

From: [Bob McGurk](#)
To: [Cathy Trykowski](#)
Cc: [Bob McGurk](#)
Subject: Re: City of Newark, DE RFI 16-01 - Public-Private Partnership Mixed-Use Downtown Parking Garage or Optional Parking Enhancement Considerations
Date: Friday, September 30, 2016 12:48:19 PM

Good Afternoon Ms. Trykowski,

We have reviewed RFI 16-01 and by copy of this email, please accept Integrated Infrastructure LLC's submission from RFP 16-03 as our submission for RFI 16-01 with no modifications. Furthermore, we waive any rights reserved in our previous proposal concerning proprietary and confidential information such that the proposal, in its entirety, may be considered public information.

At your convenience, could you please provide acknowledgment of our submission? Thank you in advance for your time and consideration of this matter.

Regards,

Bob McGurk, P.E.
Integrated Infrastructure LLC
302-893-0258

On Wed, Sep 21, 2016 at 9:07 AM, Cathy Trykowski <CTrykowski@newark.de.us> wrote:

Please find attached the City of Newark, DE Request for Information (RFI) No. 16-01 – Public-Private Partnership Mixed-Use Downtown Parking Garage or Optional Parking Enhancement Considerations (Not Specific to Lot #1), for your consideration.

Please be aware that this RFI is also providing the opportunity to submit optional parking enhancement considerations (not specific to Lot #1).

If you would like the proposal your firm submitted on August 9, 2016 for RFP No. 16-03 - Public-Private Partnership Mixed-Use Downtown Parking Garage, to be considered for this RFI, there is no need to resubmit your proposal. Please send a letter or email to my attention which states that you would like your previous submittal from August 9, 2016 to be submitted as a response to RFI No. 16-01 - Public-Private Partnership Mixed-Use Downtown Parking Garage or Optional Parking Enhancement Considerations (Not Specific to Lot #1) dated September 20, 2016.

Thank you,

Cathy Trykowski

Purchasing Assistant

(302) 366-7000 x2004

PROPOSAL FOR
RFP NO. 16-03

PUBLIC-PRIVATE PARTNERSHIP
MIXED-USE DOWNTOWN PARKING GARAGE

CITY OF NEWARK, DE

SUBMITTED TO:
MAYOR AND COUNCIL OF THE CITY OF NEWARK
c/o Ms. Cenise Wright, Purchasing Administrator

AUGUST 9, 2016

SUBMITTED BY:

INTEGRATED INFRASTRUCTURE, LLC

357 MARLDALE DRIVE
MIDDLETOWN, DE 19709

USE AND DISCLOSURE OF DATA

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed-in whole or in part-for any purpose other than to evaluate this proposal. However, if a contract is awarded to this offeror as a result of—or in connection with—the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in these data if they are obtained from another source without restriction. The data subject to this restriction are contained in Sheets 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, and 12.

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal. 1

Public-Private Partnership for a Mixed-Use Downtown Parking Garage

RFP NO. 16-03

Integrated Infrastructure LLC

Mayor and Council of Newark
c/o Ms. Cenise Wright, Purchasing Administrator
City of Newark, DE
Newark Municipal Building
220 South Main Street
Newark, DE 19711

Dear Mayor Sierer and Council of Newark:

We would like to submit for your consideration a proposal to perform the services requested in RFP NO. 16-03, in anticipation of developing a Mixed-Use Parking Garage in the downtown area.

Components of our plan include:

- **Roadmap and Schedule to Implementation for a 475 vehicle Mixed-Use Parking Garage**
- **Comprehensive Financing Plan**
- **Cohesive Development Team familiar with Delaware project implementation**
- **Provided an NTP is issued in November 2016, completion is possible by August 2018**

Our proposal will seek to de-risk the implementation of a mixed-use parking structure and help the community to visualize the ways in which this facility could support sustained growth in Newark. Our research indicates that the City, in addition to providing additional parking capacity, would like to encourage alternative modes of transportation to alleviate current and future congestion. According to the Downtown Parking Supply and Demand Study, many drivers view their commute as being too long for a bike commute to be a viable option, but they are open to healthier options. We envision an indoor, state of the art bike hub to be a key ground floor component of this facility. We feel that this will encourage utilization of bike and pedestrian modes as last mile connections for long-distance commuters and facilitate bike and ped modal choice for mid-day peak hour operations.

We look forward to working the City of Newark to implement this transportation alternatives project. We feel our proposal will enable residents, students, visitors, and businesses within Newark to enjoy healthy and sustainable modes of transport so that Newark's downtown core can continue to thrive. We are pleased to offer the services required in RFP NO. 16-03 for a FIXED FEE of \$332,000. A detailed breakdown of our fees is included within this proposal.

Thank you in advance for your time and consideration. If you would like more information or have any questions, please do not hesitate to contact me at 302-893-0258 or bobmcgurk@gmail.com.

Respectfully Submitted,


Robert McGurk, P.E.
Managing Partner, Integrated Infrastructure, LLC

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Public-Private Partnership for a Mixed-Use Downtown Parking Garage

RFP NO. 16-03

Integrated Infrastructure LLC

A. Introduction

Our firm, Integrated Infrastructure LLC, is interested in providing Development and Owner's Representative services to the City of Newark in response to RFP NO. 16-03. We feel that real estate management requires an Owner's mindset to evaluate property, determine the highest and best use for a given site, and negotiate deals with the Owner's interests in mind.

Our firm's principal, Robert McGurk, PE, has taken steps over the past few months to start a business in order to fulfill a long-term career goal of transitioning from employment to ownership. Our firm, building on our principal's experience working for asset owners as a design engineer, owner's representative, and project manager, focuses on providing Development, Property Management, and Owner's Representative services in the area. Additionally, we provide Civil Engineering services in Delaware.

Firm Name:	Integrated Infrastructure LLC
Established:	December 2015
DAPE C/A:	#4112
Primary Contact:	Robert McGurk, Delaware P.E. #19698 Managing Partner
Size:	1 Employee
Number of Design Professionals:	1
Services Offered:	Owner's Representative Services, Construction Management, Civil Engineering Design Services, and Property Management
EIN:	81-1582268
DE Business License:	2016601604
Address:	357 Marldale Drive Middletown, DE 19709
Phone:	302-893-0258
Email:	bobmcgurk@gmail.com

Public-Private Partnership for a Mixed-Use Downtown Parking Garage

RFP NO. 16-03

Integrated Infrastructure LLC

B. Project Team

Our firm, Integrated Infrastructure LLC, is authorized to provide engineering services in the State of Delaware. We specialize in providing Owner's Representative and Construction Management services to clients in the tri-state area. We also provide Design services on our projects within Delaware.

Robert McGurk, P.E., Managing Partner of Integrated Infrastructure LLC, will lead the Newark Parking Garage team. He has experience in all aspects of transportation facility design, construction, and site development. All tasks outlined in RFP NO. 16-03 will either be performed in-house or by a member of our development team listed below.

A resume, including project list, for Mr. McGurk is included on the next page.

We propose to utilize a diverse team of design and construction professionals to assist in completing tasks outlined in RFP NO. 16-03. In addition to services provided by Integrated Infrastructure LLC, we intend to utilize the following subcontractors and design consultants:

- Survey Base Plan: Karins & Associates
- Environmental Services: Watershed Eco
- Geotechnical Services: GeoTechnology Associates (GTA)
- Conceptual Garage Design: High Construction Company
- Sitework Proposals: Competitively Bid to Delaware General Contractors

Integrated Infrastructure LLC reserves the right to add, modify, or remove subcontractors from this list for listed tasks and other tasks as needed.

Robert P. McGurk, P.E.

357 Marldale Drive Middletown, DE 19709 (302) -893-0258 bobmcgurk@gmail.com
www.linkedin.com/in/bobmcgurk

Professional Registration & Development

Professional Engineer, DE # 19698

President, American Society of Highway Engineers First State Section

Work Experience

Managing Partner, Integrated Infrastructure LLC, December 2015 – Present

DAPE Certificate of Authorization, DE # 4112

Project Management and Owner's Representative services for industrial and commercial projects.

Currently developing proposals for Mixed-Use Commercial/Residential, Ag Supply Chain, Port Logistics, and Aviation Manufacturing industries at four transportation centers.

Project Manager, Eastern States Development Company, Inc., May 2014 – Present

Manage a program of residential and commercial real estate development projects in the Tri-State area at various phases of completion for a vertically integrated development group. Primary responsibilities include property evaluation and conceptual planning; acquisitions; managing multiple engineering consultants; managing the RFP process for various development tasks and sitework contracts; project budgeting and reporting; contractor management; home builder and client relationship management; utility coordination (Delmarva Power & Gas, Verizon, Comcast, Atlantic Broadband, Chesapeake Gas, Artesian Water Co., Tidewater Utilities, NCC Special Services); and regulatory agency relationship management, including DelDOT Planning and Public Works, New Castle County Land Use and Special Services, and the DNREC Stormwater Section. Technical areas of responsibility include utility conflicts, drainage and stormwater management facility modifications, E&S support and modifications, ADA support, heavy utility relocation coordination, cut/fill management, project phasing, CPM scheduling, and transportation facility design coordination. Frequently rely on technical background and amicable regulatory relationships to facilitate successful project outcomes and achieve critical path milestones (regulatory approvals, design reviews, entrance permit approvals, building permit releases, Open Space turnover) while managing ad hoc issues that arise during long-duration projects. Early work was performed under the technical supervision of Terry Gleason, P.E. – Vice President, Eastern States Construction Service.

Engineer II, Delaware Department of Transportation, August 2012 – May 2014

Engineer I, Delaware Department of Transportation, July 2011 – August 2012

Performed tasks related to transportation engineering as a member of North Project Development. Served as the stormwater management subject matter expert for PD North. Responsibilities included preparation of contract documents, including plans, specifications, and estimates for road design projects in New Castle County with a combined construction value in excess of \$2.6 million dollars. Frequently coordinate with outside agencies, developers, and consultants on plan development, studies, estimates, and permitting. Technical areas of responsibility included geometric design, roadside safety design, signing and striping, stormwater management, drainage retrofits, and drainage design of both open and closed systems. Work was performed under the supervision of Jerry Lovell, P.E. - Project Manager. Frequently used the DE MUTCD, AASHTO Green Book, and the Delaware Road Design Manual to guide development of contract documents.

Engineering Intern, Delaware Department of Transportation, Summer 2010

Performed inspections throughout the summer on many aspects of highway construction, including drainage, soil drilling, micro-tunneling, site grading, temporary and permanent barrier installation, and concrete paving operations on the Delaware I-95 EZ-Pass Toll Plaza expansion. Worked with the design staff and contractor to meet unforeseen challenges with appropriate and cost effective solutions under the supervision of Samuel Bostick, P.E. - Resident Engineer.

Education

University of Delaware, Newark, DE
Bachelor of Civil Engineering
Minor: Political Science
FE passed - October 2010
PE Exam passed - April 2015

August 2011

Project Experience

Confidential Project – Successful acquisition of raw land for development of 300 dwelling units
Town of Whitehall – Village 1 (Startup, In Construction – 15%)
Town of Whitehall – Hamlets 4 & 7 (Design Coordination)
Porter Road Business Center (Completion Activities, Project Closeout)
Rothwell Village – (Design Coordination, Startup)
US 301 Contract 1A – Utility Duct Bank Design-Build – Whitehall Scott Run
Ponds of Odessa (Design Coordination, Startup, In Construction – 25%)
Milltown Village (In Construction – 90%, Project Closeout)
McMullen Square (Property Management)
Little Falls Village II (In Construction – 90%, Project Closeout)
Vines Creek Village (Property Management)
Village of Long Creek – (Completion Activities, Project Closeout)
Ad hoc technical support to other development projects
Site selection, analysis, and acquisition
HSIP NCC, Churchmans Road, Christiana Hospital to SR 7 (Design Project Engineer)
Christiana Connector Development Coordination
Road A / SR 7 / Center Blvd Intersection Improvements (Design; Constructed)
Fashion Center Entrance Improvements (Design; Constructed)
Sears Boulevard Extension Feasibility Study, Estimate, and Coordination
Cricklewood – SR 71 at Garcia Drive Intersection Improvements (Design; Constructed)
SR 48 Drainage Study and Estimate
Oak Point Orchards Estimate
Hazard Elimination Program – US 40 at Porter Road (Constructed)
Developer Intersection Improvements – SR 71 and SR 72 (Constructed)
Delaware I-95 EZ-Pass Toll Plaza Expansion (Field Inspector)

Public-Private Partnership for a Mixed-Use Downtown Parking Garage

RFP NO. 16-03

Integrated Infrastructure LLC

C. Related experience with other public/private partnerships resulting in a mixed-use parking facility design

We do not have any experience with other public/private partnerships resulting in a mixed-use parking facility design. However, our firm principal has experience with turn-key project implementation including:

- Owner's Representative services
- Public and private sector procurement, including DelDOT P3 regulations
- Site development
- Zoning and Land Use interpretation
- Transportation systems design
- Project financing
- Construction management
- Consultant management
- Project start-up and close-out
- Property management
- DelDOT Development Coordination
- DNREC SWM Regulations
- Land Acquisition
- Transportation Improvement District processes
- Utility Coordination

Professional References:

Matt Lichtenstein, P.E.
Canal District Public Works Engineer, DelDOT
302-326-4682
matthew.lichtenstein@state.de.us

Darrell Baker, Esq.
Darrell J. Baker, Esq.
302-472-4900
dbesq@aol.com

Public-Private Partnership for a Mixed-Use Downtown Parking Garage

RFP NO. 16-03

Integrated Infrastructure LLC

D. Technical Information

We view the proposed Mixed-Use Parking Garage as a key transportation asset for the downtown Newark core. As the property is currently in public ownership, any development should primarily serve the needs of the travelling public and to a lesser extent, support private development. We have identified a combination of uses, which we would like to incorporate into the overall design of the site, to achieve the highest and best use given the proximity to Main Street and the University of Delaware's Central Campus.

Uses include, but are not limited to:

- Multi-level Vehicle Parking (Preliminary estimate 475-500 total spaces in Lot 1 at completion)
- Ground Level Indoor Bike Commuter Hub
- Ground Level Retail/Commercial
- Upper Level Flex Office (ideally co-working spaces to foster economic development)
- Upper Level long-term bicycle storage (summer and winter session)
- Top Floor Apartment Residential, if economically viable
- Telecommunications antenna array above elevator parapet

We have developed our proposed schedule taking into consideration reasonable development and approval timelines as well as the University of Delaware semester schedule. Our goal, upon the completion of the tasks outlined in the RFP, is to provide enough information to the City of Newark in order to make a determination on a path forward. We will develop a comprehensive portfolio of firm fixed-price proposals with definitive schedule constraints and milestones to mitigate potential cost escalation and schedule risk for project implementation prior to financial close on the project. We will also develop recommended financing and development alternatives through DelDOT's Public-Private Initiatives in Transportation Revolving Loan Fund for the Design, Build, Finance, Operation, and Maintenance of the Mixed-Use Parking Garage.

- We will provide a preliminary site plan, conceptual structure elevations, and architectural renderings for the proposed Mixed-Use Parking Garage. A crucial component of our services will involve outreach to surrounding property owners to gauge their interest in potential easements, co-development, and architectural preferences/concerns.
- We will provide a conceptual design with information suitable for a parking garage design builder to complete final structural design. Generally this will include a proposed building footprint, suggested column locations, permitted construction phasing, boring logs, parking layout, access and egress layout, and rough-in requirements for mixed-use areas. Structural system design and detailing will be left to the various parking garage contractors, as each has its own preferences for efficiency and ease of construction. We also intend to procure a firm fixed-price proposal for the construction of the proposed garage.
- Using estimates and a portfolio of firm fixed-price proposals for major work components, we will develop a pro-forma for the development of the Mixed-Use Parking Garage. This will outline the

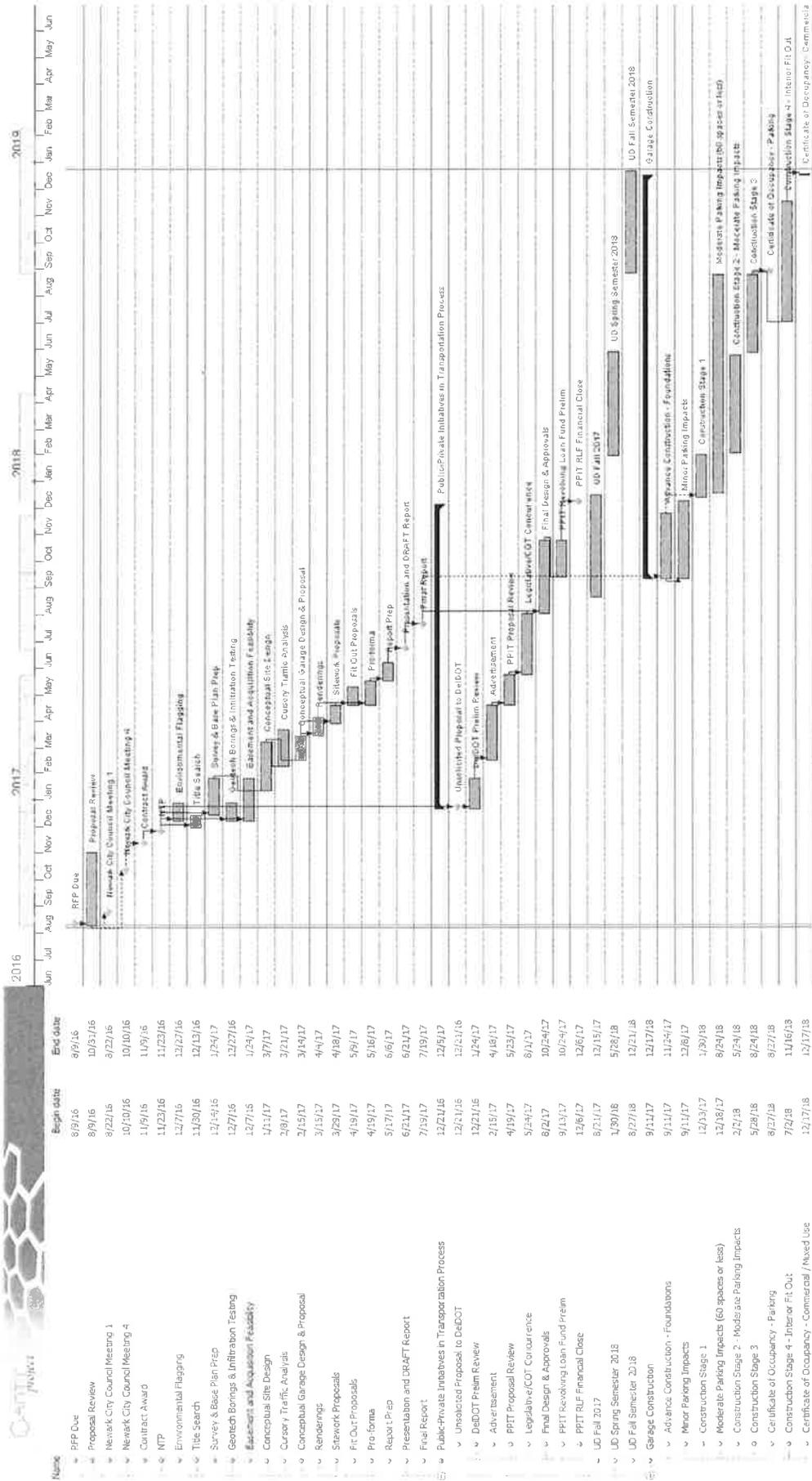
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terms of a development agreement for the construction and leaseback of the parking garage, and may include up to 100% ownership by the City of Newark.

- We will perform a cursory Traffic Operational Analysis based on the proposed uses of the Mixed-Use Parking Garage.

We anticipate that issues will arise during the development and construction of the Mixed-Use Parking Garage. Notably the largest constraint will be working around the fluctuating parking demand, which stems from the University's semester schedule. We plan to have well written construction contracts as well as incorporating advance construction and accelerated construction techniques to minimize potential parking impacts.

We anticipate utilizing advance construction contracts for the installation of deep foundations during the Fall of 2017 so that we can fully utilize the Winter Session construction period for vertical construction. Lack of cooperation with adjacent property owners, while being respectful of their development rights during negotiations, could impact the size and layout of the proposed garage. Price escalation and scope creep occur in any project, so the utilization of firm fixed-price proposals for major work items will limit the scale and potential for cost and schedule impacts.



Public-Private Partnership for a Mixed-Use Downtown Parking Garage

RFP NO. 16-03

Integrated Infrastructure LLC

Optional Considerations

- A1 - Establishment and Management of a Newark TID
 - Per conversations with DelDOT Planning, this was discussed in Comprehensive Plan V, but not yet finalized
 - With the establishment of a TID, the City of Newark can realize an additional revenue source for Transportation Capital Improvements

- A2 - Business District Parking Demand Management via a Dynamic Pricing Model
 - Our assessment of current parking utilization rates, transient fees, and permit fees indicate that parking within the City of Newark is drastically underpriced for short-term parking. Dynamic pricing models can provide revenue enhancements and congestion management during peak hours.

- A3 - Conceptual Design and Development Services for a second parking level above portions of City Lot #3
 - One property is currently for sale, which may provide the space needed for ramps to add a second parking deck

- A4 - Reconnect Newark - Conceptual Design and Development Services for the Grade Separation of the CSX mainline with West Main St/New London and North College Ave, to include drainage improvements for the University's West Campus
 - Federal financing, through the Railroad Rehabilitation and Infrastructure Financing program for up to 95% of the cost of this project could likely be available if a dedicated revenue stream is identified (parking spaces, TID fees, City of Newark annual direct contribution, DelDOT HSIP funds, etc)
 - Grade Separation can enhance vehicular and pedestrian safety at two high-volume rail crossings with known recurring safety issues, provide congestion mitigation, provide additional space for parking, connect open spaces, and improve drainage.
 - With the closure of the West Campus, the need for the pedestrian crossing under CSX at Amstel Ave is moot. Between North Chapel Street and Apple Road, the CSX line is at the crest of a vertical curve. It is possible to lower this vertical curve and install a cut-and-cover tunnel to reconnect West Newark with Central Newark.

Public-Private Partnership for a Mixed-Use Downtown Parking Garage
RFP NO. 16-03
Integrated Infrastructure LLC

E. Fee for Services

Total All Tasks included in RFP NO. 16-03 - \$332,000

Task 1 – Conceptual Site Design and Renderings - \$209,000

Survey Base Plan - \$75,000
Environmental Services - \$15,000
Title Searches - \$7,000
Infiltration Testing - \$12,000
Preliminary Site Design - \$50,000
Renderings - \$10,000
DelDOT P3 Coordination Services – \$40,000

Task 2 – Conceptual Parking Garage Design - \$48,000

Geotechnical Borings - \$18,000
Conceptual Garage Design - \$30,000

Task 3 – Preliminary Cost Estimates - \$25,000

Sitework Bids - \$5,000
Fit-Out Proposals - \$10,000
Garage Proposal - \$10,000

Task 4 – Pro-forma and Traffic Operational Analysis - \$50,000

In-house Pro-forma - \$10,000
Traffic Operational Analysis - \$20,000
MAI Appraisals - \$20,000

Optional Considerations

A1 – Establishment and Management of a Newark TID – Fee to be negotiated
A2 – Business District Parking Demand Management – Fee to be negotiated
A3 – Lot #3 Second Parking Level Conceptual Design Services – Fee to be negotiated
A4 – Reconnect Newark – CSX Grade Separation Conceptual Design Services – Fee to be negotiated