

Qualifications for Construction
Manager at Risk Services

EAT FAT CITY CENTER

design+build

woodward
w

STREET
WEB
PHONE

1000 South Norman C. Francis Parkway, New Orleans, Louisiana
woodwarddesignbuild.com
504-822-6443

woodward

design+build

July 1, 2022

David Hecht
ReForm RES, LLC

Subject: EAT Fat City Center

Dear Mr. Hecht:

On behalf of Woodward Design+Build, I am thrilled to submit our qualifications for Construction Manager at Risk (CMAR) Services for the EAT Fat City Center.

When complete, the heart and the spirit of the EAT Fat City Center will be **collaboration** and **flexibility**—a space that facilitates teamwork and shared learning and has the built-in flexibility to adapt to the community's growing and diverse needs. It is fitting that the development, design, and construction of the Center also requires partners who embody both collaboration and flexibility.

Collaboration and flexibility are foundations of the culture and success of Woodward Design+Build. Over nearly 100 years, we honed our ability to foster productive collaboration among owner, architect, and contractor. The team at Woodward facilitates reliable, thoughtful processes that promote dialogue and innovation and ensure you get the very most bang for your buck.

We are eager to serve the Jefferson Parish community as the CMAR on this project and have identified our key qualifications as follows:

CMAR/Integrated Project Delivery Expertise

Woodward has been delivering projects utilizing unconventional, integrated delivery methods since 1923. Our firm was founded by an architect who knew there was a better way to build, and his philosophy thrives within our walls. We work hard to understand the client's needs and support the architect's design intent while providing structure, feedback, and recommendations to ensure constructability, budget alignment, and schedule maintenance. Woodward's experience with CMAR and integrated delivery simply cannot be matched.

Leading Processes to Maximize Value

Woodward's detailed, lean preconstruction process ensures all possible alternatives are thoroughly but efficiently considered to achieve the best possible outcome for the owner. Working closely with Rome Office, our team will provide a disciplined approach to advancing the architects' intent while stretching the Parish's funds and maximizing value to its constituents. We will ensure you not only have the information needed to make decisions on upfront costs but that you also have clear insight and analysis regarding long-term cost implications that may affect the Center's sustainability.

Creativity, Flexibility, and Innovation

The importance of this project for the parish and Fat City cannot be overstated. Achieving Jefferson Parish's hub of creativity and innovation must begin with the hub's design and construction. Woodward engages in cutting edge techniques and technologies that advance our industry and allow our team members and partners to communicate, envision alternatives, and solve problems more quickly and effectively. We look forward to bringing our commitment to learning, improving, and collaborating to the EAT Fat City Center.

Our team looks forward to partnering with you to get the most program out of your investment while delivering a transformative project that Jefferson Parish will be proud of. Thank you for the opportunity to submit our qualifications for this exciting addition to Fat City. Should you need any additional information, please do not hesitate to contact me.

Sincerely,



Ken Flower, President
Woodward Design+Build
kflower@woodwarddesignbuild.com
(504) 822-6443 office | (504) 628-4697 mobile

TABLE OF CONTENTS

TAB 1 Qualifications and Experience

Business Organization and History of the Firm

Key Personnel and Team Resumes

Similar Project Experience

TAB 2 General Construction Team

Current Workload

Preconstruction Phase and Construction Phase Staffing Plan

TAB 3 Methodology and Approach

Preconstruction Phase and Construction Phase Management Plan Approach

Cost, Schedule and Quality Controls Plan

Capabilities and Resources for Implementation

Cost Mitigation Strategies for Potential Supply Chain Interruption

TAB 4 Additional Requested Information

General Professional Services Questionnaire

Certificate of Insurance

Bonding Letter

General Contractor License



TAB 1
QUALIFICATIONS AND EXPERIENCE



Business Organization and History of the Firm

For nearly a century, Woodward has been a leader and trusted partner in the construction industry in New Orleans, providing design and construction services on a vast array of project types.

Our reputation is built on the value we add as a collaborative partner from concept to construction.

Founded by architect and builder, Carl E. Woodward, on the principle that to achieve the best results, designer and builder must have a meaningful partnership to ensure successful project realization. Today, Woodward maintains this philosophy and is led by Paul Flower, Chief Executive Officer and Ken Flower, President. They instill two generations of leadership, integrity, and a passion for providing our clients with the best building experience.

Depth and Availability of Staff

With approximately 220 employees, Woodward has the depth of resources to properly staff and approach your project with coverage to ensure efficient and effective management. We approach our project staffing thoughtfully in order to provide a balance of dedicated oversight and effective day-to-day operational manpower in both preconstruction and construction phases. The individuals will be involved at varying levels throughout preconstruction to complete cost estimating value engineering, sub selection, logistics, sequencing and phasing approaches. As the team transitions to the construction phase, the estimating and preconstruction staff will phase out ensuring continuity of work and assistance in buyout. We look forward to the opportunity to introduce you to key members of our team.

Office Location

Located at 1000 S. Norman C. Francis Parkway, Woodward's office is located just five miles from the project site.

Firm Strength and Stability

As a ninety-nine-year-old company, Woodward has an established record for organizational stability, financial strength and maintaining excellent corporate relationships. We are bonded and insured by Travelers Casualty and Surety Company of America. Evidence of our bonding capacity from Travelers as a testament to our performance and record is included in this proposal.

Safety Culture

Woodward's Safety Culture starts at the highest level of management and is maintained throughout operations to enforce safety, quality and production. With two dedicated, full-time Safety professionals, our firm has tools and protocols to promote safety, identify hazards, investigate incidents, and regularly visit job sites for safety audits and inspections. Our Safety staff is supported by executive management and given the freedom to implement communication and encouragement plans to promote a safe workplace.

Dynamic In-House Resources

A key differentiator of Woodward's business is our dynamic and diverse service offerings. In addition to being builders, we staff full departments to provide architectural design, and structural design and engineering. Having these in-house capabilities allows our builders access to design professionals for problem solving, third-party reviews, as well as Virtual Design and Construction coordination services for final product delivery.

Proposed Project Team

Each member of our team has recent, relevant experience with similar projects and alternative delivery methods such as CMAR.

Chris Michel, Vice President of Preconstruction, will be intimately involved with project oversight throughout the preconstruction phase. Chris will have direct communication with the Parish, ReForm RES and Rome Office. Chris will attend all weekly team meetings and in-house Woodward meetings to keep the preconstruction process on schedule.

Using his extensive experience in cost estimating, value management and scheduling, **Layne Court** will serve as Senior Preconstruction Manager. Layne will closely advise the team throughout the estimating and preconstruction process, and he will maintain all logs and documentation associated with the preconstruction effort. Layne's position allows designers to focus on their areas of expertise, relying on Layne to help keep everyone organized and on track.

Lauren Stelly, Senior Estimator, will work with Layne and Chris during preconstruction to estimate the project. **Greg Collins**, Director of Estimating, will provide oversight.

Director of Field Operations **Bob Lipscomb** and Safety Director **Jerry Arnold** will work closely with all levels of the team to ensure that workers understand and adhere to the safety standards. Prior to the start of construction, he will identify safety concerns and plan for preventative and educational actions. Jerry will arrange and coordinate project safety inspections throughout the duration of the project. His

efforts will ensure that the project is delivered successfully with an impeccable safety record.

Senior Vice President of Operations **Lane Louque** will provide executive oversight of our Operations team.

Lee Currault will serve as Project Executive, while **Jason Favalora** will serve as Senior Project Manager on this project, alongside Project Manager **Jeff Schiro** and Assistant Project Manager **Andrew Sharp**. Together, they will manage Woodward's internal operations project team and ensure that the entire project team coordinates closely to maximize the benefits of Woodward's services during the pre-construction phase, offering input on constructability, site logistics, and scheduling issues as well as the cost impact of design and construction decisions. During construction, Jason will lead Woodward's operations team in procurement, planning and execution of the project, working closely with Jeff and Andrew to ensure the best results.

Charlie Rucker and Mike Sinopoli will serve as Superintendents on the project. Their high level of involvement during preconstruction will allow them to better coordinate construction efforts as Woodward transitions out of the preconstruction phase. Charlie and Mike will oversee Assistant Superintendent **Tyler White**, as well as our field crews during the construction process.

A full organizational chart is included in Tab 2: General Construction Team. Resumes for selected key personnel are included in the following pages.

EAT FAT CITY CENTER KEY TEAM MEMBERS

DEDICATING 100% OF THEIR TIME TO THIS PROJECT



Layne Court
Sr. Preconstruction Manager



Lauren Stelly
Sr. Estimator



Jason Favalora
Sr. Project Manager



Jeff Schiro
Project Manager



Charlie Rucker
Superintendent



Mike Sinopoli
Superintendent



Tyler White
Asst. Superintendent



Andrew Sharp
Asst. Project Manager



CHRIS MICHEL

Vice President, Preconstruction

EXPERIENCE SUMMARY

As Vice President of Preconstruction, Chris plans, coordinates, and directs the preconstruction functions for design-build, design-assist, construction manager at-risk, and all negotiated projects. Chris is instrumental in developing client relationships and maintaining client satisfaction throughout the preconstruction process.

With Chris' 20+ years of experience in the construction industry, he provides support during constructability reviews and budget analysis as well as presentations to the clients and stakeholders throughout the preconstruction phase. Chris works with owners, stakeholders, architects, engineers and specialized consultants on major systems throughout the projects. He includes internal participation with estimating, operations departments and field personnel throughout the process to ensure success from design to execution. Chris' history with Woodward and in the construction industry, makes him an invaluable asset to the project team and firm.

PROJECT EXPERIENCE

New Orleans Culinary and Hospitality Institute; \$15 million
Core and shell renovation of 5-story building with food service, event and educational space, CMAR
New Orleans, Louisiana

Tulane University Donna and Paul Flower Hall for Research and Innovation; \$6.1 million
New construction of 4-story science and engineering building on Tulane's operating campus, Design-Build
New Orleans, Louisiana

RTA Canal Street Ferry Terminal, \$26.7 million
Renovations and enhancement to historic Ferry Terminal, CMAR
New Orleans, Louisiana

Tulane University Student Housing Redevelopment, \$60 million
Redevelopment of existing Bruff Commons into multi-use student housing residence, CMAR
New Orleans, Louisiana

The Standard at South Market District, \$53 million
15-story luxury apartment building, CMAR
New Orleans, Louisiana

Kongsberg Maritime, \$13.9 million
New construction of 83,000 square foot office building with recreational rooms, enclosed offices, and an "open concept" office floor plan
St. Rose, Louisiana

MECO; \$8.5 million
New construction of 80,000 sf manufacturing, warehouse and office facility, Design-Build
Mandeville, Louisiana

Dillard Professional Schools Building; \$38 million
127,000 sf multi-purpose building, Design-Build
New Orleans, Louisiana

Canal Barge, \$1.7 million
New 7,500 sf office and warehouse space, Design-Build
Sulphur, Louisiana

YEARS AT WOODWARD 22

YEARS IN INDUSTRY 23

EDUCATION
B.S. Construction Management, Louisiana State University, 1998

WORK HISTORY
Vice President & BUL Woodward Design+Build 2010 - Present
Project Executive Woodward Design+Build 2005 - 2010

Project Manager Woodward Design+Build 2002 - 2005
Asst. Project Manager Woodward Design+Build 2000 - 2002

CERTIFICATIONS AND TRAINING
OSHA 10-Hour

REFERENCE
Maureen Clary
Director of Asset Management
Corporate Realty
(504) 493-6766
mclary@corp-realty.com



LAYNE A. COURT

Senior Preconstruction Manager

SUMMARY OF RESPONSIBILITIES

As Senior Preconstruction Manager, Layne provides the coordination, management and overall support needed during the preconstruction phases of projects. In this role, Layne is charged with achieving the profit, time, quality, and overall customer satisfaction for a project's success.

Layne leads collaboration with a project's owners, designers and other key stakeholders. He assists in the development and execution of change management systems, while also making significant contributions to managing material procurement. Layne prepares and tracks communication and correspondence for pending items, logs and change issues. Layne's role is vitally important to setting the tone and path for success on our projects.

PROJECT EXPERIENCE

Faubourg Brewery; \$15 million
Renovation and repurpose of existing warehouse into 80,000 sf bottling and distribution facility with large outdoor event space
New Orleans, Louisiana

Tulane Student Housing Phase I; \$63 million
Redevelopment of 7-story, 230,000 sf student housing building
New Orleans, Louisiana

635 South Peters; \$24 million
Renovation and repurpose into 120,000 sf mixed use development
New Orleans, Louisiana

Mercedes Benz of New Orleans; \$5.5 million
Upgrades and expansion to 2-level, 20,000 sf auto dealership
Metairie, Louisiana

Saints Cafe Renovations; \$230k
Renovations to dining and food service area for professional football practice facility
Metairie, Louisiana

Pelicans Practice Facility Renovations; \$1.6 million
30,000 sf Renovation to professional basketball practice facility
Metairie, Louisiana

Saints Team Meeting Room Renovations; \$2.2 million
Expansion and modernization of existing first floor team meeting room
Metairie, Louisiana

New Orleans Saints Training Facility; \$5 million
Renovation and expansion of existing facility to include hydrotherapy and recovery areas
New Orleans, Louisiana

The Odeon at South Market; \$75 million
410,000 sf, 30 story apartment building
New Orleans, Louisiana

The Standard at South Market; \$53 million
233,000 sf, 15 story luxury condo building
New Orleans, Louisiana

Peake BMW; \$3.3 million
8,000 square foot Automotive Dealership Renovation & Expansion
Kenner, Louisiana

Lula Distillery; \$1.8 million
10,000 square foot renovation to convert a former furniture store into new restaurant, distillery, meeting and event spaces
New Orleans, Louisiana

YEARS AT WOODWARD

7

YEARS IN INDUSTRY

22

EDUCATION

B.S. Construction Science, Business Minor
Texas A&M University,
2002

WORK HISTORY

Sr. Preconstruction Mgr.
Woodward Design+Build
2015 - Present

Senior Technician/PM
Stone & Glazing
Consulting
2014-2015

Consulting Ops Mgr.
Building Solutions
2007-2013

Asst. Account Executive
Constructors and
Associates, a Structure
Tone Company
2003-2007

REFERENCES

Chris Papamichael,
Principal
Domain Companies
cpapamichael@
thedomaincos.com
504-301-0014



LAUREN STELLY

Senior Estimator

SUMMARY OF RESPONSIBILITIES

As Senior Estimator, Lauren is responsible for estimating and managing the bid process on a variety of projects, as well as providing project management support. Through her years in the industry, Lauren has assisted in estimating a wide variety of projects including educational, retail, medical and multi-family facilities and has gained a wealth of experience in the healthcare and education sectors. She has estimated multiple projects in excess of \$20 million. Lauren has worked on projects from conceptual design through GMP and buyout. She has experience coordinating bid packages, attending pre-bid meetings, soliciting subcontractor participation, as well as developing and maintaining strong subcontractor relationships.

PROJECT EXPERIENCE

Tulane University Student Housing Redevelopment, \$60 million

Redevelopment of existing Bruff Commons into multi-use student housing residence, CMAR New Orleans, Louisiana

1400 Poydras Tenant Buildout; \$5.3 million

90,000 sf tenant buildout over three floors that includes administrative offices, classrooms and a 3-story glass atrium. Design-build New Orleans, Louisiana

Four Seasons Hotel and Residences; \$380 million

Historic renovation of the former World Trade Center into a luxury hotel and apartment complex with office and retail space New Orleans, Louisiana

HISD North Forest High School; \$49 million

New 212,000 sf high school including new football field/track, baseball and softball feild and many site improvements Houston, Texas

Mercedes Benz Service Center - \$6.3 million

16,000sf sprinter van and service center location New Orleans, Louisiana

HISD High School for Law & Justice; \$29 million

New 112,000 sf tilt wall school including abatement/demo of existing structures and site improvements Houston, Texas

Mercedes Benz of New Orleans - \$13 million

Image upgrades and expansion to existing auto dealership, Design-Build Metairie, Louisiana

Ochsner Baptist Medical Center Pain Management; \$1.2 million

Buildout of 8,000 sf medical clinic New Orleans, Louisiana

Newman Science and Technology Center; \$15 million

New construction of state-of-the-art science building on an operating school campus, Design-Build New Orleans, Louisiana

Canal Barge - Sulphur Office; \$1.6 million

Design-build construction of an office with attached warehouse space to serve the marine transportation and logistics company Sulphur, Louisiana

YEARS AT WOODWARD

8

YEARS IN INDUSTRY

11

EDUCATION

B.S. Construction Management, Louisiana State University, 2011

WORK HISTORY

Senior Estimator
Woodward Design+Build
2016 - Present

Estimator
Balfour Beatty
Construction
2014 - 2016

Estimator
Woodward Design+Build
2011 - 2014

TRAININGS AND CERTIFICATIONS

OSHA 30

AWARDS AND RECOGNITION

2019 Honoree, Excellence in Construction, Estimator

REFERENCES

Dale Wood
Architect
Rozas-Ward Architects
(504) 524-4375 ext. 705
dale@rozas-ward.com



LEE CURRAULT

Project Executive

SUMMARY OF RESPONSIBILITIES

As Project Executive, Lee provides leadership and oversight for the day-to-day operations for all Construction, Project Management and Project Administration activities associated with his projects. Lee oversees all aspects of the construction projects and ensures they are executed and completed in a timely manner and on budget. Lee reviews progress of buy-out, submittals, construction schedule and performance on all projects, and in turn, communicates and distributes regular project reports and dashboards to internal and external stakeholders. Lee is vitally important to the effective execution of our construction projects, as he works towards absolute success as it relates to time, cost, technical, and quality performance.

PROJECT EXPERIENCE

Four Seasons Hotel and Residences; \$380 million

Historic renovation of the former World Trade Center into a luxury hotel and apartment complex with office and retail space
New Orleans, Louisiana

Delgado Community College Maritime and Advanced Manufacturing Campus; \$20 million

67,000 square foot ground up design-build technical and manufacturing college
Avondale, Louisiana

Inspired Living; \$20 million

3-story assisted living facility with attached memory care unit
Kenner, Louisiana

Iberville Housing Redevelopment Phase IV; \$32 million

164-unit multifamily development
New Orleans, Louisiana

Iberville Housing Redevelopment Phase III; \$20 million

106-unit multifamily development
New Orleans, Louisiana

Iberville Housing Redevelopment Phases I & II; \$49 million

New construction and historic renovation of apartment units into mixed-income housing, with related public right of way street improvements
New Orleans, Louisiana

OPCSO Kitchen, Warehouse, Central Plant; \$76 million

New construction of 163,000 square foot facility
New Orleans, Louisiana

Kinder Morgan; \$7.5 million

Drumming building
Baton Rouge, Louisiana

St. Tammany Parish; \$1.8 million

Courthouse build-out
St. Tammany, Louisiana

Chevron; \$9.4 million

Control building
Pascagoula, Mississippi

YEARS AT WOODWARD

11

YEARS IN INDUSTRY

22

EDUCATION

Bachelor's of Science, Construction Management, Louisiana State University, 2000

Master's of Business Administration, Louisiana State University, 2007

WORK HISTORY

Project Executive
Woodward Design+Build
2015 - Present

Co-Owner
PuroClean Restoration Services
2013 - 2015

Vice President
Gill Industries Limited
2013 - 2015

Senior Project Manager
Woodward Design+Build
2010 - 2013

Project Manager
GROUP Contractors
2001 - 2009

CERTIFICATIONS AND TRAININGS

OSHA 30

REFERENCES

Judith Anderson
Project Manager
CSRS
(225) 761-3626
janderson@csronline.com



JASON FAVALORA

Senior Project Manager

SUMMARY OF RESPONSIBILITIES

As Senior Project Manager, Jason is responsible for planning, organizing, directing, and controlling construction management activities among the project team. He manages the execution of the project scope, while maintaining the budget and schedule. Jason works hand in hand with the field superintendent to make quality control and quality assurance a top priority on site. As the client's primary point of contact during the duration of your project, Jason will also participate in contract negotiations, approve client billing, and secure contract amendments for changes to scope and fees. Jason commits himself every day to the success of the project and ultimately, our client's satisfaction, from kick off to close out of construction.

PROJECT EXPERIENCE

Newman Performing Arts Center, \$5.5 million

10,000sf two-story performing arts and band rehearsal building on school campus
New Orleans, Louisiana

LSUHSC Clinical Sciences Research Building & Medical Education Building, \$89 million

Major renovation to critical MEP systems
New Orleans, Louisiana

Notre Dame Seminary, \$8 million

St. Joseph Hall
New Orleans, Louisiana

Port of South Louisiana, \$10 million

Building No. 19
Reserve, Louisiana

KIPP Believe School, \$19 million

New Orleans, Louisiana

City Park Golf Support Buildings, \$3.5 million

New Orleans, Louisiana

Bastion Phase II Community, \$3.2 million

New Orleans, Louisiana

Jefferson Parish Central Westbank Warehouse, \$4.2 million

Avondale, Louisiana

Jefferson Parish Sheriff's Office, \$6 million

First District
Metairie, Louisiana

Bohn Ford, \$9.8 million

Odyssey House
New Orleans, Louisiana

Old Metairie Commons, \$3.5 million

Metairie, Louisiana

Fleming Office Building, \$2.5 million

Kenner, Louisiana

Nazareth Inn Tower I, \$1.5 million

New Orleans, Louisiana

Plant Expansion for SSI NOLA, \$1 million

Kenner, Louisiana

Cox Communications, \$2.8 million

New Orleans, Louisiana

YEARS AT WOODWARD

3

YEARS IN INDUSTRY

20

EDUCATION

University of Louisiana at Monroe, Construction Management (2004)

WORK HISTORY

Sr. Project Manager
Woodward Design+Build
2019 - Present

VP Project Management;
Sr. Project Manager
FH Myers
2016 - 2019

Dir. of Operations,
Design+Build Services
Favalora Constructors
2006-2016

Project Manager
Roy Anderson Corp
2002- 2016

CERTIFICATIONS AND TRAININGS

(ASHE) Health Care
Physical Environment
Certification

REFERENCES

Charles Ward
Rozas Ward Architects
charles@rozas-ward.com
504-524-4375

Jonathan Tate
Office of Jonathan Tate
jt@officejt.com
504-383-4203



JEFF SCHIRO

Project Manager

SUMMARY OF RESPONSIBILITIES

As Project Manager, Jeff is responsible for planning, organizing, directing, and controlling construction management activities among the project team. He manages project execution while maintaining the budget and schedule. Jeff works hand in hand with the field superintendent to make quality control and quality assurance a top priority on site. Jeff will also participate in contract negotiations, approve client billing, and secure contract amendments for changes to scope and fees. Jeff commits himself every day to the success of the project and ultimately, our client's satisfaction, from kick off to close out of construction.

PROJECT EXPERIENCE

RTA Canal Street Ferry Terminal, \$26.7 million

Renovations and enhancement to historic Ferry Terminal, CMAR
New Orleans, Louisiana

Tulane Mussafer Hall, \$10 million

New addition and renovation
New Orleans, Louisiana

Keesler AFB Winters and Fosters Manor Dorms, \$2.2 million

Renovation to existing dorms
Biloxi, Mississippi

VA Jackson, \$7 million

Renovation for Patient Privacy
Jackson, Mississippi

Projects Lake Pontchartrain and Vicinity, LPV4.2b Levee Phase 2, \$14 million

Reach 1B from I-310 to Walker Drainage Structure
Walker, Louisiana

LSUHSC School of Nursing Building, \$6 million

Permanent repairs and mitigation of Critical MEP systems and equipment
New Orleans, Louisiana

Jackson Barracks Building 201, \$10 million

Post Engineering Complex and Repair of Building 201
New Orleans, Louisiana

Ralphs on the Park Restaurant, \$4 million

Design-build renovation restaurant
New Orleans, Louisiana

West Jefferson Medical Center Health Complex, \$20 million

Design-build renovation for hospital
Marrero, Louisiana

Hotel LeCirque, \$20 million

Design-build renovation into hotel
New Orleans, Louisiana

Harrah's Casino New Orleans, \$100 million

New construction downtown casino
New Orleans, Louisiana

YEARS AT WOODWARD

2

YEARS IN INDUSTRY

25

WORK HISTORY

Project Manager
Woodward Design+Build
2020 - Present

Sr. Project Manager
Trimark Constructors
2012-2020

Project Manager
Olympian Builders
2008-2012

Project Engineer/Project Manager
Landis Construction
1999-2005

TRAININGS AND CERTIFICATIONS

OSHA 10

REFERENCES

Darrell LaFrance
NORTA
dlafrance@rtaforward.com
(504)827-8310



ANDREW SHARP, LEED GA

Assistant Project Manager

SUMMARY OF RESPONSIBILITIES

As Assistant Project Manager, Andrew assists the Project Manager on planning, organizing, directing, and controlling construction management activities among the project team. He supports the execution of the project scope, while maintaining the budget and schedule. Andrew works directly with the field superintendent to make quality control and quality assurance a top priority on site. Andrew develops and manages subcontract documents, maintains the critical path schedule, completes and communicates reports, that include project estimation, forecasting and data analysis to ensure the project stakeholders have the most up to date information.

PROJECT EXPERIENCE

Taylor Education Center, \$13.3 million

4-story historic renovation of core and shell work, office buildouts, co-working and incubator space
New Orleans, Louisiana

RTA Canal Street Ferry Terminal, \$26.7 million

Renovations and enhancement to historic Ferry Terminal, CMAR
New Orleans, Louisiana

New Orleans Culinary and Hospitality Institute; \$15 million

5-story renovation for culinary school, with classrooms, teaching kitchens, and office spaces
New Orleans, Louisiana

Pelicans Practice Facility; \$10 million

New construction of 45,000 sf practice facility including basketball courts, training rooms and conference rooms
New Orleans, Louisiana

New Orleans Saints Training Facility; \$5 million

Renovation and expansion of existing facility to include hydrotherapy and recovery areas
New Orleans, Louisiana

YEARS AT WOODWARD

4

YEARS IN INDUSTRY

8

EDUCATION

B.S. Building Construction, Georgia Institute of Technology, 2015; Graduate with Honors

WORK HISTORY

Assistant Project Manager
Woodward Design+Build
2018 - Present

Assistant Project Manager, Project Engineer
LEVEL5, LLC
Atlanta, Georgia
2014 - 2017

CERTIFICATIONS AND TRAININGS

OSHA 30 Hour

LEED, Green Associate

REFERENCES

Maureen Clary
Corporate Realty
Director of Asset Management
504.493.6766
mclary@corp-realty.com



CHARLIE RUCKER

Superintendent

SUMMARY OF RESPONSIBILITIES

Charlie has over 26 years of experience in the construction industry. Through the years, Charlie has served as a superintendent for a nationwide commercial construction company, a general manager for a commercial construction division of a national company and as a site manager for one of the largest privately held general contractors in Florida. He also has over seven years of military service with the US Army Corps of Engineers and Mississippi National Guard, and is a combat veteran. He served in Operation Desert Shield/Desert Storm and was honorably discharged. Charlie's wealth of experience in the industry has afforded him the ability to easily identify and resolve any potential problems that may impact safety or progress on a job site.

PROJECT EXPERIENCE

Faubourg Brewery; \$15 million
Renovation and repurpose of existing warehouse into 80,000 sf bottling and distribution facility with large outdoor event space
New Orleans, Louisiana

LSU Health Sciences Center; \$90 million
Renovations and additions to animal research campus, including new 8-story tower and new animal transport bridges between structures
New Orleans, Louisiana

RTA Canal Street Ferry Terminal, \$26.7 million
Renovations and enhancement to historic Ferry Terminal, CMAR
New Orleans, Louisiana

New Orleans Saints Training Facility; \$5 million
Renovation and expansion of existing facility to include hydrotherapy and recovery areas
New Orleans, Louisiana

The Julia at St. Charles, \$50 million
300,000SF mixed-use development with 198 apartments and parking garage
New Orleans, Louisiana

Florida Marine Transporters; \$5 million
2-story metal framing for office complex
Mandeville, Louisiana

McCalman Office Building; \$7 million
45,000 sf concrete office building with structural steel and metal roofing components
Covington, Louisiana

Ochsner Clinic Expansion; \$12 million
100,000+ sf addition to an existing surgery center
Covington, Louisiana

Oakwood Senior Living
Conversion of former school building into commercial assisted living facility. Compliant with state and local historic preservation regulations.
Knoxville, Tennessee

Pigeon Forge Convention Center
New construction of 235,000 sf convention center
Pigeon Forge, Tennessee

Hyatt Regency
Hurricane restoration of 32-story, 1,200 room hotel with commercial, restaurant and retail space
New Orleans, Louisiana

YEARS AT WOODWARD

5

YEARS IN INDUSTRY

39

WORK HISTORY

Superintendent
Woodward Design+Build
2017 - Present

Superintendent
Kent Design + Build
2015 - 2017

Superintendent
EMJ Corporation
2014 - 2015

Owner
Cascade Construction
2012 - 2014

Superintendent
Welbro
2005 - 2011

Carpenter
US Army
1983 - 1991

TRAININGS AND

OSHA 30 Hour

CERTIFICATIONS

Certified Universal Technician, Certified Operator, Weinig Moulders

REFERENCES

Casey Richardson
Director of Operations
Kent Design + Build
(731) 803-3265
crichardson@kentdesignbuild.com



MIKE SINOPOLI

Superintendent

SUMMARY OF RESPONSIBILITIES

Mike manages and provides daily supervision on projects from start to finish, overseeing field operations, site safety, productivity, schedule, quality of work and trade contractor and supplier coordination. Prior to joining Woodward, Mike gained extensive construction experience in both residential and commercial sectors, working as a supervisor, foreman, and master carpenter, as well as other positions in the field. In his position at Woodward, Mike is responsible for communicating project goals to all field personnel, providing direction to the construction team, and ensuring that projects move towards completion on budget and at cost.

PROJECT EXPERIENCE

The Odeon at South Market, \$75 million

410,000 square foot, 30 Story Apartment Building with ground floor retail, parking garage, and amenities
New Orleans, Louisiana

The Standard at South Market, \$53 million

New construction of 15-story luxury apartment building
New Orleans, Louisiana

The Beacon at South Market, \$26.5 million

New construction of downtown loft-style apartment building
New Orleans, Louisiana

The Paramount at South Market, \$32.2 million

New construction of 5-story residential building creating 209 apartment units and 8 street level retail bays
New Orleans, Louisiana

Aloysius Apartments, \$11 million

New construction of 4-story building with parking, retail and 49 apartments, 67,000 square feet
New Orleans, Louisiana

Rosa F. Keller Building, \$11.5 million

New construction of 4-story apartment building with courtyard, open walkways and 60 units
New Orleans, Louisiana

Belleville Assisted Living, \$8.8 million

Historic renovation and new construction of two assisted living buildings totaling 60,000 square feet
New Orleans, Louisiana

Loyola University Cabra Hall, \$9.8 million

Renovation of 51,000 square foot dormitory on Loyola's Broadway campus
New Orleans, Louisiana

YEARS AT WOODWARD

11

YEARS IN INDUSTRY

28

WORK HISTORY

Superintendent
Woodward Design+Build
2010 - Present

CERTIFICATIONS AND TRAININGS

OSHA 10 Hour

CPR/First Aid

Hydromobile Climbers

Excavation

Heavy Equipment

REFERENCES

Mike James
Superintendent
Allstar Electric
504-416-6129
Mjames@allstar-electric.com



TYLER WHITE, STSC

Assistant Superintendent

EXPERIENCE SUMMARY

As Assistant Superintendent, Tyler supports the project Superintendent in managing scope, costs and maintaining budget and schedule. He works to determine means and methods of completion for each project whilst upholding Woodward standards and core values. Tyler helps conduct periodic site safety inspections and ensures all projects are maintaining the highest level of safety standards to guarantee safe working conditions for all. On site, Tyler will assist in the coordination and management of all manpower needed to complete assigned projects on time and on budget.

SELECTED PROJECT EXPERIENCE

Taylor Education Center; \$13.3 million

4-story historic renovation of core and shell work, office buildouts, co-working and incubator space
New Orleans, Louisiana

Faubourg Brewery; \$15 million

Renovation and repurpose of existing warehouse into 80,000 sf bottling and distribution facility with large outdoor event space
New Orleans, Louisiana

LSU Health Sciences Center, \$91 million

143,700 sf renovation and expansion to existing health science institution; includes an 8-story animal care addition
New Orleans, Louisiana

Pelicans Practice Facility Renovations; \$1.6 million

30,000 sf Renovation to professional basketball practice facility
Metairie, Louisiana

Saints Team Meeting Room Renovations; \$2.2 million

Expansion and modernization of existing first floor team meeting room
Metairie, Louisiana

Ochsner Main Campus COVID-19 Molecular Testing Lab; \$1.5 million

Interior buildout of molecular testing lab inside operating hospital building; accelerated schedule due to COVID-19 pandemic
Jefferson, Louisiana

YEARS AT WOODWARD

5

YEARS IN INDUSTRY

11

WORK HISTORY

Assistant Superintendent
Woodward Design+Build
2017 - Present

Site Supervisor
New Orleans Area Habitat for Humanity
2013 - 2017

Construction Crew Leader
Habitat for Humanity
Pensacola
2011 - 2013

CERTIFICATIONS AND TRAINING

OSHA 10

Safety Trained Supervisor
Construction (STSC), Board of Certified Safety Professionals

REFERENCE

Bradley Holland
Director of Construction
New Orleans Area Habitat for Humanity
(504) 609-3367
bradleyh@habitat-nola.org



WASHINGTON AND BROAD BUSINESS CENTER, NEW ORLEANS, LOUISIANA

Experience on Similar Projects

Woodward's similar experience includes relevant projects with similar end uses to EAT Fat City. Recent similar projects include everything from coworking and incubator space to outdoor sitework in preparation for events and festivals.

Our design, preconstruction and estimating professionals work to align scope and budget with our clients to ensure they maximize the program developed from their investment. Our approach includes providing competitive cost estimates by design phase, facilitating value engineering exercises with key subcontractors, and performing constructability reviews and schedule analysis with our key operations team members to ensure certainty of outcome for your development team.

RECENT, RELEVANT EXPERIENCE		
Project Name	CMAR/Similar Delivery	Similarities
Taylor Education Center*	✓	Incubator, Co-Working Space
Faubourg Brewing Company*	✓	Outdoor Event Space
Tulane University Makerspace*	✓	Makerspace
Newman Science Building*	✓	Makerspace, Focus on Arts
Tulane Stewart Center at NOCHI*	✓	Entrepreneurship Center
412 O'Keefe Parking Garage*	✓	Parking Garage
The Park at South Market*	✓	Parking Garage
Delgado River City*	✓	Training, Fabrication Labs
Washington and Broad Business Center*		Incubator, Co-Working Space
Newman Performing Arts Center*	✓	Focus on Arts

(*) Denotes projects listed in further detail on following pages



TAYLOR EDUCATION CENTER

NEW ORLEANS, LA

The Taylor Education Center stands on the corners of Camp Street and Andrew Higgins Boulevard in the Central Business District of New Orleans. This 4-story building, once known as the Ives Building, was home to an office and printing business for over 60 years. Woodward served as design-builder to renovate and modernize this 57,000 square foot building into the Taylor Education Center. Woodward Design Group designed the space for various tenants with a focus on creating, learning and educational support. The ground floor has a state of the art “Maker Space” shop with laser cutting and woodworking tools as well as 3-D printing capabilities. The offices on the floor above provide support spaces for creative collaboration and co-work spaces for users of this equipment.

Due to the historic significance of this building, we worked with City and State agencies to restore the existing steel windows, the brick and stone facade, terracotta mansard roof and other historical features of the building. New copper canopies were designed for the Entrance, and sidewalk. An open terrace at the second floor provides outdoor access for tenants.

WDG worked closely with HDLC and SHPO, the City and State agencies dealing with historic restoration, for the addition of the 5,900 SF Penthouse on top of the existing 4-story structure. The penthouse is used for conferences and other special events. There is a large outdoor terrace that wraps around the event space on 2 sides. The Planters on these terraces contribute to the required storm-water retention for the site.

PROJECT HIGHLIGHTS

INCUBATOR SPACE · CO-WORKING SPACE
MAKERSPACE · CMAR SIMILAR DELIVERY METHOD

Owner	1009 Camp Street, LLC Sue Williamson swilliamson@endeavornola.com
Architect	Woodward Design Group Lisa Quarls (504) 822-6443 lquarls@woodwarddesignbuild.com
Building Area	57,000 sf
Value	\$13,397,793
Project Schedule	June 2017 - September 2018



FAUBOURG BREWING COMPANY

NEW ORLEANS, LA

Woodward is proud to be the design-build partner to bring this century old brand back to New Orleans.

Faubourg Brewing Company, formerly known as Dixie, found its new home in a 200,000 square foot facility in New Orleans East. In addition to brewing on site, Faubourg has a tap room and ample space for both indoor and outdoor events and concerts.

This project consisted of the renovation of an existing warehouse with partial 2nd floor, which has been converted into a new brewery, retail and event space. Woodward added a new tower, consisting of a steel structure and masonry facade, at the corner of the building to pay homage to the original Dixie Brewery building on Tulane Avenue. Woodward installed a new 17 foot tall fiberglass reinforced polymer cupola which sits atop the tower.

The design of this project included intense coordination with the Owner's brewery consultant, located in Belgium. Coordination and installation of the massive tanks and other brewing equipment, in addition to miles of process piping by Faubourg subcontractors, happened simultaneously while the Woodward team was completing the building renovation. Constant communication, both internally with daily team huddles and externally with subcontractor involvement, allowed our team to make progress on necessary activities and was absolutely crucial to the success of this project.

PROJECT HIGHLIGHTS

MAJOR OUTDOOR EVENT SPACE · NEW BREWERY
CMAR SIMILAR DELIVERY METHOD · NO CHANGE ORDERS

Owner's Rep

Maureen Clary
Dir. of Asset Management
Corporate Realty
(504) 493-6766
mclary@corp-realty.com

Architect

Woodward Design Group
Don Fant, AIA
(504) 822-6443
dfant@woodwarddesignbuild.com

Building Area

200,000 square feet

Value

\$15,996,332

Project Schedule

October 2018 - December 2019



TULANE UNIVERSITY MAKERSPACE

NEW ORLEANS, LA

This design-build project for Tulane's Department of Science and Engineering breathed new life into an original campus building that dates back to 1894. The building was converted into the university's Makerspace, which now houses a machine shop, woodworking space, mezzanine classroom area and faculty office. Construction highlights include conversion of the existing mezzanine into study space, all new finishes and epoxy flooring, and the installation of a custom hanging bi-parting barn door with inset personnel access door. The construction team also had to account for the necessary mechanical and electrical provisions required for shop equipment such as lathes, saws, laser cutters, CNC milling machine and 3D printers.

PROJECT HIGHLIGHTS

MAKERSPACE · CLASSROOM AND MEETING SPACE
MACHINE & WOODWORKING SHOP · REPEAT CLIENT

Owner	The Administrators of the Tulane Educational Fund Mark LeBlanc (504) 862-8324
Architect	Woodward Design Group Don Fant, AIA (504) 822-6443 dfant@woodwarddesignbuild.com
Building Area	4,885 sf
Value	\$785,000
Project End	October 2016



NEWMAN SCIENCE & TECHNOLOGY CENTER

NEW ORLEANS, LA

Isidore Newman’s Science & Technology Center is a three story, 33,212 square foot state of the art facility situated adjacent to the Lemle building and Henson Auditorium on a compact site on the south portion of campus.

The building serves as an instrument to put education on display. The exterior design reinforces this concept with its transparency while also being considerate of its context in both materiality and form, utilizing light brick and standing seam metal roof it builds on the architectural language of recently developed buildings on campus to further reinforce the architectural identity of Isidore Newman School. The hip roof and the rhythm of the façade are an ode to the surrounding vernacular of the uptown neighborhood.

The interior design further illustrates “education on display” by providing continuous glazing into the facility’s life science, physics and chemistry labs so that the pedagogy can be experienced throughout. The building also features a systems display that will monitor the building’s solar panel array, stormwater retention system and the local weather conditions.

The Science & Technology Center is located in a tight site on Newman’s active school campus. Even when school was not in session, our team worked closely with the owner to coordinate all material deliveries, concrete pours, trash pickups and any operations involving loud noise would not interrupt any school operations.

This project won the Best Projects Award of Merit from ENR in 2019 and ABC Bayou Chapter’s Award of Merit in 2019.

PROJECT HIGHLIGHTS

MAKERSPACE · CMAR SIMILAR DELIVERY METHOD
REPEAT CLIENT · NO CHANGE ORDERS

Owner	Isidore Newman School Fred Hill 504-628-0809
Architect	Woodward Design Group Don Fant, AIA, AOR dfant@woodwarddesignbuild.com 504-822-6443
Building Area	33,212 sf
Value	\$15,976,418
Project Schedule	June 2017 - July 2018
Awards	Award of Merit, ENR Best Projects, 2019 Award of Merit, ABC Bayou, 2019



TULANE UNIVERSITY STEWART CENTER FOR EXECUTIVE EDUCATION

NEW ORLEANS, LA

Tulane University's Stewart Center for Executive Education is a 21,000 square foot facility located inside the New Orleans Culinary and Hospitality Institute (NOCHI).

The project was an interior renovation of the former ArtWorks building in the Central Business District. The 5-story building, which had sat vacant since 2002, was originally intended to be an artist guild, with showroom and private studio spaces.

The Stewart Center CBD houses the A.B. Freeman School of Business' executive MBA program and non-degree programs for professionals, the Goldring Institute for International Business and a newly launched program in Entrepreneurial Hospitality. The Center occupies two floors of NOCHI and includes four classrooms, event space, dedicated study areas and student break rooms.

PROJECT HIGHLIGHTS

ENTREPRENEURSHIP CENTER · EVENT SPACE
CMAR DELIVERY METHOD · NO CHANGE ORDERS

Owner	Tulane University
Architect	Eskew+Dumez+Ripple Tracy Lea (504) 561-8686 tlea@eskewdumezripple.com
Building Area	21,000 square feet
Value	\$13,000,000 (building total)
Project End	October 2017 - November 2018



412 O'KEEFE PARKING GARAGE

NEW ORLEANS, LA

Woodward served as the design-build contractor for this parking garage on O'Keefe Avenue. The garage, which replaced a surface lot in the Central Business District, consists of 8 levels with 573 parking spaces, and available electric vehicle charging. Monthly contracts are available as well as public parking for the nearby hotels.

PROJECT HIGHLIGHTS

PARKING GARAGE · 8 PARKING LEVELS
573 SPACES · ELECTRIC VEHICLE CHARGING

Owner	O'Keefe Garage, LLC Peter Coleman (504) 905-8308 peterdecoleman@gmail.com
Architect	Woodward Design Group Don Fant, AIA (504) 822-6443 dfant@woodwarddesignbuild.com
Building Area	203,611 sf
Value	\$11,000,000
Project End	April 2015



THE PARK AT SOUTH MARKET

NEW ORLEANS, LA

Woodward Design+Build served as the general contractor on South Market District Parcel D, building a new parking garage to add to the new mixed-use neighborhood downtown. Using a pre-cast concrete structure with architectural pre-cast exterior cladding, Woodward constructed a 6-story building comprised of 5 levels of parking and ground floor retail. The first floor of the building features aluminum storefront entrances and steel plate wall panels. IPE wood, installed by Woodward Steel Group, adds an interesting architectural feature to the corner of O’Keefe and Girod. As part of the project, Woodward built out retail space for Hattie Sparks, a boutique clothing store, and created white box space for Arhaus, a modern home furnishings store.

With 454 car parking spaces, The Park at South Market District has greatly improved the efficiency of downtown parking and contributed to the walkability of the surrounding area.

PROJECT HIGHLIGHTS

5 PARKING LEVELS · CMAR DELIVERY METHOD
454 SPACES · GROUND FLOOR RETAIL

Owner	The Domain Companies Chris Papamichael (504) 301-0014 cpapamichael@thedomaincos.com
Architect	Eskew+Dumez+Ripple
Building Area	204,555 sf
Value	\$11,500,000
Project End	February 2015



DELGADO RIVER CITY ADVANCED MANUFACTURING

AVONDALE, LA

The new Delgado River City Community College offers students the chance to master technical trades, both in the classroom and with hands-on training in their state of the art facilities. This new branch of Delgado is a technical college where students can learn skills like welding, shipfitting, pipefitting, CNC machine operation and more.

The nearly \$20M design-build project yields several classrooms and training labs for students to get their hands dirty. Two of these labs, situated at the end of the building's two wings, require equipment so large they needed to have large overhead roll-up doors in order to fit it into the rooms. These two rooms will be used as the Diesel/Automotive Lab and Pipefitting/Welding Lab. Both rooms will utilize overhead cranes as well as outside canopy areas in order for students to get the hands on training necessary. There are several parking lots that wrap around the building, providing ample parking spaces for the estimated 1,600-3,000 students.

This project won the ABC Bayou Chapter's Merit Gold Award in 2018.

PROJECT HIGHLIGHTS

TECHNICAL COLLEGE · HANDS-ON TRAINING LABS
MEETING SPACE · CMAR SIMILAR DELIVERY METHOD

Owner	Delgado Community College Ed VanAvery 504-259-8373
Program Manager	CSRS Judith Anderson 225-769-0546
Architect	Woodward Design Group Erik Wismar, AIA, AOR ewismar@woodwarddesignbuild.com 504-822-6443
Building Area	67,000 sf
Value	\$20,944,027
Project Schedule	December 2016 - August 2018
Awards	Award of Merit, ABC Bayou, 2018



WASHINGTON AND BROAD BUSINESS CENTER

NEW ORLEANS, LA

Neighborhood revival has taken center stage at the corner of Washington Avenue and Broad Street. Woodward Design+Build teamed up with Green Coast Enterprises, a leader in sustainable real estate development, to construct Washington and Broad, a multi-building construction and development project. The four buildings comprising this project were designed and built to meet LEED Certification standards.

One building, housing the social entrepreneurship incubator Propeller, has already proven to be a hub of entrepreneurial talent with offices and co-working spaces for socially minded startups. In addition to Propeller, the development features a wide array of tenants, including offices, retail, restaurants and a healthcare clinic. It's all part of a larger concerted effort to create a renaissance in the Broadmoor neighborhood.

PROJECT HIGHLIGHTS

INCUBATOR SPACE · CO-WORKING SPACE
LEED CERTIFIED · HISTORIC RENOVATION

Owner	Green Coast Enterprises
Architect	CCWIV Architecture
Building Area	28,000 sf
Value	\$3,900,000
Project Complete	February 2013
Awards	Award for Excellence in Historic Preservation, Louisiana Landmark Society, 2014



NEWMAN PERFORMING ARTS CENTER

NEW ORLEANS, LA

Prominently located on Jefferson Avenue, the new 8,500 square foot, Newman Center for the Arts will enliven its centrally located site, while giving Newman's performing arts program a new identity on campus. The project was conceived to accommodate the school's long neglected music program, which currently practices in the school's original gymnasium, and to ensure a home to nurture the growth of current students as well as to attract future students and faculty.

The new facility is nestled between one of the campus' original structures, the Jefferson Building, and the Robinson House—the home for Newman's Head of School. As such, the design team made great consideration to the exterior design so that it fits harmoniously with its surroundings. The façade pulls from the 3-part organization of the Jefferson Building yet deploys these proportions in a subtle contemporary expression, so as to complement and not compete with the historic structure. The glazed façade stitches together the varying levels of both buildings, and highlights the juxtaposition of the old and new, while filling the building with an abundance of natural light.

The new facility provides the school with two rehearsal halls, practice rooms and music support spaces. Due to the constricted site, these program elements were organized into a compact configuration setback from the adjacent buildings to create a multi-story gallery surround. In addition to the façade, three large skylights provide natural light to the now obstructed classrooms and optimize viewing conditions for the students' artwork to be displayed throughout.

PROJECT HIGHLIGHTS

- PERFORMING ARTS CENTER · TWO REHEARSAL HALLS
- REPEAT CLIENT · NO CHANGE ORDERS
- CMAR SIMILAR DELIVERY METHOD

Owner	Isidore Newman School Fred Hill 504-628-0809
Architect	Woodward Design Group Don Fant, AIA, AOR dfant@woodwarddesignbuild.com 504-822-6443
Building Area	8,500 sf
Value	\$5,506,000
Project Schedule	April 2021 - June 2022
Services Performed	Design-Build, Architectural Design, Pre-Con, Construction Management, Structural Engineering



TAB 2

GENERAL CONSTRUCTION TEAM

Current Workload

Current Workload			
Project Name	Contract Amount	% Complete	Backlog Revenue
LSU Health Sciences Center	\$92,093,582	96%	\$3,680,543
The Odeon at South Market	\$75,102,510	100%	\$24,265
Tulane University Student Housing	\$48,629,203	55%	\$22,625,425
St Tammany Parish Hospital	\$30,977,961	34%	\$20,434,181
RTA Canal Street Ferry Terminal	\$26,139,625	66%	\$8,062,463
Xavier University Legacy Buildings	\$21,945,543	3%	\$21,310,441
Co-Nola Medical Office Building	\$17,756,078	98%	\$426,380
The Odeon at South Market - Vandalism Repairs	\$12,988,879	99%	\$69,956
Four Seasons Hotel & Private Residences	\$11,343,125	96%	\$456,672
Mercedes Benz Of N.o	\$6,240,721	99%	\$45,332
Newman Rehearsal Hall	\$5,584,011	78%	\$1,235,242
Newman Field House	\$4,536,501	32%	\$3,085,359
Ochsner Med Center	\$4,057,126	44%	\$2,276,496
Tulane University Housing - Sewer Reloc	\$3,417,267	96%	\$130,994
Romar Lakes Condos	\$3,363,419	100%	\$24
Isidore Newmanlocker Room	\$1,750,420	4%	\$1,681,988
Westfeldt Brothers Coffee	\$1,611,217	99%	\$12,262
Ochsner Vision	\$1,411,576	19%	\$1,140,167
Seawatch	\$1,377,892	71%	\$393,916
Bonsai Hotel And Restaurant	\$838,252	4%	\$804,852
Total Major Jobs	\$371,164,908		\$87,896,957
Total Minor And Divisional Jobs	\$55,513,735		\$13,436,637
Total All Jobs	\$426,678,643		\$101,333,595

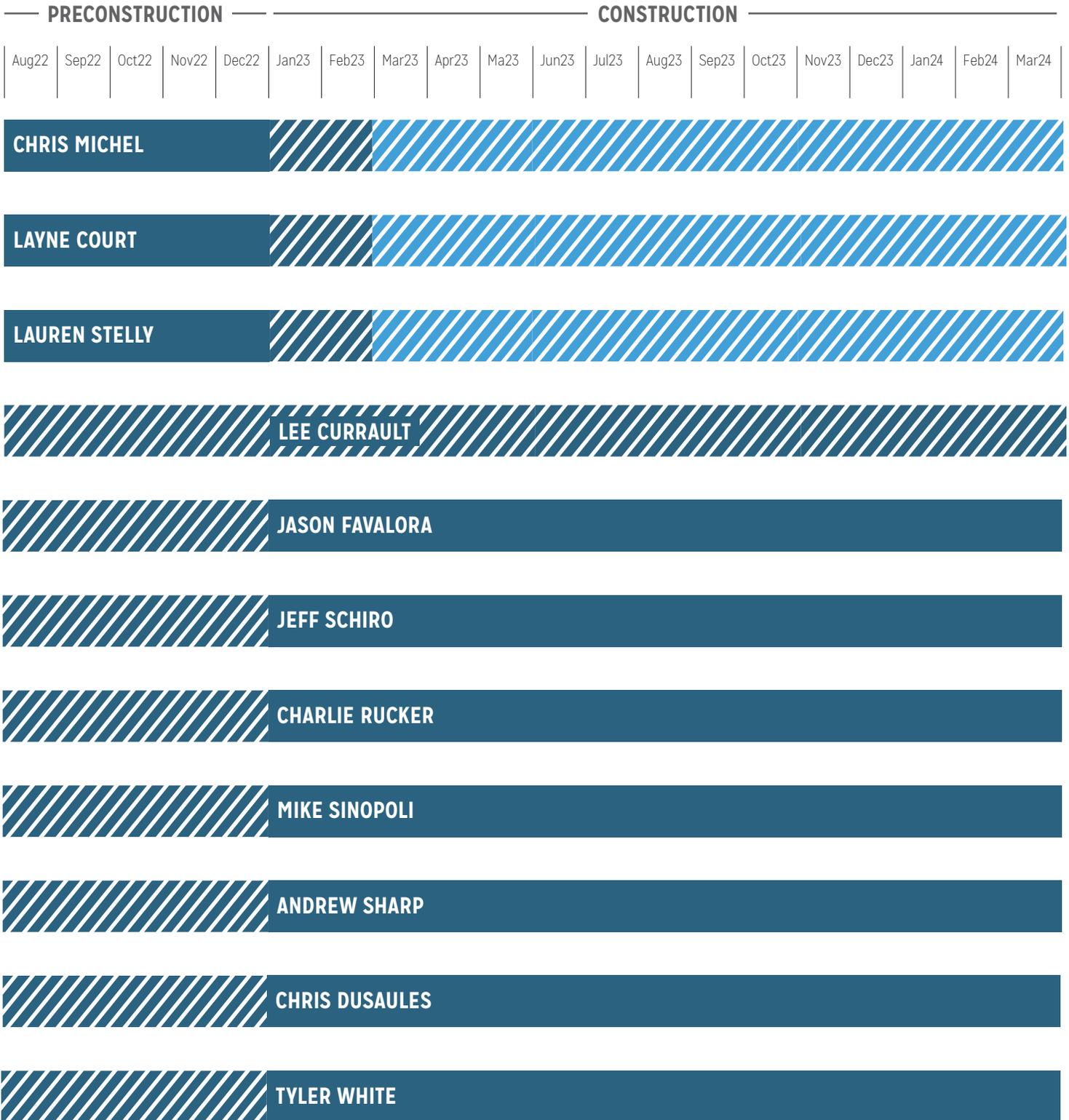
Proposed Project Team Organizational Chart

Starred team members denotes key personnel with daily involvement on the project. Key personnel time allotments are included on the following page. In addition to this team, we have 2 available Superintendents, 2 available Assistant Superintendents, and 2 available Project Managers who can take on roles on this project should a staffing change be necessary.



Preconstruction and Construction Phase Staffing Plan

All team members listed on the organizational chart will be involved with the project from various stages of preconstruction through construction. The chart below helps depict key team member involvement at each phase.



= FULLY DEDICATED
 = PART TIME ON PROJECT
 = AS NEEDED



TAB 3
METHODOLOGY AND APPROACH

Preconstruction Phase Approach

PRECONSTRUCTION GOALS

PRE-CONCEPT INVESTIGATION

The goal during the Pre-Concept Investigation phase is to **provide early assistance** to the Owner with getting their project started in the proper direction. At this point the team identifies and agrees to the budget, schedule and quality objectives for the project. Develop agreement and buy-in by all current stakeholders.

PROGRAMMING PHASE

The goal during the Programming phase is to **document owner's project requirements and assist owner with budget/proforma confirmation**. Enable an efficient and fully informed Design process, establishing a baseline for future deliverables to be measured against.

SCHEMATIC DESIGN PHASE

The goal during the Schematic Design (SD) phase is to **transform the Program Design** into a more specific scope with scaled plans and dimensioned relationships between building components. Develop a clearly defined Design with a comprehensive Scope, Budget and Schedule.

DESIGN DEVELOPMENT PHASE

The goal during the Design Development (DD) phase is to **refine the Scope of Work approved in the SD Phase**. Develop project documents to a level of detail necessary for a clear, coordinated description of all aspects of the project. This is the last opportunity for design input by user groups. Define the project to the extent that cost, schedule and scope can be determined.

CONSTRUCTION DOCUMENT PHASE

The goal during the Construction Document (CD) phase is to focus the preconstruction team including architects, major trade engineers and designers to **finalize all components and systems**. The Construction Manager will provide the guaranteed maximum prices (GMP) and obtain all building permits needed.

OUR PRECONSTRUCTION PROCESS

Woodward approaches every project with the following guiding principles for the preconstruction process:

Team Collaboration

Our approach to team collaboration draws on the philosophy that Owner, Architect, and Contractor must all be working towards unified goals and expectations. The tools we use to promote team collaboration are:

- Establish and document communication expectations
- Define and separate roles and responsibilities
- Identify project goals, challenges, and possible solutions
- Commit to phased deliverables

Scope Verification

One of the biggest challenges to a developer is how to get the most program out of your financial investment. Achieving this requires forethought from your design and construction partners so they can ensure the final product contains the elements that you value most. Woodward's preconstruction process places great emphasis on this consideration, and has developed processes and tools to deploy as we work to refine and verify a project's scope. These include:

- Coordination of design documentation, management of program vs. actual design
- Interactive constructability reviews to identify obstacles and formulate solutions
- Consideration of alternative building materials and methods; confirmation of material availability

Budget and Schedule Accuracy

The most common and telling metric on any construction project is always the same; meeting the desired budget by the expected delivery date. To achieve accuracy in budget and schedule is a planned, thought-out goal that starts in the earliest phases of preconstruction. We start this process by deploying the following procedures:

- Phased estimating deliverables produce real-time cost savings during design
- Management of value engineering and cost saving recommendation logs for client decision making
- Extensive quantity take-off exercises deliver accurate material measurements
- Early development of procurement strategy
- Early identification of long-lead items and activities
- Project schedule maintenance and distribution based on earned progress
- Input on budget and schedule from pre-identified key subcontractors including structure and framing, MEP, etc.
- Lean scheduling methods like 'pull planning' are deployed in preconstruction to obtain key subcontractor buy-in and commitments

Preconstruction Phase Approach

Capabilities and Resources for Implementation: The Woodward Advantage

Working with Woodward allows you to build a custom team that fits your needs. Everything necessary for a successful project, from preconstruction to construction, structural steel to millwork finishes, is all under one roof.

Client satisfaction and safety are our top priorities, and we can maximize the benefits of the CMAR process for Jefferson Parish.

Our teams don't just work with each other - we collaborate with outside architects, engineers and subcontractors with ease. For EAT Fat City, we will work closely with Rome Office to deliver this transformative project for Fat City and Jefferson Parish. We'll look for cost-effective solutions while respecting the intent of Rome's design. Woodward's in-house architectural team is available for third-party design reviews if needed. Since this is a highly visible project, we plan to document innovative methods throughout preconstruction and construction that Jefferson Parish can be proud of and share with the community.

Value Management

Woodward will collaborate with ownership to provide input on value management ideas that can help reduce project costs. By producing cost estimates and providing value management ideas while the design is still in development, we can prevent costly re-designs later in the design process. Our goal in performing value management is to be on the front end of the decision-making process. We provide the owner with alternatives and recommendations that are supported by estimates and experience. Our philosophy is to eliminate post-design value cutting solutions.

Woodward's approach to value management involves more than just upfront cost savings. We provide insight and analysis on long-term cost impacts. We seek to provide value management solutions that are sustainable. We are constantly seeking ways to incorporate the latest successful ideas into your building when they make sense, add value, and reduce costs.

CONSTRUCTION GOALS

COST RELIABILITY

Our goal during a project's construction is to **eliminate cost overruns and mitigate unforeseen expenses** through rigid cost control techniques. We understand that development partners need reliable projections they can trust for their financial forecasting.

SCHEDULE CERTAINTY

During construction, our goal is to **establish aggressive, yet realistic timelines for construction activities** so that the value of your investment can be realized as soon as possible. We prioritize critical activities, identify long lead items, and monitor and communicate schedule changes as they arise.

QUALITY ASSURANCE

Quality is an important goal yet hard to quantify during construction. Our goal is to **deliver a long-lasting, efficient, and water-tight building with minimal maintenance needs**. Regular field training, high quality subcontractor relationships, and rigorous inspections and punch-outs are a few ways we ensure quality on your job.

SAFETY FOCUS

Safety is a **shared goal for everyone on site during construction**. Our Safety Director ensures field supervision upholds Woodward's standards and practices for safety which include: **training and education, hazard identification and mitigation, and accident investigation and reporting**.

CLIENT EXPERIENCE

Through a project's life cycle one goal remains constant: **our clients should have the best and most positive experience during their project's development**. Whether this is your first and last construction need, or if this is just one of many projects in your portfolio; your satisfaction and positive memory of Woodward is most important.

OUR CONSTRUCTION PROCESS

Woodward approaches every project with the following guiding principles during the construction process:

Cost Reliability

Cost controls are first established during preconstruction as we work to align scope and budget to meeting our client's financial needs. As the project design reaches completion and the estimating team presents the final guaranteed maximum price to an owner, a thorough turnover meeting is held to with the project management team to dive into the scope, trades, and divisions of the development.

Throughout the project's progression, regular distribution of cost reporting and payment projections are sent to the project owner and key stakeholders. Our reports detail the project's percent complete, costs to date, any change orders, major milestones achieved, and any outstanding items requiring resolution. These reports are archived for easy access to all stakeholders including major subcontractors utilizing the Procore **PROCORE** application. Additionally, our corporate leadership monitors a project's cost during monthly schedule, quality control and cost meetings, and the firm's CFO and Accounting team provide monthly financial review, providing additional oversight and monitoring of the project's cost.

- Phased estimating deliverables produce real-time cost savings during design
- Extensive quantity take-off exercises deliver accurate material measurements
- Early development of procurement strategy
- Regularly and closely monitored by both Woodward Operations and Corporate Accounting

Schedule Certainty

Our construction management teams utilize the master schedule created during the preconstruction phase, and continue to maintain and distribute the schedule while also integrating the information from the design and consultant firms, as well as major subs and suppliers to provide input and assistance on materials procurement and methods of construction.

They carefully monitor the master project schedule to include design, construction and tenant move activities, keeping the team abreast of all critical activities so that each group will be able to work towards their individual responsibilities as they relate to the agreed upon timetable.



Our schedules are made using Microsoft Project software, and on our larger, more complex projects we utilize Primavera 6. We produce detailed maps that identify the critical paths and make changes to them as progress dictates. We include the design and procurement activities, as well as construction activities in the scheduling process. When possible, we use BIM to visualize the project's progress and plan critical tasks. Schedule activities include:



- Early identification of long-lead items and activities
- Creation of master schedules to forecast manpower needs
- Regular schedule maintenance and distribution based on earned progress
- Ability to utilize both Microsoft Project and Primavera 6 for schedule maintenance

Quality Assurance and Control

Our team's commitment to quality begins at the design and planning stages and continues through close-out and post-construction services. We ensure quality work through our training programs and controls, and we develop an individual quality assurance program customized to each job. Some of the items included in our quality control systems are:

- Master Quality Control Program
- Project Specific Quality Control Plan
- Quality Control Master Checklists
- Water/Moisture Intrusion Management Guidelines
- Measurement and Benchmarking
- Commissioning Program
- Warranty Management

Safety Focus

We believe it is the responsibility of everyone on our job sites to promote, correct and enforce our safety standards. We also believe in providing our employees the best training possible to prepare them for everyday work hazards associated with construction. Areas of focus are:

- Safety Culture is maintained through management support in enforcing safety, quality and production at Woodward.
- Encouragement: We create an environment at all job sites that acknowledges near misses, hazard identifications, and active employee involvement in our safety program.
- Training: Our Trainings are based on identifying and correcting not just major hazards, but everyday exposures. This training gives us a great foundation upon which we increase our employees' knowledge on work place hazards to help prevent work place injuries.

Client Satisfaction

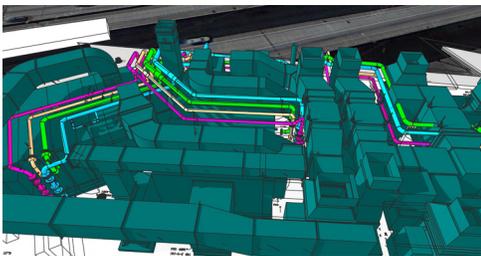
Of all of these construction means and methods in execution, our most important goal is client satisfaction. Our valued clients and respected trade partners continue their relationship with Woodward because of the positive experience of predictable outcomes from our repeatable process. We understand that a development's financing is based on firm dates and controlled pricing, we provide dependable solutions whether it is your first and last construction endeavor, or one of many projects in your portfolio.

INNOVATIVE APPROACH



Implementation of Lean Practices

Our construction management team utilizes Lean schedule practices and the Last Planner® System for schedule management. These tools include the "Master Schedule", phased "Pull Scheduling", and "Look Ahead Scheduling". This collaborative approach includes all individuals that are directly responsible for supervising the work your project, from subcontractors to vendors and Woodward's field supervision. This scheduling process includes participation from design professionals and trade foremen where individuals commit to their completion dates and identify the prerequisites needed to complete this work efficiently. This system allows us to make real-time adjustments, respond to changes, and distribute a schedule you can depend on. This Lean approach drives efficiency and allows us to communicate accurate dates for coordination with your team.



Virtual Design Coordination with Building Information Modeling

As part of Woodward's Virtual Design and Construction capabilities, we use Autodesk Revit and Navisworks for Building Information Modeling (BIM) software. We rely on these three-dimensional models to help fully envision the finished product as well as identify potential issues and solutions during the preconstruction phase and continuing through construction. Woodward employs in-house design professionals with the skill set to manage the model and facilitate clash detection.



Safety

Woodward proudly celebrates two years and 800,000+ man hours without a single safety incident. We pledge to keep the trend going with a safe working environment for EAT Fat City Center.

Our team is led by Woodward's Safety Director Jerry Arnold. Jerry has been employed in Woodward's safety department since 2008. Jerry has been designated as Certified Safety Professional (CSP) and Construction Health and Safety Technician (CHST) by the Board of Certified Safety Professionals. Through OSHA, Jerry is a Specialist in Safety and Health for the Construction Industry (SSH) and Certified Safety and Health Official (CSHO). He is certified in CPR and Basic First Aid. Jerry was named 2017 Safety Professional of the Year by ABC New Orleans/Bayou Chapter and more recently was awarded the 2021 Board of Certified Safety Professionals Award of Excellence.

Safety is our top priority. We believe it is the responsibility of everyone on our jobsites to promote, correct and enforce our safety standards. We also believe in providing our employees the best training possible to prepare them for everyday work hazards associated with construction. This builds a culture around the importance of safety,

which encourages everyone to respect and uphold safety standards. This culture is maintained by a top-down management commitment, encouragement, training, and jobsite safety protocols including creation of a site-specific safety plan.

We also recognize that managing a jobsite includes managing employees of subcontractors and other companies. It isn't just Woodward employees who will be held to strict safety standards. We require our subcontractors to sign and acknowledge our safety policy before they set foot on site. They are also required to complete Job Hazard Analysis (JHA) Forms.

We believe in directly challenging not only our first line managers but all personnel to identify and correct hazards daily. In doing this, we develop training requirements for our employees based on everyday exposures. This training is scheduled prior to the beginning of each year. We take this a step further by preparing our workforce for the hazards associated with their job. All Woodward construction

BCSP Board of Certified Safety Professionals



Safety

managers are OSHA 10 trained, with many having completed higher levels of certification. This training gives us a great foundation upon which we increase our employees' knowledge on work place hazards to help prevent work place injuries. This training process begins on day one. We set up a training schedule which includes a safety orientation, OSHA 10 certification, and CPR and First Aid certifications within the first year of employment. In subsequent years of employment, employees are expected to reinforce their safety knowledge with mandatory online health and safety training. This training includes subjects such as:

HR Online Classes:

- Discrimination in the Workplace
- Sexual Harassment Prevention for Managers
- Drug Free Workplace
- Substance Abuse Training for Supervisors
- Access to Medical Records
- Violence in the workplace

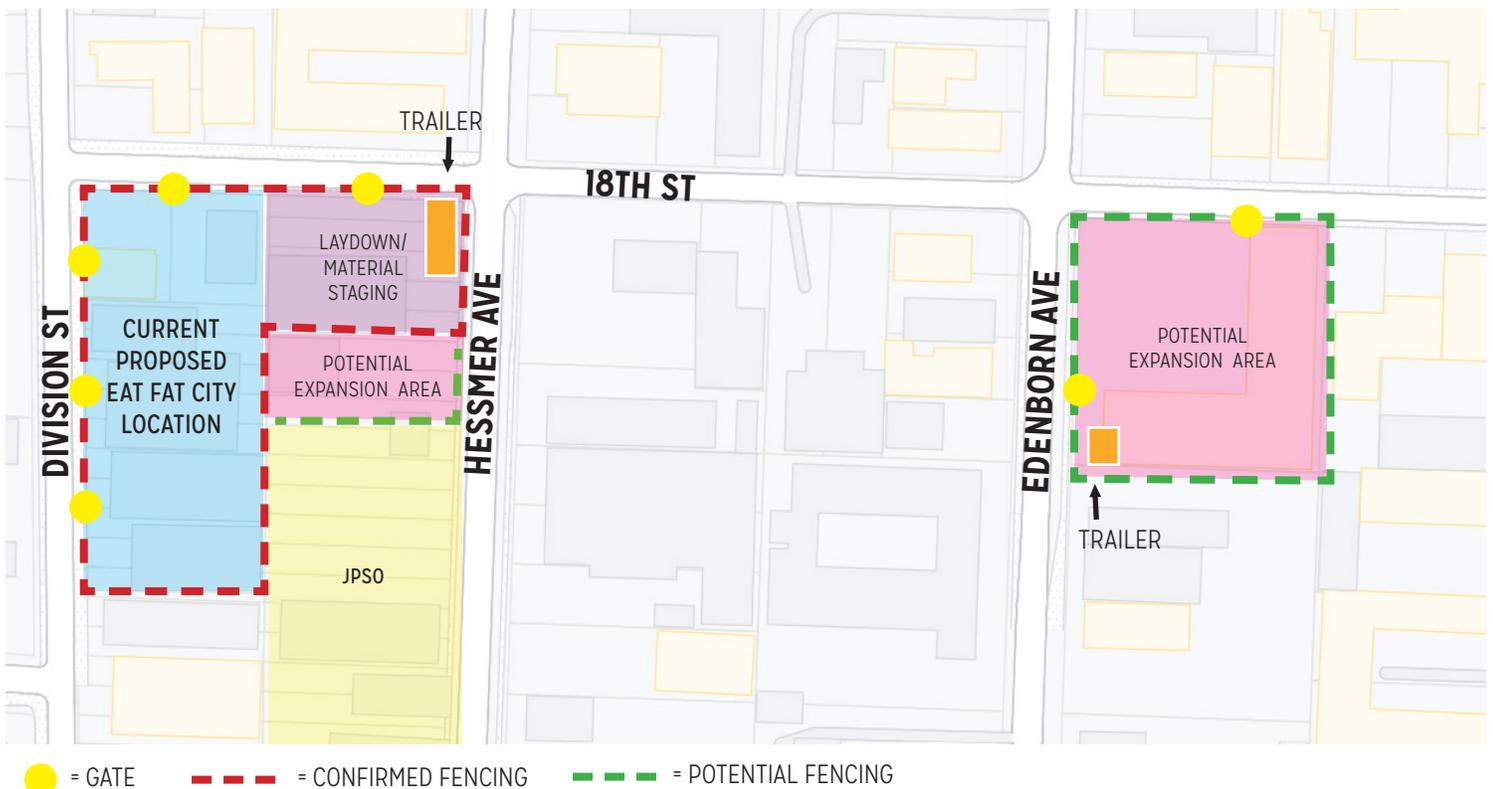
Safety Online Classes:

- Construction Safety
- Safety Data Sheets
- Fall Protection
- Excavation and Trenching

- Fire Safety
- Confined Space Awareness
- Distracted Driver
- Access to Medical Records
- Back Injury Prevention
- Bloodborne Pathogens
- Distracted Driver
- OSHA Reporting & Recordkeeping
- Conflict Resolution Strategies
- Scaffold Safety

Site Logistics Plan

We've determined a preliminary site logistics plan based on the information in the RFQ and subsequent addenda. Below, our site logistics plan shows how Woodward would safely fence the site and depicts the gates for access. We plan to use the proposed Fat City Park location for material staging and laydown area. We'll have an on-site job trailer for our project team, and may have a second trailer if the job extends to the potential expansion site on Edenborn. Given the state of the project, this site plan is preliminary and subject to change with input from all project stakeholders. We are excited to collaborate with Jefferson Parish, ReForm, and Rome Office to determine a site logistics plan with their valuable input.





TAYLOR EDUCATION CENTER, NEW ORLEANS, LOUISIANA

Cost Mitigation Strategies

In today's industry, supply chain issues can interrupt project schedules and add unexpected costs. We fight this problem on the front end, with a combination of early procurement and value management.

Our preconstruction team will provide real time cost input and saving suggestions as the design progresses. We will use the schematic design to perform an in-house estimate using historical cost data and input from specialty subcontractors. Our estimating team will use the design development documents to competitively price all trades in the market. **Our process is transparent.** We will provide all quotes and analysis to Jefferson Parish, ReForm and Rome for review. Our procurement strategy engages structural and MEP team members early to coordinate and secure long lead items. We will facilitate the selection process for key trade partners through a competitive process. Working with these teams early allows us to achieve a level of detail in the model which is key to the elimination of conflicts.

Woodward's value management process will help you find alternatives when the desired product becomes unavailable or too expensive. We are experts in value management and will work closely with Rome to ensure any alternative selections honor their original design intent.

Additionally, our team will use Lean methods on this project to increase efficiency during preconstruction. Our use of Lean scheduling methods does not wait for construction to begin. We use pull planning during design and preconstruction to help keep the design schedule on target. This approach gains commitments from the architects and eliminates any conflicts before they become delays. As trade partners are identified, we engage these resources in the pull planning process. This approach also allows our team to forecast manpower needs. Regular schedule updates will be provided to Jefferson Parish and ReForm to communicate our progress.



TAB 4

ADDITIONAL REQUESTED INFORMATION



Additional Information Requested

General Professional Services Questionnaire

The completed General Professional Services Questionnaire is included in the following pages.

General Contractor License

Woodward's General Contractor license for the State of Louisiana is below.

Certificate of Insurance

Woodward's sample certificate of insurance is included following the General Professional Services Questionnaire. Woodward's insurance coverage meets or exceeds the requirements in the RFQ. Our excess liability coverage is highlighted on the attached pages.

Bonding Letter

A letter from our surety attesting to Woodward's ability to bond this project is included following the Certificate of Insurance.

Disclosure of Conflicts

Woodward does not have any relationships or conflicts of interest to disclose as outlined in Section 2.4.5 of this RFQ.



General Professional Services Questionnaire

A. Project Name and Advertisement Resolution Number:

EAT Fat City Center, Resolution No. 139770

B. Firm Name & Address:

Woodward Design+Build
1000 S. Norman C. Francis Pkwy
New Orleans, LA 70125

C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:

Ken Flower, President
Woodward Design+Build
kflower@woodwarddesignbuild.com
(504) 822-6443 (office)
(504) 628-4697

D. Address of principal office where Project work will be performed:

1000 S. Norman C. Francis Pkwy
New Orleans, LA 70125

E. Is this submittal by a JOINT-VENTURE? Please check:

YES _____ NO X

If marked "No" skip to Section H. If marked "Yes" complete Sections F-G.

F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.

1.

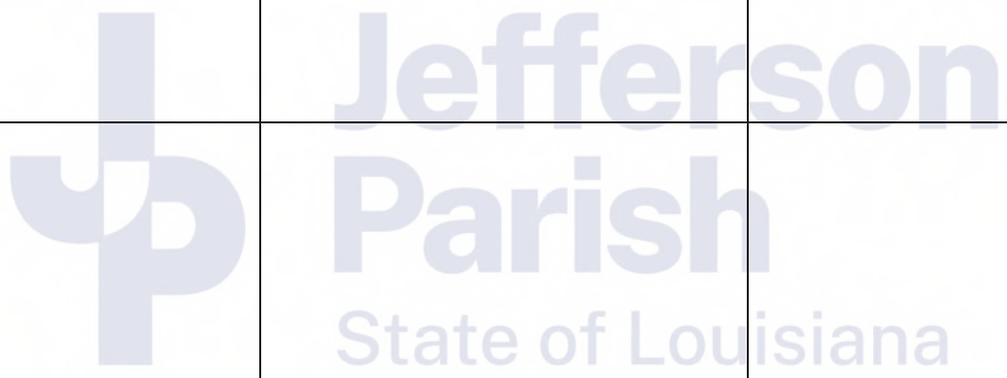
2.

General Professional Services Questionnaire

G. Has this JOINT-VENTURE previously worked together? Please check: YES _____ NO _____

H. List all subcontractors anticipated for this Project. Please note that all subcontractors must submit a fully completed copy of this questionnaire, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.

Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1. N/A, key subcontractors TBD		
2.		
3.		
4.		
5.		



General Professional Services Questionnaire

I. Please specify the total number of support personnel that may assist in the completion of this Project:
14 key project team members

J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.

PROFESSIONAL NO. 1

Name & Title:

Chris Michel, Vice President of Preconstruction

Name of Firm with which associated:

Woodward Design+Build

Description of job responsibilities:

As Vice President of Preconstruction, Chris plans, coordinates, and directs the preconstruction functions for design-build, design-assist, construction manager at-risk, and all negotiated projects. Chris is instrumental in developing client relationships and maintaining client satisfaction throughout the preconstruction process.

Years' experience with this Firm:

22 Years

Education: Degree(s)/Year/Specialization:

B.S. Construction Management, Louisiana State University, 1998

Other experience and qualifications relevant to the proposed Project:

Chris has served in a Project Management role on countless projects with relevant end uses to EAT Fat City, including new construction and renovations of office/manufacturing space and parking garages. A selection of Chris' relevant projects is included in Tab I: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 2
Name & Title:
Layne Court, Senior Preconstruction Manager
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
Layne leads collaboration with a project's owners, designers and other key stakeholders. He assists in the development and execution of change management systems, while also making significant contributions to managing material procurement. Layne prepares and tracks communication and correspondence for pending items, logs and change issues. Layne's role is vitally important to setting the tone and path for success on our projects.
Years' experience with this Firm:
7 Years
Education: Degree(s)/Year/Specialization:
B.S., Construction Science, Minor in Business, Texas A&M University, 2002
Other experience and qualifications relevant to the proposed Project:
Layne's expertise is bolstered by his background in various roles such as an Owner's Representative, Cost Estimator, and Preconstruction Manager. Layne understands the preconstruction and construction processes inside and out, from every phase. His deep knowledge boosts his ability to coordinate and manage the process alongside owner and architect. A selection of Layne's relevant projects is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 3
Name & Title:
Lauren Stelly, Senior Estimator
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Senior Estimator, Lauren is responsible for estimating and managing the bid process on a variety of projects, as well as providing project management support. Lauren has worked on projects from conceptual design through GMP and buyout. She is highly experienced with coordinating bid packages, attending pre-bid meetings, soliciting subcontractor participation, as well as developing and maintaining strong subcontractor relationships.
Years' experience with this Firm:
8 Years
Education: Degree(s)/Year/Specialization:
B.S. Construction Management, Louisiana State University, 2011
Other experience and qualifications relevant to the proposed Project:
As a Senior Estimator with over a decade in the industry, Lauren has an impressive portfolio of estimated projects. Through her years in the industry, Lauren has assisted in estimating a wide variety of projects including educational, retail, medical and multi-family facilities and has gained a wealth of experience in the healthcare and education sectors. She regularly estimates projects over \$50 million. A selection of Lauren's relevant projects is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 4
Name & Title:
Lee Currault, Project Executive
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Project Executive, Lee provides leadership and oversight for the day-to-day operations for all Construction, Project Management and Project Administration activities associated with his projects. Lee is vitally important to the effective execution of our construction projects, as he works towards absolute success as it relates to time, cost, technical, and quality performance.
Years' experience with this Firm:
11 Years
Education: Degree(s)/Year/Specialization:
B.S. Construction Management, Louisiana State University, 2000 Master's of Business Administration, Louisiana State University, 2007
Other experience and qualifications relevant to the proposed Project:
Lee's experience runs the gamut from \$1,000,000 projects to the recently completed \$380,000,000 Four Seasons project. He is experienced with both new construction and complex renovations. Lee oversees all aspects of the construction projects and ensures they are executed and completed in a timely manner and on budget. He reviews progress of buy-out, submittals, construction schedule and performance on all projects, and in turn, communicates and distributes regular project reports and dashboards to internal and external stakeholders. A selection of Lee's relevant projects is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 5
Name & Title:
Jason Favolora, Senior Project Manager
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Senior Project Manager, Jason is responsible for planning, organizing, directing, and controlling construction management activities among the project team. He manages the execution of the project scope, while maintaining the budget and schedule. Jason works hand in hand with the field superintendent to make quality control and quality assurance a top priority on site.
Years' experience with this Firm:
3 Years
Education: Degree(s)/Year/Specialization:
B.S. Construction Management, University of Louisiana at Monroe, 2004
Other experience and qualifications relevant to the proposed Project:
With his over 20 years of construction experience, Jason regularly works collaboratively with owner and architect. As your main point of contact on this project, Jason will be in near-constant communication regarding project progress updates. Jason commits himself every day to the success of the project and ultimately, our client's satisfaction, from kick off to close out of construction. A selection of Jason's relevant projects is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 6
Name & Title:
Jeff Schiro, Project Manager
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Project Manager, Jeff will assist Jason in planning, organizing, directing, and controlling construction management activities among the project team. He manages project execution while maintaining the budget and schedule. Jeff will also participate in contract negotiations, approve client billing, and secure contract amendments for changes to scope and fees.
Years' experience with this Firm:
2 Years
Education: Degree(s)/Year/Specialization:
N/A
Other experience and qualifications relevant to the proposed Project:
Jeff has worked in project management for over 25 years. Throughout his career, he's completed a range of projects in different market sector from multi-family, hospitality, and transportation. He has also handled projects ranging from \$2,000,000 all the way to \$100+ million. A selection of Jeff's relevant projects is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 7
Name & Title:
Andrew Sharp, Assistant Project Manager
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Assistant Project Manager, Andrew will assist Jeff and Jason with planning, organizing, directing, and controlling construction management activities among the project team. He supports the execution of the project scope, while maintaining the budget and schedule.
Years' experience with this Firm:
4 Years
Education: Degree(s)/Year/Specialization:
B.S. Building Construction, Georgia Institute of Technology, 2015
Other experience and qualifications relevant to the proposed Project:
Andrew is a certified LEED Green Associate. As Assistant Project Manager, he develops and manages subcontract documents, maintains the critical path schedule, completes and communicates reports, that include project estimation, forecasting and data analysis to ensure the project stakeholders have the most up to date information. A selection of Andrew's relevant projects is included in Tab I: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 8
Name & Title:
Charlie Rucker, Superintendent
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Superintendent, Charlie will become involved with the project during preconstruction to provide input on constructability, site logistics and more. He will work with Superintendent Mike Sinopoli and Assistant Superintendent Tyler White to direct field crews on site. Along with Safety Director Jerry Arnold, Charlie and Mike are the project's safety champions and will oversee safety for all persons on site.
Years' experience with this Firm:
5 Years
Education: Degree(s)/Year/Specialization:
N/A
Other experience and qualifications relevant to the proposed Project:
Charlie has over 26 years of experience in the construction industry. Through the years, Charlie has served as a superintendent for a nationwide commercial construction company, a general manager for a commercial construction division of a national company and as a site manager for one of the largest privately held general contractors in Florida. Charlie's wealth of experience in the industry has afforded him the ability to easily identify and resolve any potential problems that may impact safety or progress on a job site. A selection of Charlie's relevant projects is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 9
Name & Title:
Mike Sinopoli, Superintendent
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Superintendent, Mike will become involved with the project during preconstruction to provide input on constructability, site logistics and more. He will work with Superintendent Charlie Rucker and Assistant Superintendent Tyler White to direct field crews on site. Along with Safety Director Jerry Arnold, Mike and Charlie are the project's safety champions and will oversee safety for all persons on site.
Years' experience with this Firm:
11 Years
Education: Degree(s)/Year/Specialization:
N/A
Other experience and qualifications relevant to the proposed Project:
With nearly 30 years of experience, Mike is an expert at overseeing field operations, site safety, productivity, schedule, quality of work and trade contractor and supplier coordination. Prior to joining Woodward, Mike gained extensive construction experience in both residential and commercial sectors, working as a supervisor, foreman, and master carpenter, as well as other positions in the field. In his position at Woodward, Mike is responsible for communicating project goals to all field personnel, providing direction to the construction team, and ensuring that projects move towards completion on budget and at cost. A selection of Mike's relevant projects is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

PROFESSIONAL NO. 10
Name & Title:
Tyler White, Assistant Superintendent
Name of Firm with which associated:
Woodward Design+Build
Description of job responsibilities:
As Assistant Superintendent, Tyler will support Superintendents Charlie and Mike in managing scope, costs and maintaining budget and schedule. He works to determine means and methods of completion for each project whilst upholding Woodward standards and core values. Tyler helps conduct periodic site safety inspections and ensures all projects are maintaining the highest level of safety standards to guarantee safe working conditions for all. On site, Tyler will assist in the coordination and management of all manpower needed to complete assigned projects on time and on budget.
Years' experience with this Firm:
5 Years
Education: Degree(s)/Year/Specialization:
B.S. Music Business, Middle Tennessee State University, 2009 Associate of Science, Organizational Leadership and Supervision, Purdue University, 2006
Other experience and qualifications relevant to the proposed Project:
Tyler is a Safety Trained Supervisor Construction (STSC) from the Board of Certified Safety Professionals. He has over a decade of construction experience, with projects ranging from new construction to complex renovations. Prior to joining Woodward, Tyler worked in non-profit construction for Habitat for Humanity. His relevant experience includes Faubourg Brewery and the Taylor Education Center, and a selection of Tyler's additional relevant experience is included in Tab 1: Qualifications and Experience.

General Professional Services Questionnaire

K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.

PROJECT NO. 1

Project Name, Location and Owner's contact information:	Description of Services Provided:
Taylor Education Center New Orleans, LA 1009 Camp Street, LLC Sue Williamson swilliamson@endeavnola.com	This project was an integrated/alternative delivery using the design-build method. Woodward provided the architectural design, cost estimating, preconstruction management and construction management services. Relevant project facets include: makerspace, coworking space, incubator space, and offices. A full project description is included in Tab 1: Qualifications and Experience.
Length of Services Provided:	Cost of Services Provided:
June 2017 - September 2018 (15 Months)	\$13,397,793

PROJECT NO. 2

Project Name, Location and Owner's contact information:	Description of Services Provided:
Faubourg Brewing Company New Orleans, LA Corporate Realty Maureen Clary Director of Asset Management (504) 493-6766 mclary@corp-realty.com	This project was an integrated/alternative delivery using the design-build method. Woodward provided the architectural design, cost estimating, preconstruction management and construction management services. Relevant project facets include: large outdoor event space and sitework scope. A full project description is included in Tab 1: Qualifications and Experience.
Length of Services Provided:	Cost of Services Provided:
October 2018 - December 2019 (14 Months)	\$15,996,332

General Professional Services Questionnaire

PROJECT NO. 3	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Tulane University Makerspace New Orleans, LA Mark LeBlanc (504) 862-8324</p>	<p>This project was an integrated/alternative delivery using the design-build method. Woodward provided the architectural design, cost estimating, preconstruction management and construction management services. Relevant project facets include: makerspace and offices. A full project description is included in Tab I: Qualifications and Experience.</p>
Length of Services Provided:	Cost of Services Provided:
<p>Completed October 2016</p>	<p>\$785,000</p>

PROJECT NO. 4	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Newman Science & Technology Center New Orleans, LA Isidore Newman School Fred Hill (504) 628-0809</p>	<p>This project was an integrated/alternative delivery using the design-build method. Woodward provided the architectural design, cost estimating, preconstruction management and construction management services. Relevant project facets include: makerspace, hands-on classroom/labs and offices. A full project description is included in Tab I: Qualifications and Experience.</p>
Length of Services Provided:	Cost of Services Provided:
<p>June 2017 - July 2018 (13 Months)</p>	<p>\$15,976,418</p>

General Professional Services Questionnaire

PROJECT NO. 5	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Tulane University Stewart Center for Executive Education at NOCHI New Orleans, LA Carol Markowitz, Former Executive Director at NOCHI (504) 865-3149</p>	<p>This project was an integrated/alternative delivery using the CMAR method. Woodward provided the cost estimating, preconstruction management and construction management services. Relevant project facets include: entrepreneurship center, coworking space, and offices. A full project description is included in Tab 1: Qualifications and Experience.</p>
Length of Services Provided:	Cost of Services Provided:
<p>October 2017 - November 2018 (13 Months)</p>	<p>\$13,000,000 (NOCHI building total)</p>

PROJECT NO. 6	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>412 O'Keefe Parking Garage New Orleans, LA Peter Coleman (504) 905-8308 peterdeecoleman@gmail.com</p>	<p>This project was an integrated/alternative delivery using the design-build method. Woodward provided the architectural design, cost estimating, preconstruction management and construction management services. Relevant project facets include: multi-story parking garage. A full project description is included in Tab 1: Qualifications and Experience.</p>
Length of Services Provided:	Cost of Services Provided:
<p>Completed April 2015</p>	<p>\$11,000,000</p>

General Professional Services Questionnaire

PROJECT NO. 7	
Project Name, Location and Owner's contact information:	Description of Services Provided:
The Park at South Market New Orleans, LA The Domain Companies Chris Papamichael (504) 301-0014 cpapamichael@thedomaincos.com	This project was an integrated/alternative delivery using the CMAR method. Woodward provided the cost estimating, preconstruction management and construction management services. Relevant project facets include: multi-story parking garage. A full project description is included in Tab 1: Qualifications and Experience.
Length of Services Provided:	Cost of Services Provided:
Completed February 2015	\$11,500,000

PROJECT NO. 8	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Delgado River City Advanced Manufacturing Center Avondale, LA Ed VanAvery, Delgado Community College (504) 259-8373 Judith Anderson, CSRS (225) 769-0546	This project was an integrated/alternative delivery using the design-build method. Woodward provided the architectural design, cost estimating, preconstruction management and construction management services. Relevant project facets include: hands-on training labs and meeting space. A full project description is included in Tab 1: Qualifications and Experience.
Length of Services Provided:	Cost of Services Provided:
December 2016 - August 2018 (20 Months)	\$20,944,027

General Professional Services Questionnaire

PROJECT NO. 9	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Washington and Broad Business Center Green Coast Enterprises (504) 281-4372	Woodward provided the cost estimating, preconstruction management and construction management services. Relevant project facets include: coworking space, incubator space, and offices. A full project description is included in Tab 1: Qualifications and Experience.
Length of Services Provided:	Cost of Services Provided:
Completed February 2013	\$3,900,000

PROJECT NO. 10	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Newman Performing Arts Center New Orleans, LA Isidore Newman School Fred Hill (504) 628-0809	This project is an integrated/alternative delivery using the design-build method. Woodward is currently providing the architectural design, cost estimating, preconstruction management and construction management services. Relevant project facets include: performing arts and rehearsal space. A full project description is included in Tab 1: Qualifications and Experience.
Length of Services Provided:	Cost of Services Provided:
April 2021 - June 2022 (14 Months)	\$5,506,000

General Professional Services Questionnaire

L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.

Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1. N/A	N/A	N/A
2.		
3.		
4.		

M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.

Qualifications included in preceding proposal.

N. To the best of my knowledge, the foregoing is an accurate statement of facts.

Signature: *Paul H Flower* Print Name: PAUL H FLOWER

Title: Chief Executive Officer Date: 07/01/2022



ADDITIONAL REMARKS SCHEDULE

AGENCY Dwight Andrus Insurance		NAMED INSURED Woodward Design + Build, LLC P.O. Box 13547 New Orleans, LA 70185-3547	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

Description of Operations/Locations/Vehicles:
Addendum to Certificate of Insurance

NOTE: Any information contained in the Certificate of Insurance or this Addendum is general and descriptive only. The Certificate of Insurance and this Addendum may not contain descriptions of any or all operations, locations, vehicles or exclusions. Please see policy forms and endorsements for specific coverages and exclusions.

POLICIES CONTINUED:

Excess Umbrella 3rd Layer w/ Everest
Policy #DWA(WOODDES-01)EXUB2
1/1/2022 – 1/1/2023
\$15MM Each Occ / Aggregate
(\$15 x \$5MM x \$5MM x Primary)

Excess Umbrella 4th Layer w/ Columbia Casualty Co. (50% participation)
Policy # 7017898158
1/1/2022 – 1/1/2023
\$7.5MM Each Occ / Aggregate
(\$15MM x \$15MM x \$5MM x \$5MM x Primary)

Excess Umbrella 4th Layer w/ Liberty Surplus Insurance (50% participation)
Policy # DWA(WOODDES-01)EXUB4
1/1/2022 – 1/1/2023
\$7.5MM Each Occ / Aggregate
(\$15MM x \$15MM x \$5MM x \$5MM x Primary)

Contractors Professional Liability & Contractors Pollution Liability w/ Travelers Insurance
Policy # ZCD-7IN37513-21-SK
2/28/2021- 2/28/2022
\$10 MM Aggregate Limit
\$5MM Each Act, Error or Omission limit - Each Pollution Condition Limit



ADDITIONAL REMARKS SCHEDULE

AGENCY Dwight Andrus Insurance		NAMED INSURED Woodward Design + Build, LLC P.O. Box 13547 New Orleans, LA 70185-3547	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

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Addendum to Certificate of Insurance

NOTE: Any information contained in the Certificate of Insurance or this Addendum is general and descriptive only. The Certificate of Insurance and this Addendum may not contain descriptions of any or all operations, locations, vehicles or exclusions. Please see policy forms and endorsements for specific coverages and exclusions.

GENERAL LIABILITY

- CNA74705XX 01/15 Contractors' General Liability Extension Endt
- Additional Insured: any person or organization required to add as an additional insured under a written contract or written agreement, prior to loss.
- Additional Insured - Primary And Non-Contributory To Additional Insured's Insurance: agreed in writing in a contract or agreement that this insurance is primary and non-contributory relative to an additional insured's own insurance, then this insurance is primary, and the Insurer will not seek contribution from that other insurance.
- General Aggregate Limits of Insurance – Per Project
- Waiver of Subrogation – Blanket: when the Named Insured has agreed in writing to waive such rights of recovery in a written contract or written agreement, executed prior to loss.
- CNA75079XX 10/16 Blanket Additional Insured - Owners, Lessees or Contractors - with Products-Completed Operations Coverage Endorsement
- Any person or organization whom you are required by written contract to add as an additional insured on this coverage part, but only with respect to liability for bodily injury, property damage or personal and advertising injury arising out of your work that is subject to such written contract.
- Primary and Noncontributory Insurance: this insurance is primary to and will not seek contribution from such other insurance, provided that a written contract requires the insurance provided by this policy to be:
 1. primary and non-contributing with other insurance available to the additional insured; or
 2. primary and to not seek contribution from any other insurance available to the additional insured.
- 30 Days' Notice of Cancellation - Blanket

AUTO LIABILITY

- CA 04 13 02/21 LOUISIANA - LESSOR - ADDITIONAL INSURED AND LOSS PAYEE
- CNA63359XX 04/12 CONTRACTORS EXTENDED COVERAGE ENDORSEMENT BUSINESS AUTO PLUS
- Transfer Of Rights Of Recovery Against Others To Us (Waiver of Subrogation) - We waive any right of recovery we may have, because of payments we make for injury or damage, against any person or organization for whom or which you are required by written contract or agreement to obtain this waiver from us. You must agree to that requirement prior to an accident or loss.
- Additional Insured - Primary Non Contributory: Any person or organization that you are required by a written contract to name as an additional insured is an insured but only with respect to their legal liability for acts or omissions of a person, who qualifies as an insured under SECTION II – WHO IS AN INSURED and for whom Liability Coverage is afforded under this policy. If required by



ADDITIONAL REMARKS SCHEDULE

AGENCY Dwight Andrus Insurance		NAMED INSURED Woodward Design + Build, LLC P.O. Box 13547 New Orleans, LA 70185-3547	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

written contract, this insurance will be primary and non-contributory to insurance on which the additional insured is a Named Insured

•30 Days' Notice of Cancellation - Blanket

Addendum to Certificate of Insurance

NOTE: Any information contained in the Certificate of Insurance or this Addendum is general and descriptive only. The Certificate of Insurance and this Addendum may not contain descriptions of any or all operations, locations, vehicles or exclusions. Please see policy forms and endorsements for specific coverages and exclusions.

WORK COMP

- WC 00 01 06 A 04/92 LONGSHORE AND HARBOR WORKERS' COMPENSATION ACT COVERAGE ENDORSEMENT
- WC 00 02 01 B 01/15 MARITIME COVERAGE ENDORSEMENT
- WC 00 02 03 04/84 VOLUNTARY COMPENSATION MARITIME COVERAGE ENDORSEMENT
- WC 00 03 01 A 02/89 ALTERNATE EMPLOYER ENDORSEMENT
- WC 00 03 13 04/84 WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT
- 30 Days' Notice of Cancellation - Blanket

CONTRACTORS PROFESSIONAL LIABILITY / CONTRACTORS POLLUTION LIABILITY

- Retroactive Date For Coverage – Contractors Indemnity For Design Professional's Liability: 2/28/2009
- Earlier Notice of Cancellation Provided by the Company: 60 Days to 1st named insured
- Non-Owned Disposal Site Coverage for Contractors Pollution Legal Liability w/ Agg Sublimit
- Non-Owned Disposal Site Retroactive Date: 01/12/1991
- Earlier Notice of Cancellation Provided by the Company: Number of Days' Notice: 60

Commercial Umbrella w/ Continental Insurance Company

- Follow form of underlying for Primary Non Contributory and Waiver of Subrogation
- Schedule of Underlying Insurance
- Auto Liability #7017898564
- General Liability #7017898595
- Employers Liability #7017898581

Excess Umbrella 2nd Layer w/ Starstone Specialty Insurance Company

- CX 0001 0413 Commercial Excess Follow Form Base Coverage Form
- Schedule of Underlying Insurance
- Commercial Umbrella (Primary) DWA(WOODDES-01)UBCL

Excess Umbrella 3rd Layer w/ Everest Indemnity Company

- Schedule of Underlying Insurance
- Commercial Umbrella (Primary) DWA(WOODDES-01)UBCL



ADDITIONAL REMARKS SCHEDULE

AGENCY Dwight Andrus Insurance		NAMED INSURED Woodward Design + Build, LLC P.O. Box 13547 New Orleans, LA 70185-3547	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

- Excess Umbrella (2nd Layer) # DWA(WOODDES-01)EXUB1

Addendum to Certificate of Insurance

NOTE: Any information contained in the Certificate of Insurance or this Addendum is general and descriptive only. The Certificate of Insurance and this Addendum may not contain descriptions of any or all operations, locations, vehicles or exclusions. Please see policy forms and endorsements for specific coverages and exclusions.

Excess Umbrella 4th Layer w/ Columbia Casualty Co.

•Schedule of Underlying Insurance

- Commercial Umbrella (Primary) DWA(WOODDES-01)UBCL
- Excess Umbrella (2nd Layer) # DWA(WOODDES-01)EXUB1
- Excess Umbrella (3rd Layer) # DWA(WOODDES-01)EXUB2

Excess Umbrella 5th Layer w/ Liberty Surplus Insurance

•Schedule of Underlying Policies - Excess 232-XS (Ed. 04 07)

- Commercial Umbrella (Primary) DWA(WOODDES-01)UBCL
- Excess Umbrella (2nd Layer) # DWA(WOODDES-01)EXUB1
- Excess Umbrella (3rd Layer) # DWA(WOODDES-01)EXUB2



3300 West Esplanade Avenue, Suite 300
Metairie, LA 70002
(504) 581-5353
Fax (504) 588-2954
www.assuredpartners.com

July 1, 2022

Jefferson Parish
1221 Elmwood Park Blvd.
Suite 404
Jefferson, La. 70123

RE: Woodward Design+Build, LLC
RFQ 22-029 – Construction Management at Risk (CMAR)
Services for the EAT Fat City Center

We are pleased to share our experience for Woodward Design+Build, LLC. We consider Woodward Design+Build one of our outstanding and most valued clients in whom we have the highest confidence. Through the years this company has, in our opinion, remained properly financed, well equipped and capably managed.

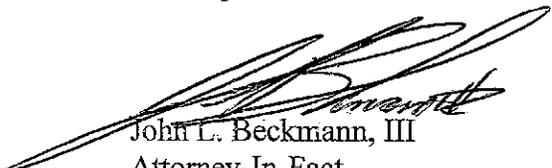
Travelers Casualty and Surety Company of America has reviewed the RFQ Documents and is prepared to provide the 100% performance and payment bonds on the EAT Fat City Center Project that has an estimated budget in the amount of \$15,000,000.

Travelers Casualty and Surety Company of America supports Woodward Design+Build, LLC under a \$100,000,000 single and \$400,000,000 aggregate surety bond program.

Please note that the decision to issue performance and payment bonds is a matter between Woodward Design+Build and Travelers, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms and financing. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

If you have any questions or need any additional information, please do not hesitate to contact me.

Best regards,



John L. Beckmann, III
Attorney-In-Fact
TRAVELERS CASUALTY AND SURETY
COMPANY OF AMERICA



**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

POWER OF ATTORNEY

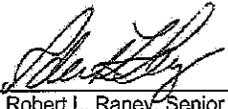
KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **JOHN L BECKMANN III** of **METAIRIE**, Louisiana, their true and lawful Attorney(s)-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April**, 2021.



State of Connecticut

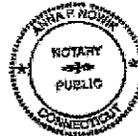
City of Hartford ss.

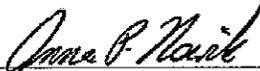
By: 
Robert L. Raney, Senior Vice President

On this the **21st** day of **April**, 2021, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2026




Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

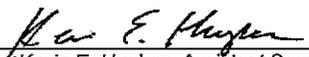
FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **1st** day of **July**, 2022




Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.**



WOODWARD DESIGN+BUILD FOR EAT FAT CITY CENTER