

**CITY OF ST. LOUIS PORT AUTHORITY**

**REQUEST FOR QUALIFICATIONS (RFQ) FOR OPERATORS  
FOR THE  
MUNICIPAL RIVER TERMINAL  
1 MADISON STREET  
SAINT LOUIS, MISSOURI  
63102**

**AUGUST 31, 2012**

**1.0 Introduction**

The St. Louis Development Corp. (SLDC) is the economic development agency for the City of St. Louis, MO. It is the umbrella organization for a number of sub-agencies, including the City of St. Louis Port Authority (the Authority). The Authority is seeking a long-term Operator for its Municipal River Terminal, located about 1.5 miles north of downtown St. Louis (see Exhibit A, Location Map).

**1.1 Municipal River Terminal (MRT)**

As defined by the Army Corps of Engineers, the Port of Metropolitan St. Louis (PMSL) comprises port facilities on both the Missouri and Illinois sides of a 70-mile stretch of the Mississippi River. It is America's second largest inland port by trip-ton miles, third by tonnage, and handles 33M tons of bulk freight annually. Approximately 130 facilities in Missouri and Illinois fall within the PMSL, including all of the City's riverfront (see Exhibit B, PMSL Facilities).

The City of St. Louis has over 19 miles of shoreline. Along this frontage, on City-owned land, the Authority has 49 lease arrangements with various users, including the Operator of the 27-acre Municipal River Terminal (MRT), the only public, general purpose dock on the Missouri side of the PMSL (see Exhibit C, MRT Aerial Photo). Approximately 2.2M tons of bulk freight cross the MRT annually, about half its capacity.

The MRT currently has 1470' of dock, two warehouses, two storage tanks and a pump house, a weigh station, and an office/shop building. A local short line, Terminal Railroad Association, brings railcars into the yard. The northern shoreline has a riprap embankment and the entire facility has ample utility service, including dark fiber systems.

The Authority seeks to modernize the MRT and expand commerce there and will work with the next Operator to develop marketing and business plans to achieve those goals. To date, the Authority has undertaken the following projects to improve the MRT:

- South Dock Reconstruction, \$19.6M, to be completed early in 2013; upon completion the MRT will have 2000' of usable dock, with about 1300' designed for a 250-ton crane (the remaining 700' on the north end can support a 150-ton crane);
- Dredging along all 2000' of dock (south and middle areas prior to driving sheet pile, north area in February, 2012);
- Palm Street sewer/outflow replacement, \$2.1M, construction to be completed in 2013 (Metropolitan Sewer District project);
- North Dock Survey (included underwater dive inspection), completed April 2012;
- Middle Dock Brick Sewer Replacement, approximately \$350K, under construction, anticipated completion fall of 2012;
- "Environmental Assessment" and "Remediation Cost Estimate for the Office/Shop Building and Tanks," both completed July, 2012; continued use or demolition of these structures to be negotiated;
- Traffic Counts at the North Market Street flood wall gate, completed April, 2012;
- North Riverfront Commerce Corridor land-use study, completed April 2012; Chapter 5 includes a "MRT Conceptual Planning" segment and illustrations, which were developed for discussion only; for the complete Study, see <http://www.stlouis-mo.gov/planning/documents/amendment-2-proposed.cfm>;
- Demolition of North Dock warehouse by current short-term operator prior to the end of its lease;
- Acquisition of 157,000 SF warehouse with high and low bay space and offices located on other side of floodwall at #5 Clinton St.; there are other City-owned parcels close to the MRT, all of which are available for the long-term lease negotiation;
- New concrete apron/loading dock around South Dock warehouse, completed in early 2011; east and west sides of this warehouse are rail-served;
- Sewer easements currently being discussed with the Metropolitan Sewer District (MSD); the Authority expects no restrictions on the movement of cranes, railcars, and trucks around the site and some restrictions for open storage piles (drawing of easements will be posted on lease website prior to the Request for Proposal [RFP] from potential operators);
- Maintenance history being compiled for last 5 years, will be posted prior to RFP.

Information regarding the above projects above can be found on: <http://www.stlouis-mo.gov/sldc/documents/background-documents-for-mrt-long-term-operators-lease.cfm>

## 1.2 North Riverfront Commerce Corridor

Spread across approximately 3,000 acres, the North Riverfront Commerce Corridor (NRCC) includes the Municipal River Terminal as well as industrial, commercial, warehouse/distribution, and other enterprises (see Exhibit D, NRCC Aerial Photo). Major users include Procter & Gamble, Henkel/Dial Corporation, Covidien (formerly Mallinckrodt), Norfolk/Southern Intermodal Yard, Performance Food Group, Duke Manufacturing, Produce Row (the region's wholesale produce market), Con-way Freight, Interstate Bakeries, and Affton Trucking, situated next to a BNSF yard. The NRCC supports over 10,000 jobs.

The NRCC has approximately 900 acres of underutilized land that present significant redevelopment opportunities. The following capital improvement projects will facilitate growth in the NRCC (see Exhibit E, NRCC Capital Improvements Map) and at the MRT:

- Adelaide Street bridge rehabilitation, \$9.4M, completed 2011 (Missouri Dept. of Transportation project);
- Carrie Avenue Improvements, \$2.8M, completed March, 2012 (SLDC project);
- Cass Avenue/I-70 access ramps to new Mississippi River Bridge, \$57M, (Missouri Dept. of Transportation); total \$670M project to be completed in 2014;
- Chevrons and perpendicular training dikes installed by the US Army Corps between 2006-2011 (see aerial photo, MRT at lower right: [http://www.stlouis-mo.gov/slhc/documents/upload/MRT\\_chevrons.pdf](http://www.stlouis-mo.gov/slhc/documents/upload/MRT_chevrons.pdf)).

## 1.3 Regional commerce

St. Louis has significant regional assets:

- six Class One railroads (BNSF, CN, CSX, Kansas City Southern, Norfolk Southern, Union Pacific) and four short lines;
- seven Interstate Highways (I-44, I-55, I-64, I-70, I-170, I-255, I-270);
- the northern-most lock- and ice-free port on America's Inland Waterway;
- six intermodal facilities (BNSF International, CSX International, Norfolk Southern International, Tri-City Regional Port District, Triple Crown Services, Union Pacific Intermodal; see Exhibit F, Multimodal Facilities);
- five civilian airports, including Lambert-St. Louis International Airport in St. Louis County, MO, and, near Belleville, IL, MidAmerica Airport and Scott Air Force Base, home of CENTCOM;
- 11 river crossings in the area, including two rail bridges, one of which is a "heavy" bridge, capable of carrying tanks;
- per the US Army Corps, over 100M tons of cargo pass through the area annually;

- all of St. Louis City and County and parts of southwestern Illinois lie within a Free Trade Zone; some of these areas also fall with an Enhanced Enterprise Zone.

The metropolitan area benefits from its central location, within a day's drive of one third of the US population, and has an ad hoc shipping advocacy body, the Port Working Group (see <http://www.stlouis-mo.gov/sldc/slpa/Port-Working-Group.cfm>).

## **2.0 Project Approach**

By City Charter, the Authority can lease operations at the MRT for up to 25 years. The previous long-term lease ran from 1988 to 2012, covered 1470' of dock, and was held by Beelman River Terminals. To coincide with the South Dock Reconstruction at the MRT, the Authority published a Request for Proposal (RFP) for a short-term lease, which was awarded to Beelman. The short-term lease will expire on May 3, 2013, but allows for four mutually-agreed-to six-month extensions thereafter.

The Authority expects the Reconstruction project to conclude by January of 2013. The current short-term operator will remove its equipment, infrastructure it installed, and all stored materials prior to conclusion of the short-term lease. Beelman will also clean out both storage tanks. Subject to Authority approval, the next long-term operator may negotiate a different close-out arrangement.

To procure the next long-term lease, the Authority is following a three-step process, starting with a public Forum that was held on August 6, 2012. Several subsequent one-on-one sessions have been held and one can find the Forum Agenda, PowerPoint presentation, list of attendees, and other pertinent documents on the Authority's website for the MRT long-term lease:

<http://www.stlouis-mo.gov/sldc/slpa/mrt.cfm>

The second and third steps comprise this Request for Qualifications (RFQ) followed by a Request for Proposal (RFP) sent to a short list chosen by the Authority from RFQ respondents. The Authority will review Statements of Qualifications (see Section 5) received to select some or all of the respondents for an interview. After the interviews, some or all of the respondents will then receive an RFP.

The Authority will review the RFP's and may ask proposers for an additional interview. Out of this group the Authority will select one with which to negotiate a lease for the operations of the MRT. The RFQ will be open for 6 weeks and the RFP will be open for 10 weeks. The Authority will conduct site visits during both of these periods and expects final lease negotiations to take place early next spring.

### **3.0 General Requirements**

Respondents shall present their qualifications to be the next long-term operator per the categories below.

#### **3.1 River Terminal Expertise**

Describe your:

- current river terminal operations; give examples of operating public, general purpose facilities like this over the last 10 years; show how your operations have grown over the last 10 years and your plans for continued growth; provide tonnage and other data as needed to illustrate your operations;
- technical qualifications for investing in, operating, and maintaining an operation of this type; describe your docks, storage facilities, cargo transport and handling capabilities, etc., as applicable; discuss your familiarity with the vagaries of the Mississippi River in this area;
- use of marketing and business development plans at terminals like the MRT;
- knowledge of port infrastructure and real estate development financing;
- understanding of labor relations (unions, high-tech logistics jobs, minority and women owned businesses, etc.);
- value-added businesses developed, if any, that expanded commerce at your terminals and/or the region;
- public relations with communities in which your facilities are located;
- relationships with federal, state, and local governments vis-à-vis your port operations;
- contract breaches or terminations, if any, over the last five years, including contact details for owners involved.

#### **3.2 Understanding of Global Trade**

Describe your:

- network of national and/or international facilities, trading partners, etc.;
- expertise in supply-chain function and economics, how to attract and grow this kind of commerce at the MRT;
- knowledge of how ports set and achieve regional shipping goals.

#### **3.3 Financial Resources**

Demonstrate your ability to:

- operate the MRT (ie., provide and maintain suitable cranes and other equipment, make infrastructure improvements as needed to move and store goods, invest in MRT growth opportunities, etc.);
- provide or contract for barge, truck, rail, and/or other means of conveying MRT throughput regionally, nationally, and, if applicable, internationally.

### **3.4 Highly qualified, experienced personnel**

Identify key members and their roles on your MRT operational team; include their phone and email contact information. From these key individuals, provide 2-page resumes, written statements committing them to their designated roles, and three references each (include phone and email information for each reference). Provide an organization chart showing the chain of command for the key personnel and any other significant positions.

Your team should also outline its vision for the MRT as a first class facility with a major presence on the City's waterfront and in the region's economy. Describe what overall plans you have for MRT operations, changes if any in the yard, and potential investments.

### **4.0 Budget and Schedule**

The lease will include the Standard Provisions, as revised April 4, 2006 (see Exhibit G, Standard Provisions). These Provisions represent minimum standards only; final terms of the next long-term lease will be negotiated by the Authority and the Operator.

The Authority anticipates the following Procurement timeline; however, it is tentative and subject to change:

**August 31 – October 12 (6 weeks, includes Labor Day weekend)**

issue RFQ on August 31, responses due October 12

Selection Committee formed (see Section 10 below)

**October 15 – November 9 (4 weeks)**

Selection Committee reviews RFQ responses

**November 12 – November 30 (3 weeks, includes Thanksgiving)**

Selection Committee interviews, recommends team(s) to receive RFP

**December 3 – February 8 (10 weeks, includes holiday season)**

issue RFP on Dec 3, responses due February 8

**February 11 – March 1 (3 weeks)**

Selection Committee interviews, prioritizes responses, selects team

**March 4 – April 26 (8 weeks)**

contract negotiations

approval of lease:

- at Port Commission meeting on March 12 or April 9
- at E&A meeting on March 20 or April 17
- by the Board of Public Service, the Board of Aldermen, and the Mayor

### **5.0 Responses**

All responses must include one (1) original of the Statement of Qualifications, with original signatures, and twelve (12) copies, each submitted in bound 8.5"x11" format, and one electronic copy in a PDF format. **The deadline for submittal of Qualifications is 4PM local time, Friday, October 12, 2012.** Responses should be addressed to:

Mr. Otis Williams, Deputy Executive Director  
St. Louis Development Corporation  
1520 Market Street, Suite 2000  
St. Louis, MO 63103

Please limit your information to the outline provided below and up to one separate brochure; respondents are encouraged to keep submittals concise and limit content to no more than twenty (20) pages plus appendices as needed.

### **5.1 Statement of Qualifications**

Please provide the following information in sequence:

#### **A. Narrative**

Provide no more than two-page narrative that:

- explains your interest, qualifications, and financial wherewithal related to this long-term lease;
- confirms that you are ready, willing, and able to commence operations at the MRT per the lease next spring;
- gives a brief overview of your vision for the MRT along with any innovative ideas you can bring to the leasehold.

#### **B. Qualifications**

Provide the information requested in Section 3 above.

#### **C. Mayoral Executive Order**

State how you will comply with the Mayor's Executive Order #28 (see Section 7.0 below).

### **6.0 Project Manager for SLDC**

Susan Taylor, Major Project Manager  
St. Louis Development Corp.  
Phone: (314) 657-3740  
[taylor@stlouis-mo.gov](mailto:taylor@stlouis-mo.gov)

### **7.0 M/W/DBE Participation**

The selected Operator shall comply with the Mayor's Executive Order No. 28 and any superseding Executive Orders relating to utilization of minority and women businesses (MBE's/WBE's). Executive Order No.28 requires Operators to seek, through good-faith efforts, the involvement of MBE's and WBE's with a goal of participation of least 25% and 5%, respectively, for contracted projects at the MRT. Such projects might include, but are not limited to, construction, demolition, surveying, repairs, etc. For additional information, please visit [www.mwdb.org](http://www.mwdb.org).

## **8.0 Living Wage Compliance**

The selected Operator may be required to comply with “Chapter 3.99 Living Wages” of the Revised Code of the City of St. Louis (Ordinance No. 65597). Please refer to [www.slpl.lib.mo.us/cco/code/data/t0399.htm](http://www.slpl.lib.mo.us/cco/code/data/t0399.htm) or [www.mwdbe.org/livingwage](http://www.mwdbe.org/livingwage).

## **9.0 Unauthorized Alien Employees**

The selected Operator shall, pursuant to the provisions of Sections 285.525 through 285.555 of the revised Statutes of Missouri, 2000, as amended, by sworn Affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with this Contract, Agreement or Grant. Operator shall sign an Affidavit affirming that it does not knowingly employ any person who is an unauthorized alien in connection with this Contract, Agreement or Grant pursuant to the above-stated Statutes.

## **10.0 Selection Process and Criteria**

Responses will be reviewed by a Selection Committee. Participating in the selection will be representatives of the Offices of the Mayor, the Comptroller, and the President of the Board of Aldermen, and members of the City’s Board of Public Service, the City Street Department, SLDC, and the Port Authority. The Committee shall determine which, if any, respondents are qualified and shall evaluate the submitted Statements of Qualifications. The Committee shall choose the successful respondent(s) for interview, then select respondent(s) to receive an RFP.

The responses will be evaluated and respondents selected for interview based on the criteria below; the Committee may add other selection criteria during the selection process.

- the respondent’s vision for the MRT;
- the respondent’s qualifications as called for in Section 3 above;
- degree to which respondent addresses Mayor’s Executive Order #28.

The Authority reserves the right to request additional information from respondents and to consider such additional information provided in selecting respondents for further evaluation. All materials submitted in accordance with this RFQ will become the property of the Authority and will not be returned.

The Authority cannot guarantee confidentiality of any materials during the evaluation process or at any other time. Thus, information and communications exchanged in response to this RFQ should be assumed to be subject to public disclosure. By submitting a qualifications packet, respondent acknowledges that, in the case of controversy surrounding the definition of public vs. private information, any and all information submitted by respondent may be required to be disclosed to the public.

### **11.0 Questions Regarding This RFQ**

All questions must be submitted in writing via e-mail to the Authority's Project Manager (see Section 6.0 above). Questions must be received no later than 5:00PM, Friday, September 28, 2012, in order for the Authority to issue a timely response if it so chooses. The Authority shall not be obligated to respond to any question. All questions and Authority responses will be posted online on the Authority's lease webpage:

<http://www.stlouis-mo.gov/sldc/documents/2012-07-03-request-for-qualifications-for-long-term-operators-lease-of-municipal-river-terminal.cfm>

### **12.0 General Conditions for Submission of Qualifications**

The Authority reserves the right to reject any or all responses; to select one or more respondents; to void this RFQ and the review process at any time; to revise any conditions and stipulations contained herein, as convenient or necessary; to establish further criteria for selection; to ask respondents to submit additional information or evidence of their qualifications and experience; to waive informalities in the qualifications and in the RFQ process; and to reject any and/or all Statements of Qualifications for any reason, in its sole discretion.

### **13.0 Exhibits (not attached – available for download at <http://www.stlouis-mo.gov/sldc/documents/2012-07-03-request-for-qualifications-for-long-term-operators-lease-of-municipal-river-terminal.cfm>)**

Exhibit A, Location Map

Exhibit B, PMSL Facilities

Exhibit C, MRT Aerial Photo

Exhibit D, NRCC Aerial Photo

Exhibit E, NRCC Capital Improvements Map

Exhibit F, Multimodal Facilities

Exhibit G, Standard Provisions (4/4/06)