

From: [Marisa Erdman](#)
To: [Cathy Trykowski](#)
Subject: ONIX Group RFI Submission
Date: Thursday, October 06, 2016 8:20:15 PM
Attachments: [City of Newark RFI letter M Erdman.pdf](#)
Importance: High

Dear Cathy:

The purpose of this letter is to formally reply to your correspondence dated September 21, 2016 directed to Mr. Arthur Helmick, attached hereto. As directed in your correspondence, the ONIX Group submitted an RFI package to the City of Newark on August 9th, 2016 and formally requests that its submission be made public and considered part of the City, revised RFI for a public/private partnership referred to as RFI 16-01.

In August, I personally hand delivered twelve RFI packages to the Office of Purchasing. If, however, additional bound proposal copies are desired by the City of Newark, please let me know and I will gladly deliver additional copies. I can be reached at your convenience by emailing Marisa.Erdman@onixgroup.com or calling 302-229-4231. If you would kindly confirm the successful receipt of this letter, our team would be most appreciative.

We are thankful to have had the opportunity to submit our proposal and we look forward to discussions with City representatives. Thank you for your time and review of this letter.

Respectfully submitted,

Marisa Erdman
Marisa Erdman, MBA
Vice president of Marketing | Project Manager
ONIX Group

Cc: Arthur Helmick

Email Correspondence to Art Helmick
As forwarded to marisa.erdman@onixgroup.com:

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

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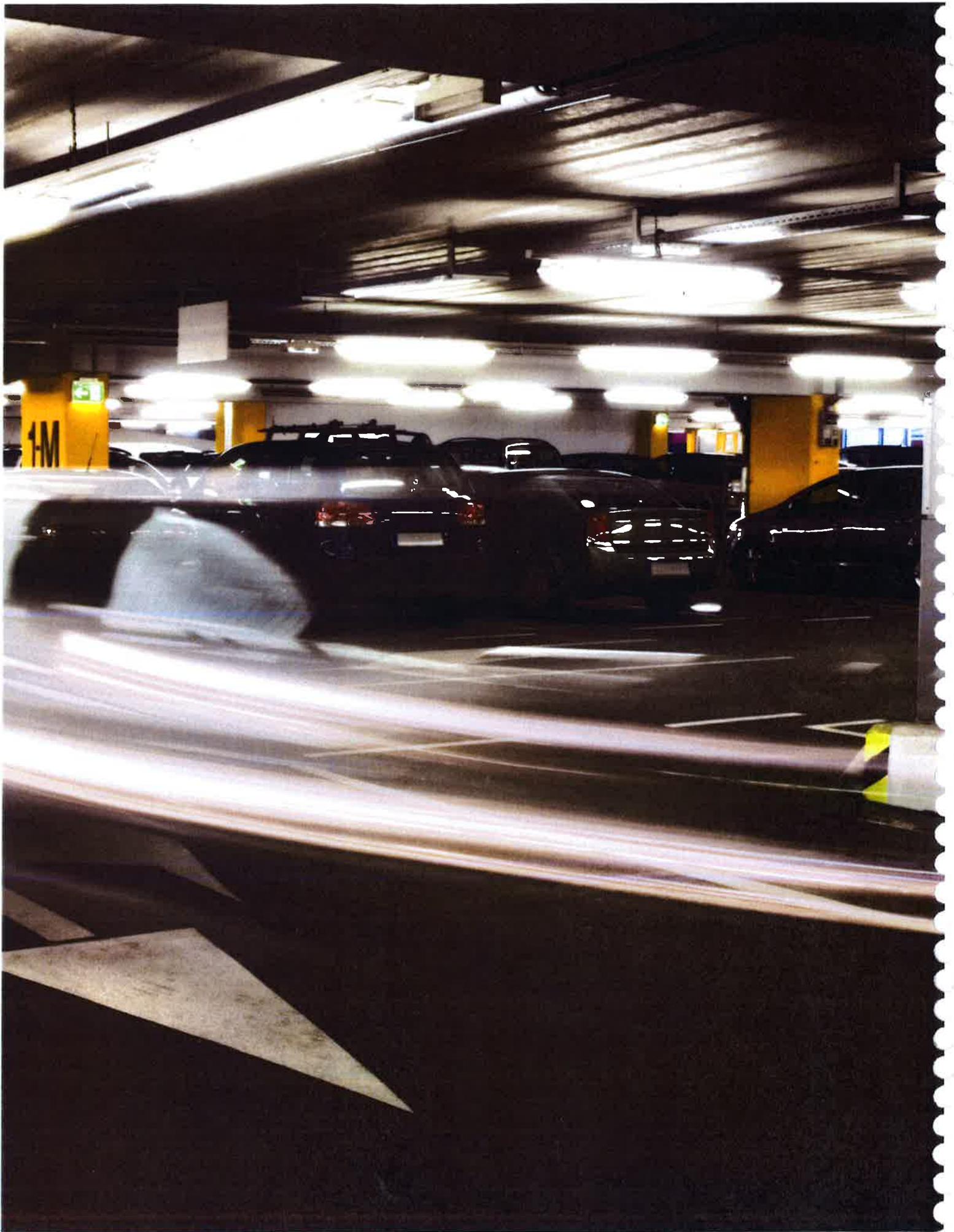


EAST DELAWARE AVENUE RFP RESPONSE

August 9, 2016

A PUBLIC-PRIVATE PARTNERSHIP TRANSFORMING NEWARK







The City of Newark seeks to create additional parking areas to serve its growing downtown district while potentially capitalizing on the opportunity to bring additional real estate ventures to the East Delaware Avenue corridor including increased parking, hospitality, residential and retail offerings through the creation of a Public-Private Partnership. There are many crucial factors that will define success for this project—first and foremost, the selection of a Development Partner who shares the same goals and has the expertise and resources needed for project completion.

The ONIX Group has the unique expertise, in-depth real estate development experience and resources to be the preferred development partner for the City. The enclosed RFP submission includes our organization's vision for the overall project, outlines the conceptual terms for the parking element and provides detailed information related to our team, technical approach and background.

The City of Newark's motto is "*Committing to Service Excellence.*" The ONIX team comprised collectively of the ONIX Group, GG+A Construction and Bernardon Architects shares this same dedication and has a proven track record of successful development, client/partner satisfaction and operational excellence. Our proposal builds on more than 30 years of experience building quality projects in Delaware and relies on a talented team of diverse professionals who are eager to demonstrate to the City the highest levels of knowledge and innovative development concepts.

We are confident that the ability to create 25% more than the minimum 400 required parking spaces the City needs, combined with a unique Mixed-Use concept, will serve as a model for sustainable development for Newark. The proposed development project to enhance the East Delaware corridor not only helps to solve a parking supply shortage issue but also provides additional benefits including innovative design, significant positive economic impact and the potential for the project to become a vital part of the commercial, cultural and social life of East Delaware Avenue.

Our vision is to establish this project as the best urban development, downtown concept the City of Newark has taken to date.

ONIX proposes to deliver a multifaceted development project consisting of a 130+ room Marriott, Hilton, Starwood or Hyatt hotel as an anchor element, 6 levels of parking to be operated by and to benefit the City of Newark, upscale Market Rate or Residential Units combined with retail and commercial space. By blending these complimentary uses, the Project will promote smart growth, increased foot traffic and entrepreneurship opportunities. ONIX's successful history as a Hotel Operator, Real Estate Developer and Commercial Property Management Firm will be coupled with the success the City of Newark has enjoyed in developing, operating and managing various parking ventures throughout the City.

Through its premier location and the additional demand generation (hotel and meeting guests, monthly housing parking packages, onsite retailers, etc.) we believe the East Delaware Avenue parking garage will have increased demand and revenues that will be the strongest in the City. The additional parking capacity as designed in the ONIX proposal also allows for the opportunity for unfilled parking demand during peak events and hours to be met—ONIX has included an additional 110+ spaces above the RFP minimum.

We are honored to have the opportunity to participate in the RFP and look forward to continuing to work closely with the City of Newark in the months and years ahead.

Respectfully submitted,

Stephen Silver | Ronald Schafer | Arthur Helmick
ONIX Group





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PLAY ME.

FOR A HIGH RESOLUTION
AND DETAILED
CONCEPTUALS OF OUR
RFP, PLEASE VISIT ONLINE
[ONIXGROUP.COM/NEWARK.](http://ONIXGROUP.COM/NEWARK)

EXECUTIVE SUMMARY

A COMBINED SITE EQUALS:

1. THE BEST DEVELOPMENT
2. THE BEST URBAN PLANNING
3. THE BEST PUBLIC REALM
4. THE BEST CITY ECONOMICS
5. THE BEST TEAM

The ONIX Group's ability to combine its development expertise and mixed-use vision with a more efficient utilization of the site at East Delaware Avenue, creates a Project Site area and Development Program with the opportunity for dramatic economic, market, urban planning and public realm benefits to the City of Newark that is not available when developing single development elements on a stand-alone basis.



1. THE BEST DEVELOPMENT DRAMATICALLY BETTER AND EXPANDED PROJECT SCOPE

- **Site Area:** 69,696 sq. ft. (1.6 Acre) residential and surface parking site to be transformed into a 427,190 sq. ft. Mixed-Use Development Parcel when maximized.
- **Project Scale:** Fulfills demand needs for the community including parking, hospitality and retail—resulting in a Development Program that is significantly larger than the existing conditions.
- **Economic Engine:** The larger Development Program proposed by ONIX will create an economic benefit to the City of Newark in real estate taxes, new employment and increased parking revenue generating Millions of dollars over the next 20 years.
- **Inefficient Site is Fixed:** The current site inefficiencies are overcome in the proposed plan to become a modern hotel, efficient residential offering, greatly expanded parking area and new retail and office availabilities for the business district.
- **Best Urban Planning and True Mixed-Use:** Mix of uses will create a true live, work, play environment, including residential and hospitality, while respecting an appropriate blend of utilizations for the downtown district.
- **Market Driven Demand:** A combined site allows for larger building foot plates and both sub-grade and above ground parking elements—meeting market demand minimums for hospitality, parking, residential and retail/office elements. The potential exists for upward expansion and additional development space if the City of Newark so desires.



2. THE BEST URBAN PLANNING

MAXIMIZING FRONTAGE AND ACTIVATION

- **Delaware Avenue Transformed:** The combined site transforms the Delaware Avenue and “UD Mall” thoroughfare area, elevating the existing area by creating an activated and continuous streetscape with 250+ linear feet of frontage, attractive architectural aesthetics, green space and open areas.
- **Prominent and Expansive Presence:** The combined site allows for a prominent and integrated storefront presence along Delaware Avenue, including retail, hospitality, office and more.
- **Anchor to Downtown:** The mixed-use site will be anchored by a prominent hotel brand and abundant parking, creating a “true anchor” and “activity hub” which will vitalize and enhance the Delaware Avenue thoroughfare.
- **Access to Project—Public Realm Benefits:** The combined site allows for three distinct, inviting entrances via Delaware Avenue, the Main Street Galleria complex and an enhanced pedestrian walkway on the north side of the property. The site will also create a stronger connection between Main Street and Delaware Avenue.

3. THE BEST PUBLIC REALM

ENHANCED CONNECTIVITY

- **Natural Pedestrian Way:** The combined site creates three-sided connectivity from Delaware Avenue, Main Street and the north end of the University of Delaware “Mall” area, following a natural pedestrian flow between the three areas.
- **Maximizes Public Realm Benefits:** The mixed-use site increases the existing ground area and creates the opportunity for a 130-room hotel, supplies an additional 64 upscale, market-rate residential units, expanded Class A office and retail opportunities in downtown and supplies much needed additional parking to the community and its visitors.
- **Transforms Current Site Issues:** The site as proposed, solves site inefficiencies by creating additional parking supply below building grade and additional mixed-use opportunities above grade while transforming the character of East Delaware Avenue into a continuous public passage helping to tie Main Street and Delaware Avenue together.

4. THE BEST CITY ECONOMICS

ECONOMIC BENEFIT ANALYSIS

The ONIX Group team and its consultants have conducted an Analysis of Municipal Benefits for the East Delaware Avenue project. The analysis focuses on the positive economic benefits derived from each of the mixed-use elements: hospitality, residential component, retail and office elements, as well as the positive economic benefits attributed to the expanded parking center—a key element in the overall proposed development project.

Provided below is an Analysis Summary and Findings which highlight the Economic Engine that is created by the ONIX Group's vision for the combined mixed-use site proposal and the dramatic impact for the City and its Stakeholders.

At the start of the project, it is forecast that approximately \$370,000 in impact and permitting fees will be paid to the City. Real Estate Taxes in Year 1, are estimated to be \$88,000 and, over the 10-year period, will exceed \$1.015 Million. Most importantly, expanding the parking garage from 191 spaces to 510 spaces as proposed by ONIX will result in a significant increase in revenue and income to the City. Currently, this garage generates approximately \$650,000 in annual parking revenue and income of \$300,000 (income estimated based upon on allocation derived from the 2015 City of Newark financial report). When the project is completed and the Mixed-Use elements are fully operational, it is forecast that the Income will be \$762,000, an incremental increase in income of



- **Combined Site:** Generates Approximately \$88,000-\$100,000 in Additional Real Estate Taxes in Year 1. Real estate tax projections were developed based on comparables by land use type within the City and crossed checked through discussions with local real estate appraisers. Once the initial taxes were projected a three percent annual growth rate was applied.
- **Combined Sites:** Creates \$370,000 in Impact, Development and Permit Fees. Estimation of these fees were developed based on current formulas and experience with other mixed-use developments within the city limits. These fees are critical to the municipality.
- **Combined Site Creates 250-300 Construction Related Jobs.** Temporary construction jobs and wages estimated for the project were prepared based on Onix Group experience and information provided by Delaware contractors.
- **Combined Site:** Creates Approximately 130 New Permanent Newark Jobs. The mixed-use components of the project will create a variety of hospitality, food and beverage, retail, professional and management jobs. It is projected that 130 permanent FTE jobs will be created by the project with an aggregate of annual salaries of approximately \$5.5 million.
- **Parking Element Generates Revenue of Approximately \$17 Million for the City of Newark.** While revenue is of interest as it reflects demand and utilization, Incremental

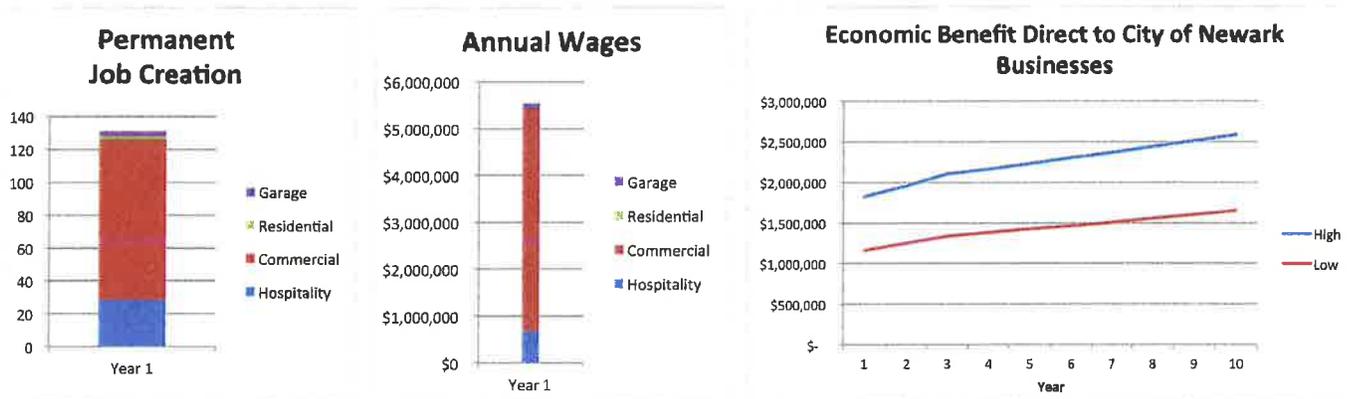
\$460,000. Over the course of ten years, it is projected that the City will enjoy income of \$8.7 Million; an incremental increase of \$5.27 Million in additional income from the new parking structure on Lot 1.

The combined economic benefit to the City when incorporating permitting and developing fees, real estate taxes and new incremental parking income over the 10-year period is \$6,655,419.

The second element of the Economic Forecast emphasizes the importance of the project to the stakeholders in the community exclusive of the City. First, the project will cost approximately \$45-\$50 Million to develop. During the

construction period, a total of 250-300 new jobs are forecast to be created that will result in wages of \$17.8 Million during the 18-Month construction project. After the project is complete, it is forecast that a minimum of 131 permanent jobs will be created. The annual wages associated with these permanent jobs is \$5.5 Million, an average salary of \$42,267. Over the first ten years, this equates to new salary income of \$63.5 Million.

The new hotel will host approximately 50,000 visitors in the heart of Newark business district every year. We estimate that guests will make daily purchase that range between \$35-\$55. At this level, approximately, \$1.162-\$1.827 Million will be infused into the downtown district. Over the first ten years of the project, this equates to \$14.318-\$22.5 Million.



* The financial forecast and impact analysis is provided as an exhibit.

Income is Most Important. Incremental income is expected to increase by \$460,000 in year one and by \$5.3 million over 10 years; this represents a margin on operating revenue of 30%. The significant margin increase is a function of the expansion of parking facilities in a fully automated garage which only requires two additional FTEs. Further, the overhead is allocated over approximately 40% more spaces in the City of Newark parking system.

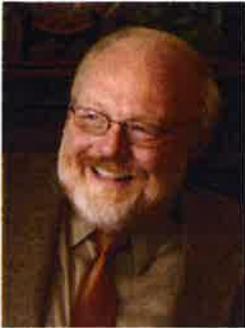
- **Strategic Location Demand:** It is believed that due to the site's strategic position in the downtown area, the parking garage will attract patrons traveling to Main Street, University of Delaware, surrounding businesses and other amenity bases within a large radius. The demand will be

compounded by the demand generated from the mixed-use elements proposed for the site itself. A parking fee premium for this location can be secured if the City elects to do so.

The results demonstrate a significant positive economic impact to the City of Newark resulting from the expanded parking elements of the proposed project. Should Onix develop the project, our team will gladly partner with the City of Newark and its experts to further define and refine the economic terms and impacts related to parking on the site. We believe this collaborative approach will likely improve the efficiencies of the shared parking and the economic value the City can secure.

5. THE BEST TEAM

PASSION FOR THE VISION, SPEED TO MARKET AND CERTAINTY OF EXECUTION



STEVE SILVER



RONALD SCHAFER



ART HELMICK



MICHAEL MCCLOSKEY



DAVID GRAYSON



NEIL LIEBMAN

ONIX Group will serve as the overall project developers and lead its team of ONIX professionals, GG+A Construction, Bernardon and key subcontractors (civil engineering, parking consultants, hospitality franchise team, etc.) to deliver the project in accordance with the City's vision and objectives. ONIX will secure all necessary regulatory approvals, obtain the required project financing, successfully manage all contractors and consultants and oversee all lease-up and marketing activities. Managing Members and Partners, Stephen Silver, Ronald Schafer and Art Helmick will serve as the project leaders interacting with the City of Newark and regulatory bodies throughout the process and coordinating and overseeing regular project meetings to ensure that project challenges are overcome, key deliverables are completed and important milestones are met. ONIX will contract with both GG+A Construction and Bernardon Architecture to ensure that the elements as outlined in this RFP are refined to the City's specifications and realized. Once the project is successfully built, ONIX will operate the non-parking elements of the project by providing all necessary staffing and operations management, marketing, property management and maintenance, accounting and ongoing development functions required for the long-term success of the mixed-use development.

ONIX will rely on one of its main partners and key contractors, GG+A Construction, under the leadership of David Grayson, to utilize its extensive experience building in the City of Newark to ensure that the project runs smoothly and that schedule and cost objectives are met. GG+A will be responsible for ongoing construction review and value management analysis, schedule management, quality control and assurance, project oversight and safety, "GMP" Development and project close-out. GG+A will be secured and retained by the ONIX Group under a Construction Management Agreement and the GG+A team will report directly to Messrs. Silver, Schafer and Helmick.

ONIX will retain and utilize its preferred architectural partner, Bernardon, under the leadership of Neil Liebman and Michael McCloskey, to design the project and to take each of its mixed-use elements from concept to reality. Bernardon will be responsible for architectural design, landscaping design, space planning and interior test fits, code and regulatory compliance and project quality assessment. Bernardon will be secured and retained by the ONIX Group under an Architectural Management Agreement and the Bernardon team will report directly to Messrs. Silver, Schafer and Helmick.

For more information on the individuals mentioned above, please reference the team member CVs provided in Section V, Development Team.



ONIX GROUP was established in 1987 with the purpose of owning, developing and operating real estate ventures and providing management and consulting services. With more than 25 years of experience and nearly 50 properties in its portfolio, ONIX Group has a track record of success. ONIX Group divisions include real estate development, commercial property management and leasing, hospitality and healthcare in the mid-Atlantic region and Florida, with a majority of the properties and employees in Delaware. ONIX Group also has several specialty investments in Grottos, the Westown Movie Theater and in the development of specialty medical service buildings, ONIX annual revenues are in excess of \$150 Million and the company employs more than 1,800 people, the majority of which are Delaware residents.



GRAYSON, GRAYSON + ASSOCIATES (GG+A CONSTRUCTION). GG+A Construction, headquartered in Middletown, Delaware, is a regional construction firm specializing in high-quality construction, construction and project management, value engineering and contract management. The organization was founded by David and Lorri Grayson in 2006, employs a diverse team of construction managers, designers, construction superintendents, consultants and support personnel. GG+A has been recognized with more than 50 *Excellence in Construction Awards* from the Delaware Chapter of the Association of Builders and Contractors and holds numerous professional certifications including LEED accreditations.

GG+A has completed hundreds of projects on-time and on-budget in the state of Delaware with recent notable projects including the College Park Medical Pavilion (home to Beebe Healthcare in Georgetown, Delaware), MOT Charter School in Middletown and Nemours Pediatrics. GG+A has completed dozens of projects within the City of Newark including retail development on Main Street, student housing projects and mixed-use developments.



BERNARDON

BERNARDON. Established in 1973, Bernardon is a regional architecture, interior design and landscape architecture firm registered to practice in Delaware, Maryland, New Jersey, Pennsylvania, Virginia and Washington, DC. The firm has offices in Wilmington, Delaware and the Philadelphia market and has a combined staff of more than 50 highly-trained professionals.

The firm's extensive experience includes providing services in the City of Newark, including more than 20 projects on the campus of the University of Delaware and Main Street Newark, including fit-outs on the UD STAR campus, Campus Edge, Delaware Technology Park, Newark Natural Food Co-Op and Traders Alley. Building on this relative project experience is considered to be integral to the success of the Newark RFP being considered.



ONE TEAM. ONE OBJECTIVE.

Acting as a single, multidisciplinary team of experts, we will work cooperatively with the City of Newark to translate the vision into a collaborative development team process that supports the goals of the City and the RFP. Our integrated approach will ensure a well-informed, technically sound and market-supportable solution. Each of our firms and team members bring relevant experience, expertise and passion for achieving mutually beneficial outcomes that are economically viable and that will respond to a long-term vision for the East Delaware Avenue project.



EXPERIENCE AND EXPERTISE

ONIX GROUP

- Master Developer
- Project Feasibility Analysis
- Real Estate Investment and Finance
- Leasing and Marketing
- Asset and Property Management
- Hotel Development and Operations

CITY OF NEWARK

- Public Facilitation
- Vision
- Leadership
- Parking Garage Management/Operations

BERNARDON

- Urban Design
- Design Process Facilitation
- Strategic Planning Concepts
- Architecture
- Interior Design
- Public Space Design

GG+A CONSTRUCTION

- Development Planning
- Project Management
- Construction Management
- Value Engineering
- LEED Certified Team

COMMUNITY FACILITATION

Design and planning is a collaborative, managed process. Whether that involves working directly with an individual client or involves hundreds of interested community participants, our team understands the value in fully exploring the opportunities any given project provides. We take pride in developing an interactive planning and design process that is specifically tailored to the unique needs of each project. Our process ensures key project issues and opportunities are clearly communicated, provides a common understanding of the goals to be achieved, leads to comprehensive solutions that reflect the input of all participants and builds a sense of

ownership in the decisions being made, while establishing a clear vision for the eventual development of the site.

We have developed a broad range of tools and interactive exercises to actively engage a variety of stakeholders in the design and planning process. These are tailored specifically to the unique needs of each project and planning process, and the final results are somewhat different and, in almost every case, better. The resulting planning concepts will serve as catalysts for development while maintaining flexibility to meet market demands in the City of Newark.

WHY OUR TEAM

The East Delaware Avenue project presents both challenges and fantastic opportunities. The ONIX | GG+A | Bernardon team understands these dynamics and has the collective experience to identify and create project solutions that will add to this wonderful neighborhood. We believe the following represent some important topics relevant to the project that uniquely qualify our team:

IDENTIFY COMMUNITY NEEDS. The East Delaware Avenue site presents several challenges due to its site constraints and its proximity to the active UD campus. The project team will use creative scheduling to minimize the impact on students and reduce traffic disruptions, secure offsite parking and bus transportation for construction workers, schedule key deliveries and milestones around important Newark and UD events and work to deliver the much needed Parking Garage Areas first in the overall project sequencing.

PARKING GARAGE DELIVERY. The project team recognizes the importance of fast-tracking the construction of additional parking for the City of Newark. The team has accounted for this in its preliminary schedule to deliver the parking garage in Year 1 and will hold weekly Project Meetings to ensure that key timeframes and milestones are met.

VALUE DRIVEN DEVELOPMENT SOLUTION. A development opportunity is not just about placing a building on a site in isolation. It requires an understanding of existing conditions, market needs, its place in the overall environment and its contribution to the community. The ONIX | GG+A | Bernardon team understands these important issues and will use them to create the right solution for this site and for Newark.

COLLABORATION. The best project solution typically results from multiple idea sources. Our team guides sourcing of ideas through collaboration but also through leadership. We see this project as having the opportunity to be influenced by many stakeholders but also by a team of experts and the market. The project solution will be strengthened by this collaboration.

EXPERIENCE. As provided in our RFP response the ONIX | GG+A | Bernardon design team has had the opportunity to lead and be involved in many projects. Our team experiences have prepared us for this project. This includes the public design process, perfecting the development solution, capitalization of the investment, construction execution and long term ownership and operation. We are excited by the opportunity to share our experience and create a truly unique project solution.



Photo of the Fairfield Kennett Square, Pennsylvania—an ONIX Hospitality product completed by the Project Team of ONIX, GG+A and Bernardon.

PROJECT VISION

Transformational Vision:

The ONIX Group will lead the way to a revitalized East Delaware Avenue through a mixed-use development on a unique 1.6 acre site.

The East Delaware Avenue project proposed by ONIX will be a structure consisting of a 427,190 square foot mixed-use development. At six stories and 74 feet tall, the project will be a beacon of innovation designed to energize the commercial district and surrounding community. The combination of uses will stimulate the streetscape on Delaware Avenue and significantly enhance business revenue on Main Street. It is the vision of the project concept to dramatically enhance the downtown public realm, demonstrate an innovative economic development strategy and to put in place important sustainable development components.



DEVELOPMENT PROGRAM

PARKING GARAGE

- Six Levels Including 2 Sub-Grade Levels
- 510+ Parking Spaces
- Increased Capacity from 191 to 510 Spaces
- 110 More Than Minimum Set Forth in RFP (27.5% More)
- 250,000+ Square Feet

Annual Revenue in Year 1:

\$1,519,770

Annual Cash Flow From Operations After All Expenses:

\$762,036

Incremental Income Over Existing Surface Parking:

\$460,000+

10-Year Incremental Income:

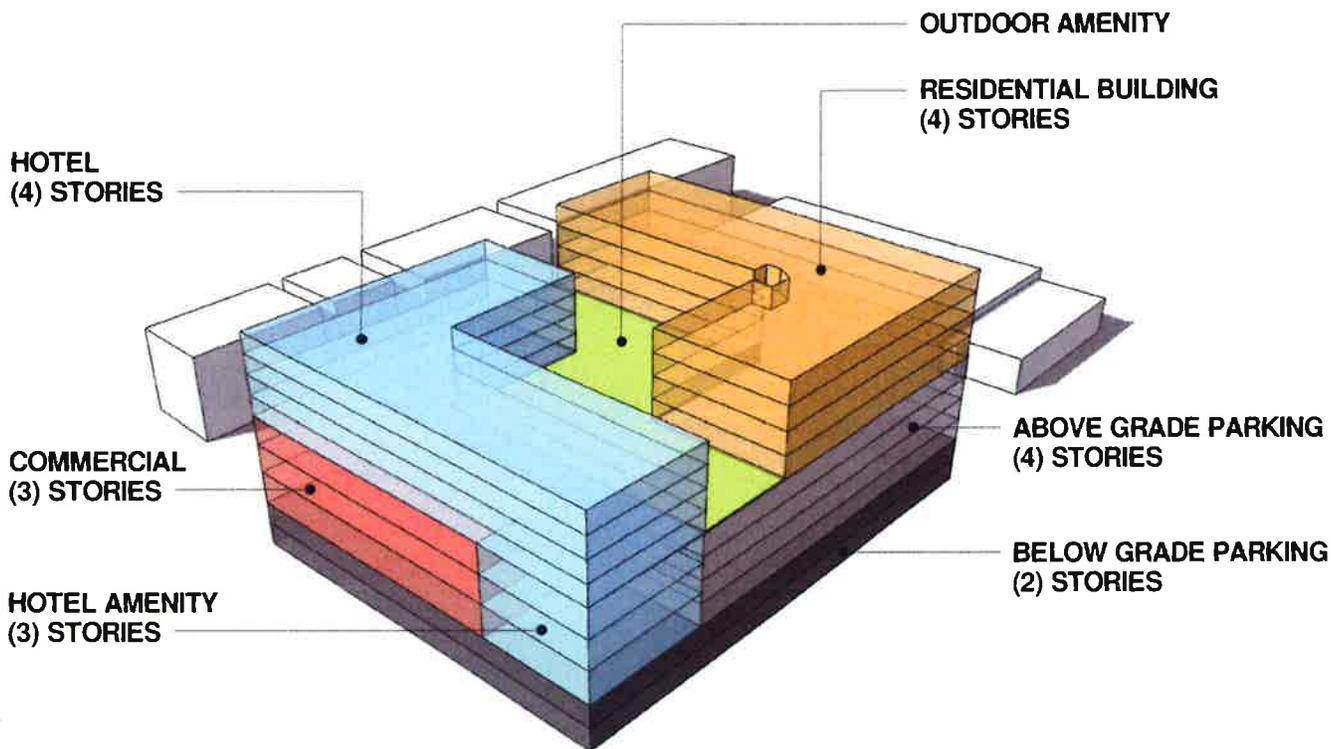
\$5,270,000+

HOTEL ANCHOR

Premium Boutique Hotel Product Brand Under Major Franchisor (Marriott, Hilton, Starwood, Hyatt)

Hotel Elements:

- 2-Story Lobby
- 130+ Guest Rooms
- Food & Beverage
- Business Center
- Fitness Center & Pool
- Outdoor Amenities



82,500+ Square Feet

Forecast: 50,000+ Guests Per Year (Occupancy 70%+, ALOS 1.5 Days, Average Guests Per Room: two); Spending a Minimum of \$35-\$55 Per Person Day Outside the Hotel in the Newark Central Business District

RETAIL/ COMMERCIAL SPACE

Three Floors

- Ground Floor and Two Upper Levels

First Floor Retail Shops

Upper Levels

- Office/Meeting Space, Banquet, Flex Space, Other

25,000 Sq. Ft.

RESIDENTIAL

Targeted for Graduate or Young Professionals Four Floors and 64 Upscale, Market Rate Units 70,000 Sq. Ft.

TOTAL DEVELOPMENT

427,190 Gross Sq. Ft.









APARTMENTS

EAST DELAWARE AVENUE - EXPRESSION OF INTEREST





A PREMIER HOTEL PRODUCT OPERATED BY ONIX HOSPITALITY

ONIX believes the East Delaware Avenue site is the perfect location for a premier hotel product to serve customers traveling from all over to visit Newark's downtown district.

ONIX's hospitality division operates six award-winning hotels in the Mid-Atlantic region and Florida. ONIX is an experienced and well-respected franchise operator for both Marriott Worldwide and Hilton Hotels. Its growing hospitality division operates nearly 1,000 hotel rooms across its properties and serves more than half a million customers annually. ONIX's Orlando hotel product was featured as an outstanding operator in a premier episode of CBS's *Undercover Boss*.

Based on its extensive experience and in-depth industry knowledge, ONIX believes that the project could support a 130+ room focused service hotel product that would fly under one of the following premier hospitality franchise flags:



Hilton



starwood

Hotels and
Resorts



HYATT
PLACE™

A PREMIER HOTEL PRODUCT IN THE HEART OF NEWARK

ONIX will engage a hospitality market research firm to identify key demand generators, assist with franchise brand recommendation and financial projections. The hotel product, regardless of the final premier franchise brand awarded, will serve as a critical demand generator for the project site, the parking areas, retail amenities and more. ONIX anticipates the hotel product will include amenities and services such as:

130 MODERN HOTEL ROOMS.
UPSCALE BAR AND DINING
AREA. CATERING. FLEXIBLE
MEETING SPACE. FITNESS
CENTER. INDOOR POOL &
SPA. BUSINESS CENTER.



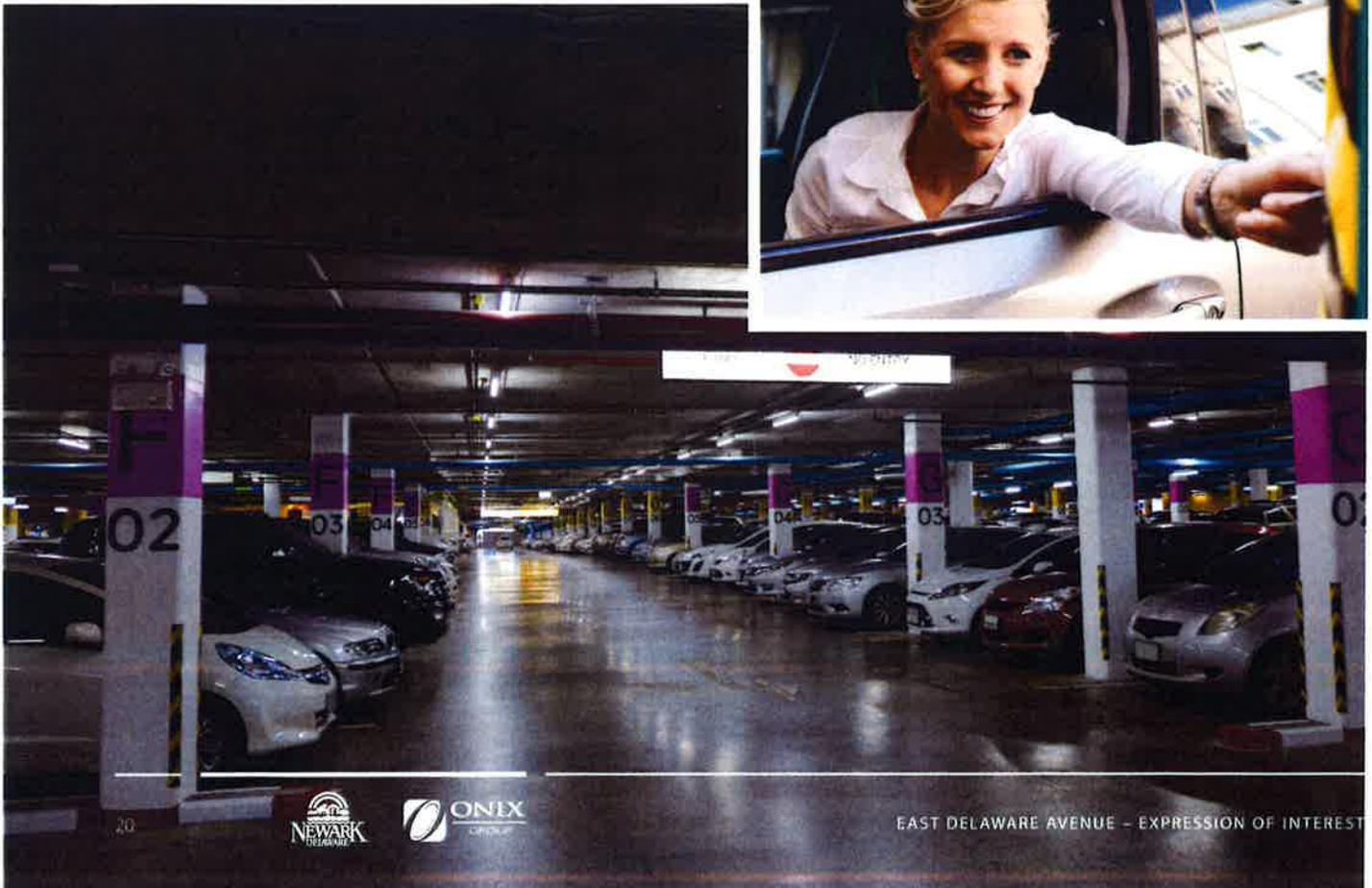


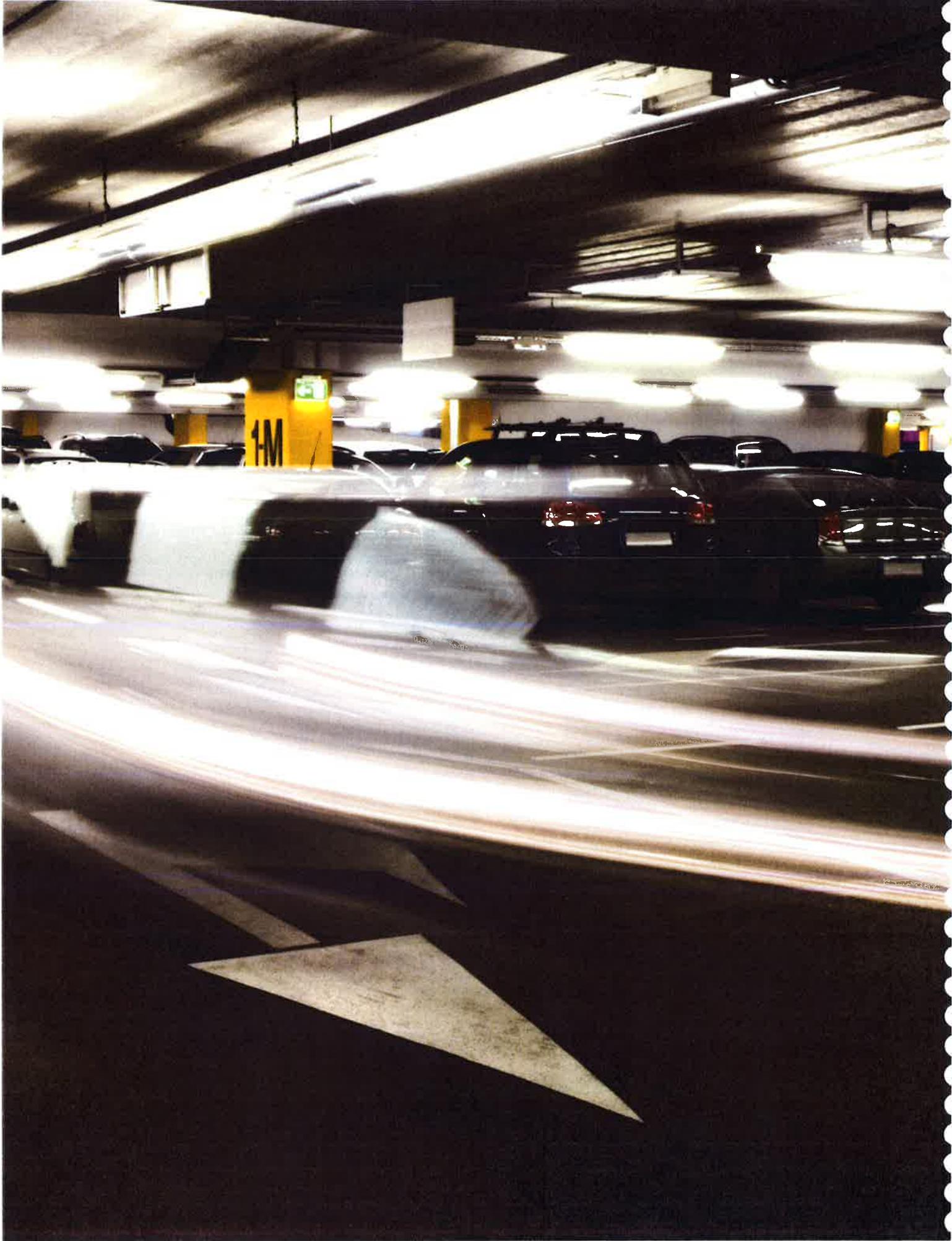
CREATION OF MORE THAN 500 NEW PARKING SPACES FOR THE CITY OF NEWARK

Increased parking is the most critical element of the RFP. Parking is critical for several reasons. First, the supply of parking in Newark is not adequate to address the demand generated in the central business district, proximate to the UD campus. Equally important to the City is the income to be generated from an efficient, large-scale parking structure.

In order to address the supply concern, the ONIX Group has proposed a parking garage with 510 spaces—approximately 25% larger than the minimum 400 parking spaces required in the RFP. This parking structure, to be part of a Mixed-Use project that incorporates a Hotel, Retail, Office and Upscale, Market Rate Apartments, will have 2 floors below grade and 4 floors above ground level. Of significance in the Mixed-Use plan is the use of garage after-hours through the development of a hotel and residential components. As a result of hotel usage patterns, the demand for hotel parking primarily occurs in the evening and overnight when demand from other sources is limited. The hotel also has other significant benefits to commercial and business establishments as addressed elsewhere.

The garage is forecast to generate \$5.3 Million in incremental income to the City over the first ten years; approximately \$460,000 in Year 1. Also important, is the significant margin improvement and economy of scale achieved by increasing the size of the parking garage. A fully automated parking structure is extremely efficient. It is not anticipated that more than two (2) additional FTEs will be required despite the increase in supply from 191 existing spaces to 510 total spaces when the project is complete.







TERMS OF LEASE

ONIX envisions the public-private partnership terms as being conceptual for the purposes of this RFP. ONIX assumes rather than having a large capital outlay for garage construction, the City will seek to maximize its cash flow and will seek to enter into a 99-Year Lease Arrangement, such as that outlined for review below:

LEASE TERM

99 Years

LEASE TYPE

Triple Net (NNN)

ANNUAL PAYMENT

Year 1: \$475,000

Years 2-30: 3% Annual Increase

Year 31-99: \$1.00/year

GREAT DOWNTOWN LIVING: LEADING THE WAY TO A NEW NEIGHBORHOOD



Based on the team's experience in residential development, ONIX believes that the Mixed-Use Project will support the inclusion of 64 Market Rate Residential Apartments.

Specifically, the project has been designed to include four floors of residential space, each floor consisting of 17,500 square feet with units ranging in size from efficiency units of 600 square feet to larger units 1,140 square feet in size. ONIX believes that the residential component will either be marketed as Market-Rate apartments for young professionals or tailored toward the City's growing segment of Graduate and Continuing Education Students. Units will have a clean, upscale feel and feature efficient floor plans and design elements.

The location of the project combined with the opportunity to purchase parking and utilize onsite amenities will make the Residences at East Delaware Avenue among the downtown district's most sought-after residential developments.





COMBINING MULTIPLE USES: A TRUE MIXED-USE DEVELOPMENT

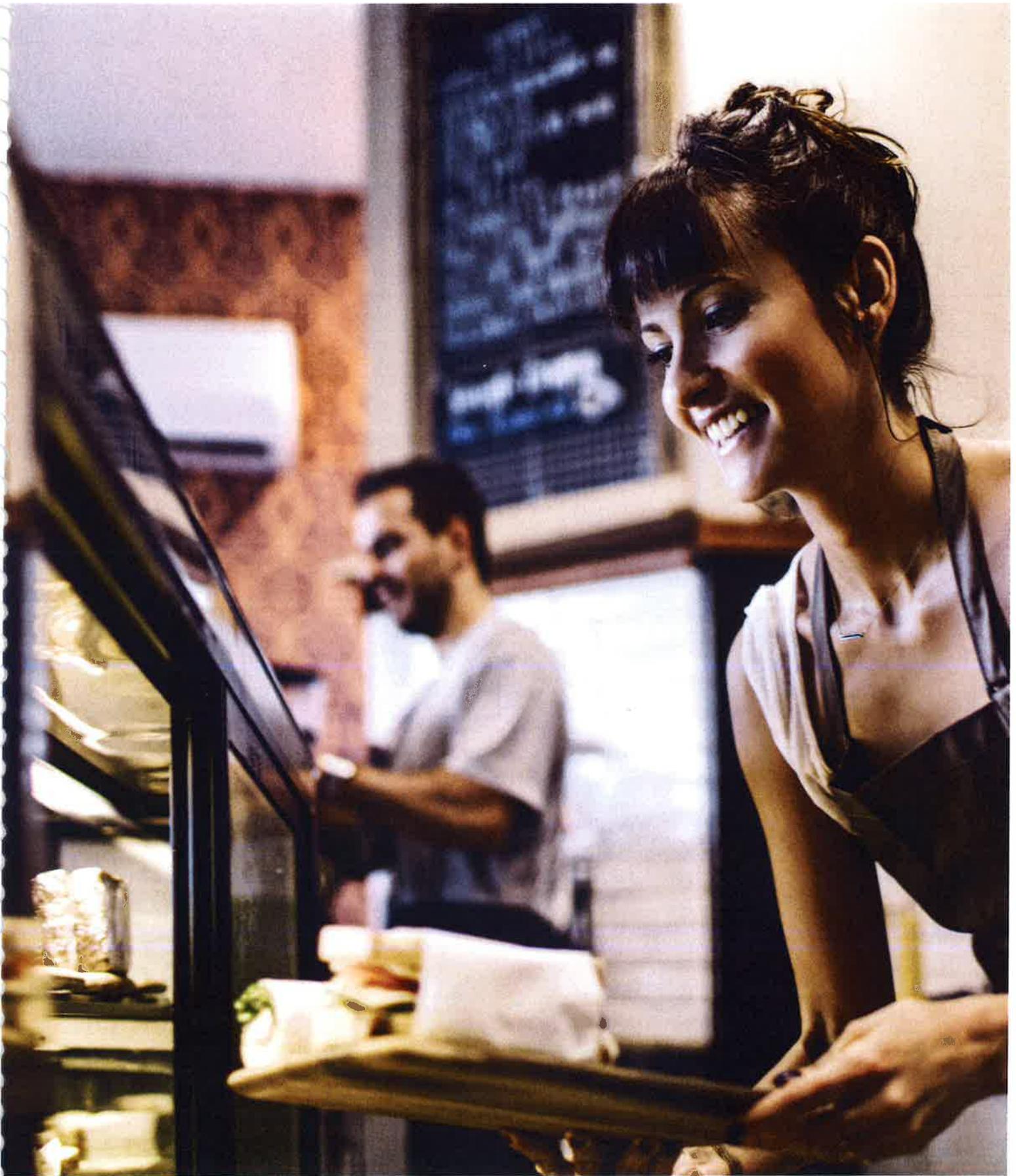
The mixed-use concept proposed by ONIX allows for either a combination of medium sized tenants or several smaller retailers to occupy the first floor.

The project offers great exposure for retail fronting on Delaware Avenue as well as combined access from The Galleria on Main Street. In addition to the potential for outdoor seating and multiple access points, the retail space offers the convenience of on-site parking in the expanded Parking Garage Areas operated by the City of Newark. Retailers may also benefit from onsite demand from complimentary project uses: Hotel Guests, Conference and Meeting Attendees, Residential Tenants and Visitors.

The 8,000+/- square feet of first floor retail space will be promoted as the Project is under construction and marketed to both local businesses and ONIX's existing retail and brokerage client base, including the following.



STARBUCKS	HALPERN EYE CARE	ATI PHYSICAL THERAPY
HAND & STONE SPA	GREAT CLIPS	VERIZON WIRELESS
REDNERS GROCERY & BAKERY	PETCO	WALGREENS
SNAP FITNESS	OUTBACK STEAKHOUSE	STATE OF DELAWARE
LA TONALTECA	CHIC-FIL-A	JAKE'S WAYBACK BURGERS
ROSS	FIVE BELOW	APPLEBEE'S
ULTA BEAUTY	SUBWAY	AND MANY MORE





TECHNICAL APPROACH: THREE DECADES OF DEVELOPMENT KNOWLEDGE

Outlined in this section are items critical to the overall success of the East Delaware Avenue project including but not limited to:

- *Project Cost*
- *Project Schedule*
- *Key Consultants*
- *Sustainability Elements*
- *Capacity to Proceed to Market*

Based on our team's construction experience and initial cost review, we believe the total project cost will be approximately \$45-50 Million to develop and construct.

Of the total project costs, the parking garage element will cost approximately \$10 Million.

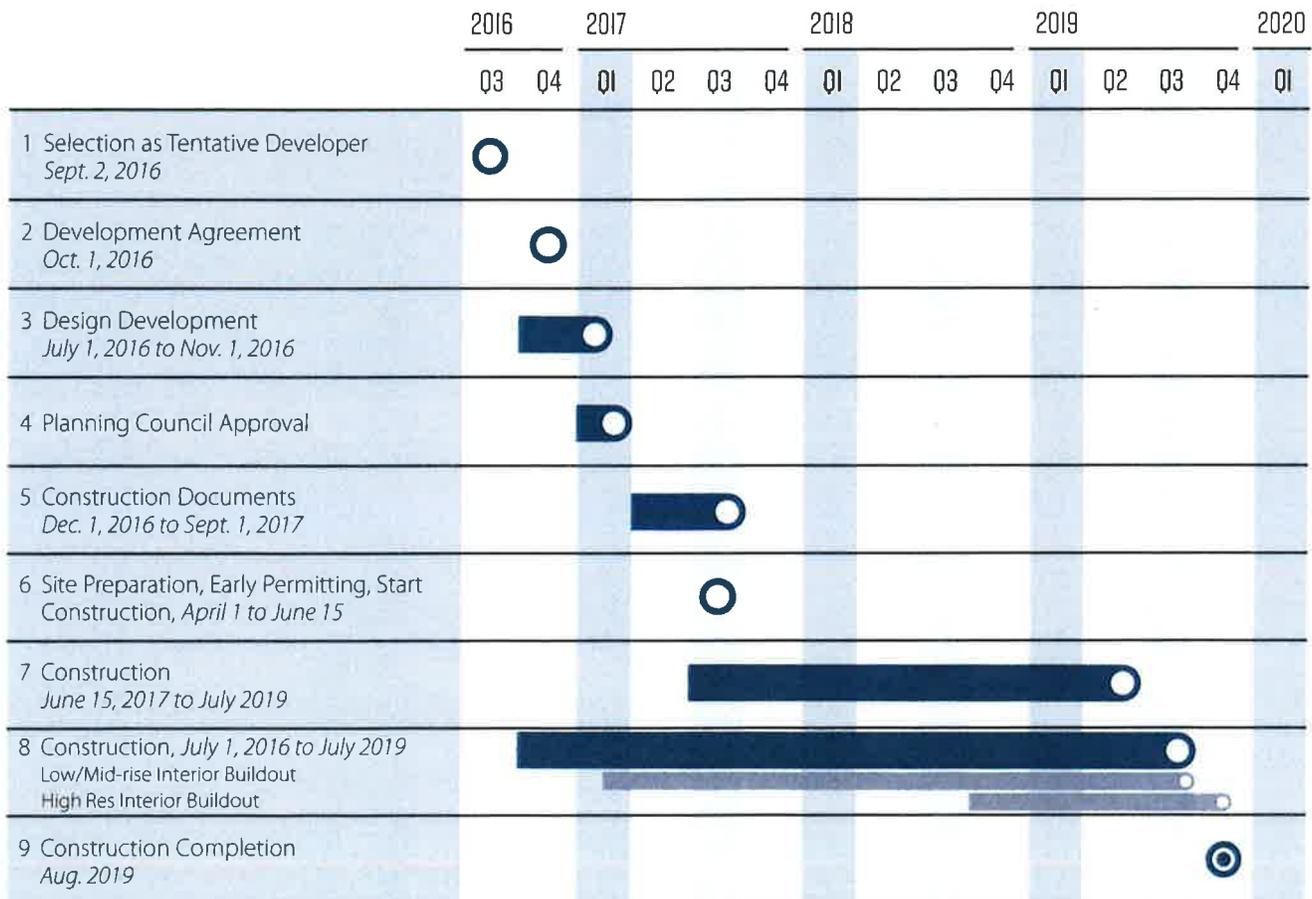
SCHEDULE

The East Delaware Avenue Project will pursue a very aggressive schedule.

Upon award of the development rights for the project, we will immediately finalize program and schematic design and meet with the City of Newark in a collaborative, managed process. Design work will continue throughout the planning and council review process with the goal of submitting for an Early Foundation Permit by Mid-April 2017. This will facilitate an earlier construction commencement start on or about June 15, 2017. This will be critical to jumpstarting the process as it coincides with summer break for the University.

A phased permitting approval strategy will be necessary to maintain an aggressive schedule and minimize the disruptive nature of a project on Delaware Avenue and allow for reduce impact on the City and surrounding neighbors and businesses. The project is estimated to require 24 months to complete.

As shown in the schedule below, this will allow for Occupancy by August 2019—in advance of the start of the University school year. The parking garage will be staged to open first and to be completed 12 months after the start of construction.



KEY CONSULTANTS

BERNARDON

Bernardon

The people of Bernardon have a passion for delivering successful design and construction services that are evident in their responsiveness to their clients and in the quality of their design process and solutions. They will work as part of the ONIX | Bernardon | GG+A team with the City of Newark throughout the design process with a belief that collaboration creates the best design solution. The long lasting relationships they have created are a testament to a process that entails their ability to listen and collaborate, to create and to foster a collaborative environment to meet the client's goals.



MICHAEL McCLOSKEY



NEIL LIEBMAN

West End Flats

Upscale, multifamily residential development designed to help to urbanize an underutilized end of Media, Pennsylvania



Fairfield Inn & Suites Kennett Square

Delivering an award-winning hospitality product for the ONIX Group's hospitality division in Pennsylvania



Second and State

Creating a first-class focal point at the corner of Second and State Streets, Harrisburg, Pennsylvania





CDA Engineering Inc.

Civil Engineering Firm based out of Wilmington, Delaware with extensive experience in Northern Delaware including UD Life Sciences Research Facility, Wilmington Housing Partnership and UD Bob Carpenter Center.



GTA

Regional and highly experienced Geo-Technical and Environmental consulting firm with local offices in New Castle and Georgetown, DE; specializing in soil testing, site bearings and environmental assessment.



DrinkerBiddle

The team has a long history of working with Thomas P. McGonigle of DrinkerBiddle and envisions that legal services may include creation of development agreement, representation with regulatory agencies as needed and other general counsel matters.

PARKING CONSULTANT

Once selected as the developer, ONIX will engage and retain the parking consulting firm of **Timothy Haas & Associates, Inc.** or such other parking consultant as the City and ONIX may mutually agree. ONIX sought to seek support and information for the development of this proposal from Haas, however, it was determined such participation by the consultant at that point in time would be a conflict of interest.

Regardless, the ONIX Group used the data in the Haas Report contained in the RFP, certain public financial information provided by the City of Newark and its own experience and expertise to develop cost and financing parameters, forecast debt-service, establish economic lease terms, forecast revenue and expenses, and other critical elements related to demand, supply and shared parking in the context of new mixed-uses.

CONSTRUCTION PARTNER



GG+A Construction

Together GG+A and ONIX have completed more than half a million square feet of development in Delaware, totaling more than \$100 Million in construction expenditure. In the past two decades of working together, GG+A has always delivered for ONIX and its affiliate companies. In addition to a strong local reputation, GG+A has the expertise, man power and resources to ensure that a highly visible and complex mixed-use project such as East Delaware Avenue will be a success. In Newark alone, GG+A has completed more than \$115 Million in construction projects.

LEADING THE WAY WITH SUSTAINABILITY



- ✓ HIGH EFFICIENCY HEATING AND COOLING SYSTEMS
- ✓ ENERGY RECOVERY VENTILATION
- ✓ GREEN ROOFS
- ✓ LOW WATER USE PLUMBING FIXTURES
- ✓ BICYCLE PARKING
- ✓ ACCESS TO PUBLIC TRANSPORTATION
- ✓ INDIVIDUAL METERING OF ALL UTILITIES
- ✓ SHARED PARKING STRATEGY
- ✓ LOCALLY SOURCE BUILDING MATERIALS
- ✓ NON VOC PAINT
- ✓ GREEN HOUSEKEEPING
- ✓ MINIMUM 30+/- LEED POINTS
- ✓ LEED CERTIFIED CONSULTANTS
- ✓ CHARGING STATIONS FOR ELECTRIC VEHICLES

CAPACITY TO EXECUTE THE PROJECT

It is our hope that the content outlined in this proposal demonstrates to the review board that the ONIX | GG+A | Bernardon team is committed to developing and growing a successful Public-Private partnership with the City of Newark.

In addition to a passion for the project and desire to partner with the City, the Project Team has the necessary resources to expedite project commencement. ONIX has assets in excess of \$320 Million (owned, leased and managed), long-term existing banking relationships with several regional lending institutions (WSFS, Fulton, M&T, Susquehanna and others), and a project and support team of nearly 50 people able to dedicate time and efforts to ensuring the East Delaware Avenue project is a success. All key team contributors live in or in close proximity to the Greater Newark area—allowing for faster response time, increased on-site supervision and greater collaboration with the City and its various team members.

Finally, while our team has put forth its ideas for conceptual design and project lease terms, the elements have some degree of flexibility. It is our hope that the two groups, ONIX | GG+A | Bernardon and the City of Newark, would come together quickly to re-define any elements as needed to ensure that, in the end, the overall project will not only make the most financial sense but it will also become a flagship venture for both parties—embodying the Newark mantra of *Committed to Excellence*.

Our team and its supporting members are available at your convenience to review and discuss any project elements, analysis or content provided in the RFP.

Sincerely,

STEPHEN SILVER

RONALD SCHAFFER

ART HELMICK

DAVID GRAYSON

NEIL LIEBMAN

MICHAEL MCCLOSKEY

PUBLIC/PRIVATE EXPERIENCE



STATE STREET COMMONS (SSC) DOVER, DELAWARE

The ONIX Group partnered with the State of Delaware to create a mixed-use project in the heart of Downtown Dover that solved the need for several space challenges faced by the State:

- Critical Need for More Parking
- Critical Need for Commercial Space
- Need for Flex/Storage Space

Through a collaborative effort, the ONIX | GG+A | State of Delaware team was able to convert a partially complete building on a postage-stamp size parcel downtown into a state of the art mixed-use site.

The project had been started by another developer and sat in an incomplete state for several years. ONIX commenced development and construction in April 2012, and in partnership with the state of Delaware completed the project in December 2015. The project budget was \$1.72 million and the final costs were \$1.73 million — the additional cost overrun were due exclusively to client-approved changes to the scope of the project.

“The ONIX and GG+A team not only met key objectives, they exceeded our expectations and provided a seamless project management effort. The State Street complex is now home to more than 100 State employees and serves as a model for future collaborative efforts.”

— Carla M. Cassell-Carter

The State Street Commons project is now home to four Divisions of the State of Delaware, approximately 100 parking spaces (including spots for State fleet vehicles, electric vehicle charging stations, covered/secure parking and surface parking) and storage and flex areas.

The project serves as a flagship project for the ONIX Group and the State. In order to make the project a success, the Development Team had to overcome tight site restrictions, scheduling and traffic challenges, work with parking and garage consultants to maximize efficiency and work in tandem with various state project members.



STATE OF DELAWARE
DEPARTMENT OF NATURAL RESOURCES
AND ENVIRONMENTAL CONTROL
89 KINGS HIGHWAY
DOVER, DELAWARE 19901

Office of the
Secretary

Phone: (302) 739-9000
Fax: (302) 739-6242

August 8, 2016

Subject: ONIX Group/GG+A Project Reference

To Whom It May Concern:

In 2015 the Department of Natural Resources and Environmental Control (DNREC) became a real estate client of the ONIX Group. This engagement began with a lease agreement executed on July 7, 2015, for the State Street Commons (SSC) facility located at 100 W. Water Street in downtown Dover.

ONIX partnered with GG+A to engineer and manage construction of the site. DNREC set the goal of co-locating approximately 114 agency staff from 5 remote sites into this single facility in less than 6 months. The ONIX/GG+A teams led the way with their engineering, permitting, construction management, and real estate expertise.

Acting as representative for DNREC, I was involved in the project from inception and impressed with the knowledge and guidance ONIX and GG+A provided. They met weekly with DNREC staff and all contractors to ensure a state-of-the-art facility was delivered on-time and within budget.

The final inspection and Certificate of Occupancy for SSC was perfectly scheduled on December 4, 2016, to relocate DNREC staff between the Thanksgiving and Christmas holidays. No small achievement!

The project's success is largely attributed to the experience of the ONIX and GG+A partnership, and it was a pleasure to be a part of this project team.

Sincerely,

Carla M. Cassell-Carter
Senior Analyst & DNREC SSC Project Manager

Delaware's Good Nature depends on you!



write us Hampton Hotels 755 Crossover Lane Memphis, TN 38117-4900 phone us 901.374.5000 fax us 901.374.5800

8/5/2016

Joan Malchione
150 ONIX Drive
Kennett Square, PA 19348
United States

RE: APPROVAL OF MANAGEMENT COMPANY
Hampton Inn & Suites Chadds Ford (the "Hotel")
40 State Farm Drive, Glen Mills, PA 19342
Property Code: CFORD
Facility ID: 41125

Dear Joan,

We are pleased to advise you that as of the date hereof, the appointment of Onix Group as the management company ("**Management Company**") to operate the Hotel is hereby approved by the undersigned licensor entity ("**Licensor**"), subject to the terms of the Franchise License Agreement relating to the Hotel ("**License Agreement**"). Licensor also consents to you entering into a management agreement with the Management Company.

This approval is contingent upon the following:

Continued participation in Hilton's Revenue Management Consolidated Center (RMCC) Core Service

Hilton's Revenue Management Consolidated Center (RMCC) Core Service provides dedicated Revenue Management support including forecasting, strategy and the maintenance of the GRO and R&I systems. As an open hotel, you can expect to receive a contract from our RMCC team in the next few weeks.

Please note that this approval is not to be considered an endorsement of the Management Company by Licensor or its affiliates and may be revoked at any time by Licensor for failure by the Management Company to comply with the terms of the License Agreement or the applicable standards and manuals relating to the operation of the Hotel under the licensed brand name.

Please feel free to contact me directly should you have any questions at 901-374-5112.

Respectfully,
HAMPTON INNS FRANCHISE, LLC

Kevin Morgan
Director, Brand Performance Support
Hilton Worldwide



THE HILTON PORTFOLIO OF BRANDS: Hilton Hotels & Resorts, Hilton Suites, Hilton Grand Vacations Company, Embassy Suites Hotels, Doubletree Hotels, Suites, Resorts, Clubs, Hilton Garden Inn, Homewood Suites by Hilton, Home2 Suites by Hilton, Conrad International Hotels, Curio, Canopy, Hampton.



write us Hampton Hotels 755 Crossover Lane Memphis, TN 38117-4900 phone us 901.374.5000 fax us 901.374.5800

8/5/2016

Ronald E. Schafer
150 Onix Drive
Kennett Square, PA 19348
United States

RE: APPROVAL OF MANAGEMENT COMPANY

Hampton Inn Neptune/Wall (the "Hotel")
4 McNamara Way, Neptune, NJ 07753
Property Code: ARXNP
Facility ID: 43633

Dear Ronald,

We are pleased to advise you that as of the date hereof, the appointment of Onix Group as the management company ("**Management Company**") to operate the Hotel is hereby approved by the undersigned licensor entity ("**Licensor**"), subject to the terms of the Franchise License Agreement relating to the Hotel ("**License Agreement**"). Licensor also consents to you entering into a management agreement with the Management Company.

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Please feel free to contact me directly should you have any questions at 901-374-5112.

Respectfully,

HAMPTON INNS FRANCHISE, LLC

Kevin Morgan
Director, Brand Performance Support
Hilton Worldwide



THE HILTON PORTFOLIO OF BRANDS: Hilton Hotels & Resorts. Hilton Suites. Hilton Grand Vacations Company. Embassy Suites Hotels. Doubletree Hotels, Suites, Resorts, Clubs. Hilton Garden Inn. Homewood Suites by Hilton. Home2 Suites by Hilton. Conrad International Hotels. Curio. Canopy. Hampton.



STEPHEN SILVER | MANAGING MEMBER AND CEO

Steve Silver has more than 30 years experience in the development, financing, operation and expansion of successful business ventures with a primary emphasis on hospitality, real estate development and healthcare.

Mr. Silver co-founded the ONIX Group in 1987 for the purpose of owning, developing and operating diverse real estate ventures and providing management and consulting services. A significant regional commercial real estate developer and operator including hotels, retail, restaurants, offices specialty medical platforms, movie theaters and more. The ONIX Group and its affiliated entities hold assets in excess of \$320 Million (owned, leased and managed), employ more than 1800 persons and produce annual revenues in excess of \$151 Million.



PROFESSIONAL EXPERIENCE

Co-Founder and Managing Member

ONIX Group – Kennett Square, PA, 1986-Present

Responsible for the development, management and successful operations of the businesses across the various divisions including:

- ONIX Hospitality – owner and operator of six focused-service hotels that operate under Hilton, Marriott and Choice International franchise systems.
- Real Estate Development – medical office, mixed-use and commercial development, office, retail, Grotto Pizza expansion to Maryland.
- Cadia Rehabilitation – six rehabilitation and skilled nursing centers with approximately 1,000 in-patient beds in the state of Delaware, caring for more than 6,000 patients annually.
- Addiction Recovery Systems – regional provider of out-patient addiction rehabilitation treatment actively serving over 2,300 patients primarily for opiate-based narcotics (centers operate in DE, NJ, PA, VA, MD).
- Rehab Dynamix – provider of contract physical, occupational and speech therapy in the state of Delaware, currently with seven locations and 100+ therapy professionals.
- New Castle Rx – institutional pharmacy serving long-term care facilities.

Founding Member -

Mid-Coast Community Bank
Wilmington, DE, 2008

EDUCATION

Master's Degree
in Business Administration
University of Maryland
College Park, MD, 1980

Bachelor's Degree
in Business Administration
Columbia Union College
Takoma Park, MD, 1975

PERSONAL AWARDS

75th Anniversary Noted Alumnus Award

R.H. Smith School of Business
University of Maryland
College Park, MD, 1994

Outstanding Alumnus of the Year

Columbia Union College
Takoma Park, MD, 1987

Honorary F.B.I. Special Agent

Miami, FL, 1985

BOARDS AND COMMITTEES

Board Member

Adventist University of Health Sciences
Orlando, FL
Present

Advisory Board Member

University of Tampa Business School
Tampa, FL
2010-2014

Board Member

Columbia Union College
Takoma Park, MD
1986-1994

ONIX & AFFILIATED COMPANIES ORGANIZATIONAL RECOGNITIONS & AWARDS

Hilton Hotels Ramp-Up Award

Hilton Garden Inn Kennett Square PA (2001)

#1 RevPAR Ranking – Northeast Region

Hilton Garden Inn Kennett Square PA

7 Hilton National Spirit of Pride Awards

Hilton Garden Inn Kennett Square PA – 5 Awards
Hampton Inn & Suites Chadd's Ford PA – 2 Awards

CBS Television Reality Show *Undercover Boss* –

Comfort Suites Orlando, FL, Featured as an Outstanding Operator on Season's Premiere Episode (September 2010)

"5-Star" Rating by Centers for Medicaid & Medicare Services, a Division of the U.S. Dept. of Health & Social Services

Rehoboth Hotel of the Year

"Best of the Beach" - Comfort Inn Rehoboth Beach, DE (2009)

2-Time Choice Hotels International Apex Award Winner - Comfort Inn Rehoboth Beach, DE

Category: Community Service (2009)
Category: Customer Service (2008)

2-Time Choice Hotels International Platinum Award Winner

Comfort Inn Rehoboth Beach, DE (2007)
Comfort Inn Rehoboth Beach, DE (2007)

7 Choice Hotels International Gold Awards

Comfort Suites Orlando, FL (2004)
Comfort Suites Orlando, FL (2003)
Comfort Suites Orlando, FL (2002)
Comfort Inn Rehoboth Beach, DE (2001)
Comfort Inn Rehoboth Beach, DE (2000)
Comfort Inn Rehoboth Beach, DE (1998)
Comfort Inn Rehoboth Beach, DE (1997)



RONALD E. SCHAFFER | MANAGING MEMBER AND PRESIDENT

Ronald E. Schaffer was employed by Manor Care, Inc from 1982 to 1986. During Mr. Schaffer's employment with Manor Care, Inc., he worked as an officer in both the Finance and Corporate Development and Acquisitions Departments. During his tenure with Manor Care, Mr. Schaffer analyzed all acquisitions and divestitures of the company, including both its healthcare and lodging assets; he evaluated all new business opportunities and strategies related to the company's capital structure. Mr. Schaffer also worked with investors and banking relationships.

Mr. Schaffer has more than 25 years of experience in the development, financing, operation, and expansion of successful business ventures in hospitality, real estate development, and healthcare.

Prior to co-founding ONIX Group, Mr. Schaffer was the Executive Officer in Finance, Corporate Development, and Acquisitions for Manor Care, Inc. During his tenure with Manor Care, he analyzed acquisitions and divestitures of the company, including the lodging assets of Choice Hotels, healthcare and senior housing, evaluating new business opportunities and strategies related to the company's capital structure and assisted with investor and banking relationships. Mr. Schaffer has in-depth knowledge of hotel and healthcare facility operations, accounting systems and finance.

Mr. Schaffer is a co-founder and principal of the ONIX Group. He is responsible for the company's diverse real estate development, including mix use commercial development, retail, hospitality, and other business ventures.

Mr. Schaffer is an originating founder of Mid-Coast Bank and serves as an active member of the board of directors and the financial institution's loan committee.

Mr. Schaffer holds a Bachelors Degree (1982) in Business Administration, with a concentration in Accounting, from Union College in Lincoln, Nebraska, and has passed the national examination for Certified Public Accounting.



EDUCATION

Bachelor's Degree in Business Administration with an emphasis in Accounting
Union College
Lincoln, NE
Certified Public Accountant
1982



ART HELMICK | EQUITY PARTNER AND DEVELOPER

Arthur Helmick started Pocket Change Inc. in 1980 and grew the company from one store to 234 stores in 38 states with 1,300 employees and revenues approaching \$1 million. Mr. Helmick sold this business in 2000.

In 2001, Mr. Helmick opened Cox Auto Group, which is still operating. He is also a partner in Sports Avenue retail sports clothing with annual sales exceeding \$40 million.

Mr. Helmick is a partner of Broadmeadow Investments, LLC. Broadmeadow Investments, LLC, is a 120-bed nursing home located in Middletown, Delaware.

Mr. Helmick is a partner in several hospitality business lines including Bonus Ball Entertainment, LLC, a 120+ room Hilton Hotel, located in Neptune, New Jersey, and Westown Movies, LLC, the owning and operating entity for a popular 12-screen, state-of-the-art movie theatre located in Middletown, Delaware.

In addition to the projects noted above, Mr. Helmick is a developer and partner for multiple projects in the mid Atlantic region. He will be a key partner in the East Avenue Delaware project.



EDUCATION

Bachelor of Arts
University of Delaware
Criminal Justice



DAVID GRAYSON | PRINCIPAL

As CEO of GG+A, David commits the company in supplying resources and expertise to meet all the needs of preconstruction activities. He brings a unique combination of leadership, cost and technical competence to ensure an effective, well-run construction project. David cultivates strong relationships with all team members, always looking to drive value into the process.

HIGHLIGHTED PROJECTS

MOT Charter School

New 105,000 sq. ft. school with major focus on the arts and sciences, currently in preconstruction. Project is centered around a 21st century approach to education.

Barclays Bank Corporate Offices

A new 260,000 sq. ft. LEED certified corporate office facility located in the City of Wilmington's riverfront area.

Computer Science Corporation

Conversion of a 150-year-old stone and brick factory building along White Clay Creek into corporate offices.

Comfort Inn Rehoboth

Project consisted of envelope removal and reinstallation while fully occupied with guests. Mid construction, the owner changed the design, adding 20 ft. to the building along with changes to design aspects.

Kentmere Skilled Nursing Facility

63,200 sq. ft.

DuPont Chestnut Run Office

100,000 sq. ft.

Westown Movies

49,300 sq. ft.

AAA Mid-Atlantic Headquarters

157,000 sq. ft.

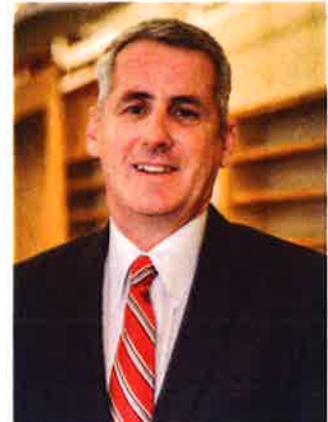
The Kutz Home

44,000 sq. ft.

Mercedes Benz of West Chester

116,000 sq. ft.

Twenty+ Mixed-Use Projects in the City of Newark



EDUCATION

Bachelor of Science
Construction Engineering
Spring Garden College

REGISTRATIONS AND CERTIFICATIONS

Constructions Owners
Association of America
Construction Management
Association of America

EXPERIENCE

CMAR/GMP Delivery
W/Team Members
New Construction
Retail and Hospitality
Corporate Offices
Educational
Student Housing
Green Roofs
Healthcare and Nursing
W/NCCO
Owner's Representative

BERNARDON

NEIL B. LIEBMAN, AIA, LEED AP | PRINCIPAL

As Managing Principal at Bernardon, Neil is responsible for overseeing many of the day-to-day aspects of the firm, including business growth, client satisfaction, and the design process. He has an area of expertise in the design of mixed-use, multifamily, retail and hospitality projects. Prior to his association with Bernardon in 2003, Neil was principal of NBL Associates, P.C. Architects and was Director of Design/Project Architect for seven years for a prominent developer in Chester County specializing in design/build projects. This experience gives him an insight in the construction process that produces cost-effective design solutions for our clients.

RELEVANT PROJECTS

100 St. Georges, Ardmore, PA
121 North Walnut Street Parking Garage, West Chester, PA
2000 Pennsylvania Avenue, Wilmington, DE
Allentown Waterfront Building 630 Mixed-Use, Allentown, PA
AVE King of Prussia, King of Prussia, PA
AVE Plymouth Meeting, Plymouth Meeting, PA
Baederwood Mixed-Use Redevelopment, Jenkintown, PA
Chestnut Square, West Chester, PA
Darlington Commons Mixed-Use Building, West Chester, PA
Delaware County Community College, Exton, PA
Dreshertown Mixed-Use Redevelopment, Dresher, PA
Fairfield Inn & Suites at The Pines, Kennett Square, PA
Hampton Inn Neptune/Wall, Neptune, NJ
Lime Spring Farm Mixed-Use Development, Lancaster, PA
Marriott Courtyard West Chester Hotel, West Chester, PA
Mosteller Mixed-Use, West Chester, PA
Narberth Multifamily, Narberth, PA
The Plaza Grande, Cherry Hill, NJ
Residences at Baederwood, Abington Township, PA
Sheraton Hotel at Valley Forge, Valley Forge, PA
Station Square Apartments, Tredyffrin Township, PA
West End Flats, Media, PA
Vandenberg Multifamily, Upper Merion Township, PA
Village at Fort Washington, Fort Washington, PA



EDUCATION

Bachelor of Architecture
New York Institute of Technology

REGISTRATIONS AND CERTIFICATIONS

American Institute of Architects (AIA), Member
Registered Architect: Delaware, Maryland, New Jersey, Pennsylvania
Certified, National Council of Architectural Registration Board (NCARB)
Green Building Certification Institute, Leadership in Energy and Environmental Design Accredited Professional (LEED® AP)



MICHAEL S. MCCLOSKEY, AID, LEED AP BD+C | ASSOCIATE PRINCIPAL

Mike began his association with Bernardon in February 2007 and became a Shareholder and Associate Principal in 2015. His responsibilities include assisting with the firm's development goals and leading the in-house intern development program. He also helps to reinforce the firm's presence in several key market sectors including multifamily, retail, and civic and cultural design. Mike has special areas of expertise in redevelopment, urban design, and site planning with a particular interest in smart urban growth and sustainability. He also serves as an Adjunct Professor at Drexel University and is a member of the South Jersey Urbanists.

RELEVANT PROJECTS

136 South Main Street, Newark, DE
Campus Edge, Newark, DE
Trader's Alley, Newark, DE
2000 Pennsylvania Avenue, Wilmington, DE
Allentown Waterfront Building 630 Mixed-Use, Allentown, PA
AVE Blue Bell, Blue Bell, PA
AVE King of Prussia, King of Prussia, PA
AVE Plymouth Meeting, Plymouth Meeting, PA
Baederwood Mixed-Use Redevelopment, Jenkintown, PA
Chestnut Square, West Chester, PA
Dreshertown Mixed-Use Redevelopment, Dresher, PA
Drexel University Graduate Housing, Philadelphia, PA
Florida Hospital Mixed-Use Workforce Housing, Orlando, FL
Lea Boulevard, Wilmington, DE
Lime Spring Farm Mixed-Use Development, Lancaster, PA
Mosteller Mixed-Use, West Chester, PA
Paoli Apartments, Paoli, PA
The Plaza Grande, Cherry Hill, NJ
Promenade at Upper Dublin, Dresher, PA
Vandenberg Multifamily, Upper Merion Township, PA
Village at Fort Washington, Fort Washington, PA
West End Flats, Media, PA
Wilbur Mansion Apartments, Bethlehem, PA



PROFESSIONAL

Bachelor of Architecture
Drexel University

REGISTRATION AND CERTIFICATIONS

American Institute of Architects (AIA), Member
Registered Architect: New Jersey, Pennsylvania
Certified, National Council of Architectural Registration Board (NCARB)
Green Building Certification Institute, Leadership in Energy and Environmental Design Accredited Professional with specialty in Building Design + Construction (LEED® AP BD+C)



JENNIFER COVERDALE, MBA | VICE PRESIDENT OF HOSPITALITY

ONIX Hospitality team member and UD Alumnus, Jennifer Coverdale will be responsible for securing the franchise development rights for the hotel product of choice—to be a Marriott, Hilton, Hyatt, or Starwood product, securing brand approval and incorporating all required hotel FF&E (furniture, fixtures, and equipment) to make the hotel anchor a success. Mrs. Coverdale will also be tasked with overseeing hotel operations, staffing key personnel and possible integration with the University of Delaware Hotel, Restaurant, and Institutional Management Program.

RELEVANT PROJECTS

Oversaw the operations of several multi-million dollar hotel renovation projects for Starwood and Choice Hotels.

Assisted in the hotel opening, operations, and revenue management strategy for the Hampton Inn, Neptune, New Jersey.

Exceeded industry benchmark standards in guest satisfaction and quality assurance inspections across all brands within the ONIX Portfolio.

Received special recognition from the community during Hurricane Irene and Hurricane Sandy in both Delaware and New Jersey.

EXPERIENCE

General Manager, ONIX Group, Rehoboth Beach, Delaware
January 2011 to June 2016

Assistant General Manager/Director of Sales and Marketing, Marriott International, Dover, Delaware
April 2009 to January 2011

Director of Convention Services, Sheraton, Dover, Delaware
July 2007 to April 2009

ACTIVITIES

Wilmington Italian Festival, Volunteer, 1998 to Present

American Hotel Lodging Association, Member, 2010 to Present

Chamber of Commerce, Member, 2009 to Present

Hospitality and Business Management for Delaware Community College, Board Member, 2009 to 2010



EDUCATION

Master's of Business Administration
Wilmington University
Wilmington, DE

Bachelor of Science in Hotel,
Restaurant and Institutional
Management
University of Delaware
Newark, DE



MARISA ERDMAN, MBA | VICE PRESIDENT OF MARKETING

ONIX Real Estate team member and UD Alumnus, Marisa Erdman, will be responsible for developing and executing the overall marketing for the project, ensuring real estate lease-up for the first floor retail component and market absorption for the residential component. In addition to being the Vice President of Marketing for the ONIX Group, Miss Erdman holds an active real estate license in the state of Delaware and has in-depth experience in both commercial and residential real estate ventures.

EXPERIENCE

Vice President of Marketing, LTC Corp (Chester County, Pennsylvania)

September 2007 to Present

Most recently occupying a dual role as a Vice President of Marketing and Project Manager, focusing on mixed use retail estate development projects while directly supporting Managing Members and COO.

Reporting to Managing Members and the Chief Operating Officer, responsible for developing and executing marketing action plans and communications strategies clearly defined across the organization's various business ventures. Conduct marketing initiatives in a way that is consistent with organizational goals, operates within budgetary frameworks and produces positive impacts related to business financial and operational objectives. Ensure consistent brand messaging, create/evolve brand identities and evaluate effectiveness of efforts (return on investments).

- Lead a marketing team of ten to grow the market share, revenue, and outperform respective markets across Delmarva.
- Serve as a primary contact for real estate clients, liaisons, and partners.
- Increased occupancy at key real estate assets from 30 percent to more than 75 percent in less than 18 months.
- Personally closed more than \$5 million in lease transactions during the past 12 months.
- Oversee and manage all elements of marketing messaging and collateral (print, online, social, etc)

Project Manager, ONIX Group (Chester County, Pennsylvania)

September 2005 to Present

Director of Revenue Manager/Analyst, ONIX Hospitality (Chester County, Pennsylvania)

September 2003 to September 2005



EDUCATION

Master's of Business Administration
Wilmington University

Real Estate Professional License
Omega Real Estate School
National and State Licensure

Bachelor of Science Degree
in Business Administration
University of Delaware

COMMUNITY INVOLVEMENT

Motivational Speaker/Mentor

Tutor/Volunteer

Local Shelter/Mission Organizations

Charity 5K Runner



DEAN PLETZ | VICE PRESIDENT OF REAL ESTATE FINANCING

Dean Pletz has over 25 years experience in real estate financing. At the ONIX Group, he is responsible for arranging construction and permanent financing (Bank, HUD, CMBS) and equity raises for all property types (hospitality, healthcare, office multifamily, residential, retail) and corporate real estate valuations. He is also a specialist in grant proposals. Dean evaluates new business opportunities (acquisition of assets and debt portfolios) and is responsible for development activities including approvals, construction and sales/purchase activities for various real estate projects. Prior to joining the ONIX Group, Dean was a Vice President of WSFS Bank.



EDUCATION

Master's Degree in Business Administration
Finance Concentration
University of Delaware

Bachelor of Science Mechanical Engineering
Duke University

BOARD MEMBERSHIPS

Committee of 100
Past Board Member

JONATHAN SILVER | DIRECTOR OF REAL ESTATE

Jonathan Silver is a real estate development project team leader participating in multiple facets of the organization's real estate development process and operations. Such responsibilities include regulatory approvals, lease negotiation, grants, marketing and the evaluation of new market opportunities in hospitality and healthcare. Jonathan has overseen the development and opening of a variety of real estate projects in the Mid-Atlantic and Florida. Jonathan and ONIX Group team members successfully secured a \$2.7 Million grant from the Delaware Economic Development Office for infrastructure improvements in Georgetown, Delaware, for a mixed-use project. The elements of the mixed-use project include 119,000 sq. ft. of retail, a 44,000 sq. ft. medical office building, a new psychiatric hospital, a new hotel and residential. The project is situated on a parcel of land consisting of 150 acres, across the street from Del Tech and proximate to the intersection of Route 113 and Route 404. Jonathan is currently working with the ONIX team to develop a new hotel in Georgetown, a hotel in Rehoboth Beach with Grotto Pizza, a new hotel in Wilmington and the development of a 132,000 sq. ft.,



EDUCATION

Bachelor of Science
University of Tampa
John H. Sykes
College of Business
Entrepreneurship/
Entrepreneurial Studies

ESEI International
Business School
Barcelona, Spain

\$40 Million clinical research building in downtown Orlando with two major healthcare tenants with a special emphasis on neurological brain disorders related to Parkinson's and Alzheimer's disease. In addition to real estate development, Jonathan serves as a member of the Board of Directors for ONIX Hospitality and Addiction Recovery Systems.



EXHIBIT A HISTORICAL & ESTIMATED FINANCIAL PERFORMANCE FOR PARKING AT LOT # 1

YEAR	1	2	3	4	5	6	7	8	9	10
	7/1/14	7/25/15	2/25/20	2/25/21	2/25/22	2/25/23	2/25/24	2/25/25	2/25/26	2/25/27
	2/24/19	2/24/20	2/24/21	2/24/22	2/24/23	2/24/24	2/24/25	2/24/26	2/24/27	2/24/28
For the Year Beginning										
For the Year Ending										
Amount Per Day										
# of Spaces - Current	191									
# of Spaces - Proposed		510								
2014 Financials										
Operating Revenues	\$9.55	\$125,400	\$133,037	\$137,028	\$141,139	\$145,373	\$149,734	\$154,226	\$158,853	\$163,619
Monthly Spaces	\$9.55	1,394,300	1,439,213	1,479,213	1,519,213	1,559,213	1,604,213	1,644,213	1,684,213	1,724,213
Daily Spaces	\$8.16	\$1,519,700	\$1,612,250	\$1,660,617	\$1,710,436	\$1,761,749	\$1,814,601	\$1,869,039	\$1,925,110	\$1,982,864
Revenues from Lot # 1										
EXPENSES										
Personnel	\$3.72	\$45,591	\$48,367	\$49,819	\$51,313	\$52,852	\$54,438	\$56,071	\$57,753	\$59,486
Personnel - Additional Personnel only										
Utility Purchases	\$0									
Materials & Supplies	\$0.14	\$22,796	\$24,184	\$24,909	\$25,657	\$26,426	\$27,219	\$28,036	\$28,877	\$29,743
Contracted Services	\$1.34	\$19,987	\$20,925	\$21,886	\$22,861	\$23,859	\$24,884	\$25,934	\$26,999	\$27,601
Public / Private Partnership	\$0.01	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$5.21	\$7,803	\$8,258	\$8,720	\$9,187	\$9,655	\$10,125	\$10,599	\$11,075	\$11,553
Total Expenses	\$5.21	\$63,574	\$66,614	\$67,424	\$68,257	\$69,112	\$70,000	\$70,915	\$71,853	\$72,839
Operating Income before Fixed Costs	\$4.34	\$61,826	\$66,423	\$69,604	\$72,886	\$76,261	\$79,734	\$83,311	\$86,998	\$90,780
CASH FLOW FROM PARKING OPERATIONS	\$4.34	\$61,826	\$66,423	\$69,604	\$72,886	\$76,261	\$79,734	\$83,311	\$86,998	\$90,780
DIFFERENTIAL										

NOTES / Assumptions:
 1) 3.0% increase in revenues and expenses. Revenue increase combines increased demand and inflation.
 2) Lot # 1: Parking space increase from 191 to 510 parking spaces.
 3) Operating Expense % obtained from 2015 Annual Report from City of Newark Finance Department, excludes depreciation expense.
 4) Pre-forma Income Statement is a differential analysis which incorporates only the rent payment and the additional personnel (Garage Attendants) necessary for the proposed new automated garage.

Cursory Fiscal & Traffic Impact Analysis Estimation *

Initial Cost to Construct	\$10 million
Timeline	
Garage	12 months
Mixed Use	24 months
Revenues (Year 1)	\$1,519,700
Operating costs (Year 1)	\$757,000
Income / Cash Flow (Year 1)	\$762,700

Traffic Impact - During Construction We do not anticipate restricting traffic flow along Delaware Avenue during construction. Approximately .15 feet of width is available on site which we anticipate using for a staging area for deliveries. It is our intention to stage construction so that the Parking Garage is the initial component to be completed (estimated to occur in month 12). Construction parking will occur offsite; one potential off-site venue could be the STAR Campus with shuttle service.

EXHIBIT to City of Newark RFP NO. 16-03 - Parking Facility Preforma Income Statement





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PARKING





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