church Street Properties
Citizens Bank, Sidney, Ohio
Citizens Bank, Urbana, Ohio
Citizens Bank, Westerville, Ohio
City Ice & Fuel Co.
City National Bank & Trust Co.
City of Columbus
City of Dublin
City of Newark
Clark County Bridge
CME Federal Credit Union
Coca Cola Bottling Co., Marion, Ohio
Columbia Gas of Ohio
Columbus & Southern Ohio Electric
Columbus Airport Authority
Columbus Bank Book
Columbus Bolt & Forging
Columbus Builders Supply Co.
Columbus City Schools
Columbus Coal & Lime Co.
Columbus Coated Fabrics
Columbus Commercial Realty
Columbus Country Club
Columbus Developmental Center
Columbus Dispatch
Columbus Eye Surgery Center
Columbus Health Department
Columbus Ignition Co. Arnett Building
Columbus Industries
Columbus Metropolitan Club
Columbus Museum of Art
Columbus Packing Co.
Columbus Paper Box Co.
Columbus Pharmacal Co.
Columbus Plate & Window Glass Co.
Columbus Plate Glass

Columbus Riding Club
Columbus Southern Ohio Electric Co.
Columbus Speech & Hearing Center
Columbus State Community College
Columbus Surgical Center
Columbus Technical Institute
Columbus Washboard Co.
Commercial Building Office
Commercial Paste Co.
Community Mercy Health Partners
COMTEX (Central Ohio Medical Textiles)
Conn's Potato Chips
Consumers Brewing Co., Newark, Ohio
Cooper & Lybrand
COSI
Court Realty Co. Freight Dock
Covenant Presbyterian Church
Crane Plastics
Crosswood Retail/Office Center
Crowe Chizek & Co.
Crystal Restaurant, Marion, Ohio
CT Corp.
Cummins Diesel Co., Briggsdale, Ohio
Cummins Storage Co.
Cunard Lang Plant
Curfman & Williams Building, Westerville, Ohio
Cussins & Fearn Co.
D. A. Ebiner Sanitary Manufacturing Co. (Ebco)
David Davies Packing Co.
Dean Witter & Co.
Delaware Bariatric Center
Delaware City Schools
Delaware Radiation Oncology
Del-Co Water Co., Inc.
Delphi
Delta Phi Epsilon
Delta Tau Delta House, OSU
Denison Engineering Co.
DeSoto Co.
Diamond Innovations
Diamond Metal Weather Strip Co.
Dickerson Shoe Co.
Diley Ridge Medical Center

Directions for Youth
Dispatch Printing Co.
Docksides Restaurant
Doctors Hospital
Doubletree Guest Suites
DSW, Inc.
Dublin Bridge
Dublin Methodist Hospital
E. E. Bickett New Broadway Theater
E. J. Thomas Co.
E. M. Hulse Manufacturing Co.
E. W. Courtright Building
East High School Repair Parapet
Easton Town Center
Ebco Manufacturing Co.
Elks Building, Marion, Ohio
Elks Building, Mt. Vernon, Ohio
Emil Buchsieb Building
Equity Properties
Ernst & Young
Eurand, Inc.
Evans Adhesives
Exact Weight Scale Co. Division, National Industrial Products Inc.
F & AM Lodge, Worthington, Ohio
F. O. Schoedinger Co.
F. W. Sloter, Inc.
Fairfield Medical Center
Fairmont Creamery Co.
Falter Packing Co.
Famous Fraternity Sportswear
Fayette County Memorial Hospital
Federal Glass Co.
Federated Department Stores
Fiesta Shopping Center
Fifth Avenue Coal Co.
Fifth Avenue Floral Co.
Fifth Third Bank
Fink & Heine Packing Co.
First Community Bank
First Community Village
First National Bank, Jackson, Ohio
Fisher Development

Flxible Side Car Co., Loudenville, Ohio
Florence Crittenden House
Ford Brothers Garage
Forest Lawn Memorial Garden
Forum Manufacturing
Frankenberg Brothers Paper Box Manufacturing Co.
Franklin Adhesives
Franklin County Animal Shelter
Franklin County Commissioners
Franklin County Tuberculosis Hospital Repairs
Franklin Federal Savings & Loan Association
Franklin Junior High School
Franklin University
Fraternal Order of Police
Fred C. Janton & Co.
Freemont Creamery Co.
Friendship Village of Columbus
Friendship Village of Dublin
Frito-Lay, Inc.
Fruehauf Trailer Co.
Furnace Ice Cream Co.
Galion Community Hospital
Gallia County Bridge, Vinton, Ohio
Gallia-Jackson-Vinton Joint Vocational School District
General Baking Co.
General Electric Corp.
Georgia-Pacific Corp.
Gerald D. Hines Interests
German American Publishing Co.
Germania Club
Glen Rest Cemetery
Glennwood Commons
Glicks Furniture Co.
Glimcher Properties Ltd.
Goldberg Iron & Steel Co. Baler Pit
Golden Corral
Goodwill Columbus
Goodyear Tire & Rubber Co.
Grace Lutheran Church
Grady Memorial Hospital
Grange Mutual Casualty Group

Grant Medical Center
Green Street Enterprises
Greenlawn Cemetery Association
Gus & Sun Theater, Springfield, Ohio
Gwinn Milling Co.
H. Braun Sons & Co.
H. E. Newman Co.
Habash Reasoner & Frazier
Hamilton Milk Co.
Hardin Memorial Hospital
Harding Memorial, Marion, Ohio
Harding Psychopathic Hospital
Harmon Electric
Hartford City Paper Co., Indiana
Hartman Stock Farm Buildings
Hausman Steel Co.
Hayden Run Bridge
Hayward Distributing Co.
Healthplex
HealthSphere Corp.
Hechinger Co.
Herb Paper Box Co.
Hewlitt-Packard Co.
Hilliard City Schools
Hillsboro Light & Fuel Co.
Hocking Valley Hospital
Hocking Valley Railroad
Holiday Inn Express
Holy Trinity Lutheran Church
Holzer Clinic
Honda of America Manufacturing Co.
Hopewell Center
Hordis Brothers
Horrance Broadcasting Inc.
Hospital Properties Inc.
Howard Paper Co., Urbana, Ohio
Howard Woodward Co.
Huffman-Wolfe Co.
Hull & Associates
Huntington National Bank
IBSCO
Independent Ice Co.
Inland Products, Inc.

Inter State Steel Co.	Lewis & Simpson Co.	Mercy Hospital, Mt. Vernon, Ohio
International Packaging	Lewis & Williams, Mt. Vernon, Ohio	Merrill Lynch
Into Great Co.	Liberty Crossing Retail Center	Metal Forge Co.
Isaly Dairy Co., Youngstown, Ohio	Licking Memorial Hospital	Methodist Elder Care Services
J. C. Bradford & Co.	Liggett Reo	Midland Insurance
J. F. Schmidt Packing Co.	Limited Brands	Midland Theater, Newark, Ohio
J. K. Schoninger, Marion, Ohio	Linworth United Methodist Church	Midtown Obstetrics/Gynecology
J. P. Gordon Co.	London Prison Dormitory	Midwest Packing Co.
J. R. Neth Theater, Clintonville, Ohio	Lucent Technologies	Minnesota Mining & Manufacturing
J. R. Trowbridge Storage Co.	M & I Packing Co.	Moores & Ross Dairy Washington Avenue Plant
J. W. Brown Manufacturing Co.	M & R Dietetic	Morrow County Hospital
Jefferon Ice & Cold Storage Co.	Madison County Hospital	Motor Masters
Jeffrey Galion Foundry	Main & Third Street Co.	Motorists Insurance Co.
John Amicon & Brothers Co.	Manongahelo Valley Traction Co., Clarksburg, WV	Mount Carmel Health System
Jones Lang LaSalle	Marion Country Club	Mt. Gilead National Bank
Jones, Day, Reavis & Pogue	Marion County Telephone Building	Mt. Lyric Theater, Mt. Vernon, Ohio
Joseph Deible Residence	Marion General Hospital	Muirfield Village Golf Club
JPMorgan Chase	Marion Ice & Cold Storage Co.	Murfin
Keneco, Inc.	Marion Metal Products Co.	Murray City Coal & Ice Co.
Key Bank	Marion National Bank	National Automotive Parts Associates
Keystone Powdered Metal Co.	Marion Packing Co.	National Car Rental
King Avenue Bridge	Market House, Marion, Ohio	National City Bank
King Avenue Warehouse	Maryhaven, Inc.	National Electric Coil Co. Division
Kingston Milling Co.	Marysville Reformatory	McGraw-Edison Co.
Kinnear Manufacturing Co.	Marzetti Restaurant	Nationwide Children's Hospital
Kipco Industries, Inc.	Masonic Temple	Nationwide Development Co.
Kirk Williams Co.	Masonic Temple, Westerville, Ohio	Nationwide Realty Investors
Knights of Columbus Holding Co.	Masterfoods USA	Navistar International Corp.
Market House, Marion, Ohio	Mathews, Click & Bauman	New York Central Lines
Knox Tire & Rubber Co., Mt. Vernon, Ohio	Max Zeller	Newark Radiation Oncology
Kohr, Royer, Griffith	McCord Corp. Tank Foundations, London, Ohio	Nicklaus House
Kraft Foods	McDonald's Restaurants	Niehaus, Inc.
Krieger Ford, Inc.	McDonnell Douglas	NIFCO
Krieger Sawmill Lincoln-Mercury, Inc.	MCI Telecommunications	North Columbus Ice Co.
Kroger Grocery & Baking Co.	McPherson Restaurant	Novak Funeral Home
Lane Aviation	Mead Corp.	O. M. Scott & Sons
Langs Dye House	Medical Center Hospital	Oakland Park
Lape, Adler Shoe Co.	Medick Ford Dealership	Oasis Corp.
LaSalle Office	Meijer, Inc.	Odyssey Healthcare
Lazarus Department Stores	Melman Co.	Oelgoetz Duplex Building
Legg Mason Wood Walker	Memorial Association of Knox County, Mt. Vernon, Ohio	Ohio Association of Realtors
Lennox Industries	Merck, Sharpe & Dohm	Ohio Auto Auction
Leveque Tower		Ohio Bar Association

Ohio Bell Telephone Co.
Ohio Cartage Co.
Ohio Chamber of Commerce
Ohio Department of Transportation
Ohio Dominican University
Ohio Education Association
Ohio Equities Management
Ohio Hospital Association
Ohio Hospital of Psychiatry
Ohio Ice Cream Co., Zanesville, Ohio
Ohio Inspection Bureau
Ohio Masonic Home
Ohio Packing Co.
Ohio Penitentiary
Ohio Rural Electric
Ohio Wesleyan University
OhioHealth Corp.
Old Trail Printing Co.
Olentangy Inn Hotel
Olentangy Local Schools
One Columbus Building Association
Orient State Hospital
Orton Memorial Laboratory
Oscar Kaiser Canal Street Building
Otterbein College Gymnasium
Our Lady of Peace Church
Outer Belt East Office Building
Paine Webber & Co.
Palace Theatre
PCS Realty
Peoples Saving & Loan
Pepsi Cola Bottling Co./G&J Bottling
Perpetual Federal Savings & Loan, Urbana, Ohio
Philadelphia Apartments
Photonic Integration Research, Inc.
Pickerington Creamery Co.
Pittsburgh Plate Glass
Plain City Theater
Plastex Co.
Pollak Steel Co., Marion, Ohio
Ponco Development Co.
Pontifical College Josephinum
Powell Apartments

PPG Expansion
Preble County National Bank, Eaton, Ohio
Premier Sports Club
Prescott, Ball & Turbin
Presutti's Villa
Price Stokes Co.
Prudential Securities
Qwest
Ralston Purina Co.
RCA Expansion
Regency Hospital Co.
Reo Truck Co.
Republic Steel
Retail Planning Associates - RPA
Ricart Ford Dealer
Rich Products Corp.
Rickenbacker Aviation
Riley Shoe Co.
Riverside Methodist Hospital
Riverside United Methodist Church
Riverview Surgery Center
Robertshaw Controls Co.
Rocky Fork Country Club
Ross Laboratories
Ruth's Chris Steak House
Ryder Trucking
S. M. Turpie Residence
Salem Bridge, Salem, Ohio
Salesian Boys & Girls Club
Samaritan Hospital
Sanese Services Inc.
Schlezinger Baler Building
Schottenstein Zox & Dunn Co., LPA
Scioto Ridge United Methodist Church
Scioto Valley Pools
Seagraves Corp.
Select Medical Corp.
Shadesville Bridge
Sharon Township Bridge
Shearson Lehman Brothers
Siemens Medical Solutions
Smith & Schaefer
Smith Barney, Inc.

Smith Brothers Hardware
Snively Garage Building
Society Bank
Solur Metal Products Co.
South Side Lumber Co.
Southern Development Co.
Southern Ohio Eye Association
Southern Ohio Medical Center
Springfield Abattoir Co.
Sprint & Nextel
St. Agatha Church
St. Ann Hospital for Women
St. Ann's Hospital
St. Anthony Hospital
St. John's Church Remodel
St. Margaret of Cortona
St. Mary of the Springs Infirmary-Mohun Hall
St. Mary of the Springs Science Building - St. Albert's Hall
St. Mary's Hospital
St. Mary's School
St. Peter Church
St. Stephen Episcopal Church
St. Thomas the Apostle Church
Standard Bolt Works Co.
Standard Oil Co. Filling Station
Star Equipment Co.
State Auto Insurance Companies
State of Ohio Psychopathic Hospital
State Reservoir, Gallipolis, Ohio
State Savings Bank
State Teachers Retirement System
Steiner & Associates
Sterling Paper Co.
Suburban Motor Freight
Sullivan Medical Center
Sun TV
Sunbury Savings & Loan
T Marzetti Co.
T. A. Whalen
Target Corp.
Techneglas, Inc.
THD Tool Rental
The American Heart Association

The Columbus Forge & Iron Co.
The Columbus Rendering Co.
The Galbreath Co.
The Jeffrey Manufacturing Co.
The Keever Starch Co.
The Matlin Co.
The Murphy Co.
The Nippert Co.
The Ohio State University
The Salvation Army
The Timken Roller Bearing Co. (The Timken Co.)
Thompson Hamilton Building
Thompson Hine LLP
Toledo & Ohio Central Railroad Bridge
Towne Properties
Toys R Us
Trammel Crow Co.
Tranquility Spa
Trinity Health System
Tristar Power
Tween Brands
Tylersville Retail Center
Union Carbide Industrial
United House Dressed Meat Co., Altoona, Pennsylvania
United McGill Corp.
United Provisions Co.
United Technologies, Inc.
United Way
Universal Electric
Universal Ice & Cold Storage Co. (Manongahela, Pennsylvania)
University Club
Utility Operating Supply Co.
Valley Dale Dancing Pavillion
Verizon Wireless
Vernon Theater, Mt. Vernon, Ohio
Virginia Hotel Remodel
Volunteers of America
Vorys, Sater, Seymour and Pease, LLP
W. B. Brickel Ruggery Building
W. B. Marvin Co.
W. B. Ruggery
W. H. Marvin Co.

W. K. Lanman Building
Waldock Packing Co., Sandusky, Ohio
Walter Braun Building
Wasem Packaging
Watkins Printing Co.
WBNS-10TV
WD Partners
Weber-Bauer Packing Co.
Weisheimer Bridge, Clinton Township
Wellman, Inc.
West High School
West Jefferson Bridge Repair
Westerville Convalescent & Nursing Center
Westerville Creamery
Wheeling & Lake Erie Railroad Bridge, Zanesville, Ohio
Wheeling National Bank
White Castle System, Inc.
Whitebarn Candle
Wilbours Co., West Virginia
Wiles, Doucher, VanBuren, & Boyle LPA
Williams Co., London, Ohio
Willow Brook Christian Communities
Women's International Bowling Congress Headquarters
Woots Theater, Washington C.H., Ohio
Worthington Bridge, Sharon Township
Worthington Foods
Worthington Hills Country Club
Worthington Industries
Worthington Presbyterian Church
Worthington Schools
WSYX Channel 6
WTVN Channel 610 AM
YWCA - Young Women's Christian Association
Zaner-Bloser Inc.
Zaremba Group

OVER THE PAST ONE HUNDRED YEARS, ELFORD HAS WORKED WITH THOUSANDS OF BUSINESSES, INDIVIDUALS and professional associations who have contributed to our success. We would like to thank all of you. This includes several photographers, some of whose work is featured in this book, including BLT Productions, Inc., Cam-Tech, Chameleon Photo & Design, Inc., Charles R. Moor Photography, Inc., Cunningham/Feinknopf Photography, Feinknopf Photography, Imagemakers Photographic, JE Evans Photography, Inc., Kevin Keefer Photography, Doug Martin, Rick Buchanan Photography, Rycus Associates Photography LLC, Top Site Aerial Photography, Will Shively Photography, and Yarrington Studio, as well as those whose names we no longer have. Special thanks also goes to the Ohio Historical Society for the help they provided in collecting resources for this book.



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