

**NOTICE TO CONSULTING SERVICE COMPANIES REGARDING A REQUEST FOR
QUALIFICATIONS (RFQ)
FOR THE
CREATION OF A COMPREHENSIVE MASTER PLAN OF DEVELOPMENT FOR THE
PORT OF MEMPHIS AREA IN MEMPHIS TENNESSEE
2017**

The Economic Development Growth Engine Industrial Development Board of the City of Memphis and Shelby County, Tennessee (“EDGE”) and The Memphis and Shelby County Port Commission, (CLIENTS) seek to retain the services of a Consultant, or Consulting Team (CONSULTANT) to develop a comprehensive master plan for development of the Port of Memphis area of operations.

The purpose of the master plan is to chart the near term, as well as long term, future for the Port of Memphis through the year 2031. The plan will focus on needs and opportunities associated with improvements and expansion of the existing industries in the Port of Memphis. The plan will also examine the necessity for development of new industrial property in the riverine environment and provide scenarios to achieve the new development.

The process for formulating the plan will be based on an interactive working relationship between the CLIENTS’ leadership (management team), the master plan CONSULTANT team, key stakeholders, tenants, prospective customers, various federal, state and local agencies, as well as input from the general public. The CONSULTANT team and the CLIENTS’ team will analyze and identify the best and most cost-effective uses of port facilities, including docks, terminals, industrial properties, and prioritize development and expansion for the upcoming 5, 10, and 15-year planning horizons. To make the use of all available information as a base, the CONSULTANT and CLIENTS’ team will utilize various components of past studies, grant applications, and data extracts, and any other information readily available at hand. Included in the plan will be areas that will address changes in market trends and conditions based on world events and impacts outside the control of the Port and immediate region – the key will be a plan that is adaptive. The attached Scope of Work provides the areas to be addressed in the response to this Request for Statements of Qualifications.

The study area will include the area from Mississippi River mile 725 to 741 on the Tennessee side of the river. The areas to be included are Presidents Island, McKellar Lake, and the Frank C. Pidgeon Industrial Area. The downtown tourist waterfront zone between the I-55 and I-40 bridges will not be part of the plan. More detail location information is provided in the scope of work.

Firms may request consideration by submitting a cover letter and a statement of qualifications to the: Memphis and Shelby County Port Commission, 1115 Riverside Blvd., Memphis, TN 38106. All letters of interest and **seven (7) copies of a statement of qualifications** must be received by the PORT by **2:00 p.m. (Central Time) February 28, 2017**, to be considered responsive. Firms are encouraged to submit written questions related to the services to be provided by February 15,

2017. A question and answer session and site tour will be held in Memphis on February 13, 2017, at 10 a.m. C.S.T. Firms wishing to attend must RSVP for the meeting by calling the Port Commission office at 901-948-4422 and talking with the Office Manager, Gaye Davis. Questions from all firms will be combined and answers will be sent out by February 22, 2017. All email correspondence will receive a confirmation of receipt response. Please confirm that your correspondence was received. Deadlines will not be extended due to communications errors.

Submitting CONSULTANTS shall have demonstrated past experience in providing the comprehensive services described below and in the attached Scope of Work. Qualifications will be reviewed by the CLIENTS, Port Properties Committee (COMMITTEE) and staff. The COMMITTEE will make a selection of one or several of the highest qualified firms. An invitation will be extended to the selected firm(s) to make a presentation to the COMMITTEE members and/or staff to aid in the final selection of a CONSULTANT. Once a firm is selected, negotiations for a proposed fee will begin. All applicants will be advised when a selection has been made and when a contract has been awarded.

Consultant Minimum Qualifications.

The CONSULTANT or consulting team shall provide proof of previous work experience in the categories below. CONSULTANT shall supply information about each project in regard to the size, scope, time/schedule and cost of the project.

Category: Master Plan Development

- Provide at least 2 examples of Comprehensive Master Plans developed by the lead CONSULTANT related to port and/or industrial development including planning and/or design.

Category: Street Improvements.

- Provide at least 2 street projects related to industrial development including planning and/or design.

Category: Land/Industrial Development Improvements.

- Provide at least 2 projects related to land/industrial development.
- Provide at least 2 projects that required detailed due diligence for potential site development for a client.

Category: Port/Waterway Improvements.

- Provide at least 2 projects related to port design and/or waterway design services.

Category: Rail/Railroad Improvements.

- Provide at least 2 projects involving evaluation, planning and/or design of rail and/or railroad projects.

Category: Environmental Examinations/NEPA Type Evaluations.

- Provide at least 2 projects involving environmental examinations such as phase 1 or phase 2 and/or NEPA related evaluations including coordination, reporting, and document review with TDEC, TDOT, FHWA or other governmental agencies.

Category: Geotechnical/Hydraulic Analysis/Evaluations.

- Provide at least 2 projects involving geotechnical evaluations, analysis, planning, and/or design for major industrial developments.

Category: Economic Impact Analysis and Industry Growth Forecasting

- Provide at least 2 projects involving detailed economic impact analysis at the local, regional, state and national level. Also, provide industry growth forecasting as required in the scope of work.

Category: Local Business Participation Program.

This project is subject to the Port Commission's Local Business Participation Program, wherein a portion of the contract award is targeted to Minority and Women Business Enterprises (M/WBE) as certified by the City of Memphis. If not itself, an M/WBE, the CONSULTANT shall include M/WBEs on its team to reach the participation goal.

THE TOTAL GOAL OF 15% COMBINED M/WBE%

This percentage is defined as the dollar value of subcontracts awarded to certified minority or women-owned business enterprises divided by the base bid amount. The estimated M/WBE percentage must be included in the Qualifications document.

The final M/WBE Participation Plan will be submitted after a qualified CONSULTANT is selected and during the fee negotiation process. The final participation plan shall include: (1) level and dollar amount of participation your firm anticipates to achieve in the performance of the contract resulting from this RFP; (2) the type of work to be performed by the M/WBE participation; and (3) the names of the M/WBEs the CONSULTANT plans to utilize in the performance of the contract resulting from this solicitation.

IT IS THE RESPONSIBILITY OF THE CONSULTANT TO VERIFY WITH THE CLIENTS' OFFICER (CONTACT INFO BELOW) THAT ANY M/WBE FIRM(S) UTILIZED TO MEET THE PARTICIPATION GOAL ARE CERTIFIED AS A M/WBE FIRM BY THE CITY OF MEMPHIS. A listing of current M/WBE certified firms is located at the City of Memphis web site in the Business Diversity & Compliance section at <https://memphis.mwsbe.com/FrontEnd/VendorSearchPublic.asp?TN=memphis&XID=3962> One or a combination of several M/WBEs may be utilized to meet the established goal.

If a bidder desires to utilize an M/WBE firm not included on the list included in this specification, it is the bidder's responsibility to confirm that the desired firm is certified by the City of Memphis. Such confirmation must be obtained from the City's Contract Compliance Office, in writing, before the RFQ response due date. Requests for verification must be submitted to the EDGE diversity consultant listed below:

Carlee McCullough
McCullough Law, PLLC
EDGE Diversity Consultant
2887 S. Mendenhall, Suite 2
Memphis, TN 38115
Phone: (901) 795-0050
Email: jstcetall@aol.com

Public/Commission/Governmental Agency Presentation/Meeting Involvement.

• Provide at least 2 projects involving the scheduling, organization, material preparation, and presentation for and to public and/or governmental agencies and a regular basis for an extended period of time.

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CLIENTS RIGHTS

The CLIENTS' reserve the right to:

1. Reject any and all proposals submitted;
2. Waive what the CLIENTS deem to be a minor irregularity in a firm's submission;
3. Request additional information;
4. Remedy errors in this RFQ;
5. Cancel the entire RFQ;
6. Issue a subsequent RFQ;
7. Negotiate with any, all or none of the applicant CONSULTANTS;
8. Award a contract without interviews, discussions or negotiations.

OPEN RECORDS NOTIFICATION

All information provided as part of the Request for Qualifications process becomes public record immediately upon receipt of such documents by the CLIENTS. The access to such information will be provided to individuals or organizations per the open records laws of the State of Tennessee.

Persons with questions or comments concerning this request for qualifications should contact Randy Richardson, Executive Director, at (o) 901-948-4422. Questions can also be submitted in writing via email to: randy@portofmemphis.com

Evaluation proceedings will be conducted within the established guidelines regarding equal employment opportunity and nondiscriminatory action based upon the grounds of race, color, sex, creed or national origin. Interested Minority/Women Business Enterprise (M/WBE) firms, as well as other minority-owned and women-owned firms, are encouraged to respond.

Scope of Work

Port of Memphis 2017 Master Plan

Introduction: The purpose of the master plan is to chart the near term, as well as long term, future for the Port of Memphis through the year 2031. The plan will focus on needs and opportunities associated with improvements and expansion of the existing industries in the Port of Memphis. The plan will also examine the necessity for development of new industrial property in the riverine environment and provide scenarios to achieve the new development. The master plan shall begin with a “*VISION*” that includes a long-term future direction and a “*MISSION*” with a general purpose and enduring focus. Additionally, the plan shall include goals with statements of desired achievements, objectives with specific measurable outcomes that fulfill the goals, and strategies that focus the initiatives to meet the objectives. The plan shall conclude with a recommended implementation strategy.

Project Process Description: The process for formulating the plan will be based on an interactive working relationship between the CLIENTS’ leadership (management team), the master plan CONSULTANT team, key stakeholders, tenants, prospective customers, various federal, state and local agencies, as well as input from the general public. The CONSULTANT team and the management team will analyze and identify the best and most cost-effective uses of port facilities including docks, terminals, industrial properties, and prioritize development and expansion for the upcoming 5, 10, and 15-year planning horizons. To make the use of all available information as a base, the CONSULTANT and CLIENT team will utilize various components of past studies, grant applications, and data extracts, and any other information readily available at hand. Included in the plan will be areas that will address changes in market trends and conditions based on world events and impacts outside the control of the Port and immediate region – the key will be a plan that is adaptive.

Study Area: The study area will include all river fronted industries from Mississippi River mile 725 to 741 on the Tennessee side of the river. The areas to be included are Presidents Island, The Frank C. Pidgeon Industrial Area. The downtown tourist waterfront zone between the I-55 and I-40 bridges will not be part of the plan.

Master Plan Approach: The Plan will be developed with specific target categories that can be viewed in terms of modules that “stand alone” without requiring the reviewer to traverse the entire document before identifying a particular module needed for their purpose or action. As a minimum, the plan modules will address objectives that:

- (1) Promote the development and growth of the Port by establishing a long-term vision creating land use principles and prioritizing capital investments for port facilities including all intermodal aspects, as well as daily operational efficiencies that retain existing business and attracts new ventures.

(2) Provide adaptability in policies, operations, facilities, and infrastructure to changing technology, cargo trends, regulations, natural and man-made disasters, and competition from other inland ports. Potential impacts, whether direct or indirect, from such world events as the expansion of the Panama Canal or opening trade with Cuba shall also be considered in the analysis process.

(3) Effectively integrate economic, engineering, environmental, and regional considerations into the Port process for evaluating the impact of expansion/improvement projects and growth scenarios.

(4) Place a special emphasis on those expansions/improvements that will attract industries and/or commercial enterprises that have the propensity to bring jobs to the metro-area.

(5) Create a road map for continuous improvement that is consistent with federal, state, and local laws and regulations with the primary focus of increasing water, rail and wheel movement of commerce.

The following list of module categories have been identified as objectives that shall be included in the plan development but can be expanded as needed during the module analysis along with recommendations for action. Each module shall be preceded by a one-page overview. Each implementation module shall lead the Port through a logical and thorough step by step process to make sound investment decisions.

1. *Facilities Expansion/Redevelopment Module:*

The continued growth of heavy industry in the Port of Memphis will likely require multiple plans for development. One plan will be the development of the Presidents Island flood plain. The second plan will be the redevelopment of existing industrial space on the current 1,000-acre industrial fill. This module shall develop a phased growth plan with estimated cost and economic impact numbers for each plan. Items considered shall include:

a) Flood Plain Expansion

- i. Develop a multiphase Presidents Island flood plain industrial park expansion plan similar in scope to the Port of Memphis 2013 TIGER grant program application. The plan shall include industrial property and a new harbor extension.
- ii. Coordinate the detailed harbor expansion plan in the Presidents Island flood plain with appropriate federal and state agencies.
- iii. Based on the foregoing initiatives, develop a cost benefit analysis for each feature.
- iv. Include major infrastructure such as road and rail in the plans.

b) Property Redevelopment

- i. Develop the module for a property buy back and reutilization program for Presidents Island.
- ii. The module shall include a cost and revenue analysis based on all customary expenses related to purchasing and redeveloping industrial properties.
- iii. The module shall include a return on investment report.

2. ***Economic Impact/Vitality Module:***

An economic impact baseline is required as a frame work to begin analysis of the potential options discussed in this document and to demonstrate the importance of port development to the region. The economic impact analysis shall include the items below:

- a) Existing economic impacts of the jurisdictional Port of Memphis from river miles 725 to 741. This includes all river facilities on both sides of the river in this port zone and the businesses on Presidents Island and in the Frank C. Pidgeon Industrial Area.
- b) Forecasted impact of the Presidents Island expansion plan created in this document.
- c) Forecasted impact of the existing property repurchase program for Presidents Island as developed in this document.
- d) Targeted Business Analysis. A use analysis of the types of companies that are currently utilizing the Port of Memphis facilities. This will include a door to door survey of all the businesses in the study area to determine correct contact information, number of employees, employee state residence and classification of employees as discussed in the labor module.

3. ***Infrastructure Module:***

- a) Roadways. Most streets within the study area are in fair to poor condition based on assessments completed by City of Memphis Engineering Street Maintenance.
 - i. Provide for an existing conditions analysis based on current and projected long term weight and traffic volumes from heavy freight vehicles.
 - ii. Recommend the most cost effective design pavement overlay for current and future traffic projections.
 - iii. Based on the existing conditions analysis, recommend a prioritized paving plan with scheduling based on funds available.
 - iv. Review the existing storm drainage plan for the study area to determine and recommend upgrades as necessary to support existing or future growth.
 - v. Review the current single point of access to Presidents Island Industry and recommend feasible alternatives.

- b) Rail. Current operations and track layout within the study area do not lend themselves to the most efficient operation in movement of commodities; the deliverables shall include:
- i. Create an existing operations analysis study and existing system map.
 - ii. Investigate and recommend potential locations for loop tracks to accommodate unit trains.
 - iii. Recommended actions and operations for each of the above.
- c) Harbor. The McKellar Lake harbor was designed and constructed in the late 50s; since then barge dimensions, barge assembly/connection requirements, as well as volumes, have increased dramatically. The following items are required to determine what are the most cost effective improvements available:
- i. Existing conditions analysis as a base line.
 - ii. Current traffic flow analysis complimented by projections based on commodity volumes and trends.
 - iii. Dredge operations study in coordination with the U.S. Army Corps of Engineers to accommodate changes in barge drafts, dimensions, and traffic on McKellar Lake.
 - iv. Climate adaptability to both drought and flood conditions without disruption to port services.
 - v. Recommended changes based on the foregoing analysis in priority of need.
- d) Utilities. Over the years, the utility system on Presidents Island has been plagued by age and capacity issues, and in some instances, has been constrained by funding needed for necessary operating and capital maintenance. This has been further exacerbated by lack of a master utilities map of the complete system with actual locations and other associated pertinent support data for the utility. Provide an inventory of existing system conditions and capacities as well as needed improvements. The following systems are areas of required analysis:
- i. Water (volume and pressures)
 - ii. Electric (ability to meet future requirements)
 - iii. Gas
 - iv. Sanitary sewage with emphasis on pumping stations.
 - v. Storm Drainage particularly in terms of erosion and contaminate migration control/prevention.
 - vi. Seismic hardening of utility systems and public/private facilities (as feasible).
- e) Communications. Existing conditions, industry needs, and future capacities require analysis within the study area in order to update the existing

communication network to make it robust, as well as secure, using state of the art technology. Examination and reporting of the following items are required:

- i. Fiber optic and service provider availability within the study area.
- ii. Condition of copper hardwires connectivity across the study area.
- iii. Satellite availability and service providers within the study area
- iv. Availability of other forms of communication including high speed internet/Wi Fi capabilities within the study area.

4. *Environmental Module:*

- a) *Soils*. Because of the type soil (sand base/dredged fill) used to construct Presidents Island and river soils in the study area, there are limitations on load capacities for certain structures requiring additional engineering and construction methods to accommodate the condition, as well as adverse impacts from contaminants and erosion.
 - i. Phase 1 environmental analysis shall be conducted on any proposed Flood Plain Expansion per Section 1(a) of this Plan and the 730± acres immediately east of the CN/CSX intermodal facility in the Pidgeon Industrial Area.
 - ii. Phase 1 Geotechnical investigation shall be conducted on any proposed Flood Plain Expansion per Section 1(a) of this Plan and the 730± acres immediately east of the CN/CSX intermodal facility in the Pidgeon Industrial Area. The report will provide recommended construction practices. A total of twenty soil borings will be utilized for the investigation of both locations.
 - iii. A detailed review of existing environmental permits and Wetland Jurisdictional Determinations will be conducted within the study area.
- b) *Air Quality*.
 - i. This section of the module shall examine the current status of the Memphis-metro area attainment standards and detail the future growth capacity of industrial sites within the study area based on current or anticipated air quality standards.
 - ii. This section of the report shall also examine and list any air quality related funding sources that might be appropriate for industries within the study area.
- c) *Cultural & Archeological*.
 - i. A detailed review of existing cultural and/or archeological surveys performed on the future development areas identified within the study area. A summary of findings shall be provided in the report.
 - ii. Utilizing the existing Cultural & Archeological studies, create a map that displays future development areas within the study area that lack previous analysis for cultural and/or archeological issues.

5. **Funding Module:**

a) Revenue Opportunities:

Operational revenues for the CLIENT and private industries are important to implementing the recommendations in this plan. A strategy shall be developed to increase revenues and provide enhanced opportunities for the CLIENT to reinvest in development. The strategy shall also address financial incentive programs that will enhance private development. The analysis shall cover the full range of revenue strategies available and provide a recommendation for the most viable alternatives.

- i. Port Facility Tariffs and User Fees
- ii. Lease vs. Sales Policy
- iii. Fees/Common Area Maintenance Agreement
- iv. Equipment Leases.
- v. Fee structures tied to category of commodity volume moved.
- vi. Others recommended by CONSULTANT

b) Local, State and Federal Programs. Identify and characterize local, state and federal funding programs that can help the CLIENT make needed improvements and encourage companies to locate in the Study Area. Also, provide a review of how public/private partnerships have been used in similar situations. Analysis shall include, but not be limited to:

- i. New Market Tax Credits
- ii. Tax Increment Financing (TIF)
- iii. Tennessee Infrastructure Improvement Program (TIP).
- iv. Joint Ventures and Public/Private Partnerships.
- v. Various State and Federal Government Assistance Programs and Grants.
- vi. Identify and analysis of all appropriate and available local, State and Federal funding programs that may be utilized for this infrastructure development.

6. **Labor Module:**

Labor availability is a major issue in the Memphis market area. Skilled labor for the industrial labor market is in even higher demand. This module will look at the existing labor pool in the Port industries and make recommendations for assisting port industries in training and hiring qualified employees. This module will include:

- a) An existing employment survey of the study area businesses to determine the most prevalent occupations in the study area. This shall be conducted in conjunction with the door to door survey. The survey shall provide information to be utilized to identify the existing and projected labor needs for the industries within the study area.
- b) Provide recommendations to improve labor development in the study area to include screening, technical training, education and other means.

7. Target Business Module:

This module shall examine current industry trends of industries utilizing the shallow draft portion of the lower Mississippi River corridor and rank the top 25 industries by commodity group. A trends analysis shall be conducted to identify which commodity/industry group are anticipated to grow in the next 10 years. This module shall also include recommendations for effective marketing of properties in the study area. The items to be considered in the examination shall include:

- a) Projected worldwide trade competition or projects that may impact the Port of Memphis, such as, the Panama Canal expansion and future trade with Cuba
- b) Projected agricultural production in the Mississippi Valley over the next 15 years and its movement on the Mississippi River.
- c) Worldwide energy cost changes and the cost of transporting raw and finished goods to market.
- d) The impact of long range weather patterns on the water levels in the Mississippi River
- e) Any projected shift in commodity movements that may impact the Mississippi Valley and the Port of Memphis
- f) A review of current local marketing strategies and their effectiveness at attracting port industry groups.
- g) Ways the Port can have a more active role or better compliment local marketing strategies.

8. Security Module:

The Port of Memphis is a Tier II port, as designated by the United States Transportation Security Administration. The Port of Memphis area falls under the jurisdiction of the U.S. Coast Guard. Appropriate security enhancements shall be incorporated into future development plans based upon the recommendations from the appropriate authorities. Items to be reviewed shall include:

- a) Present and future federal, state and local security requirements for regulated facilities. The U.S. Coast Guard, Memphis Fire and Police along with the Shelby County Office of Preparedness shall be used as resources, not only for coordination purposes, but also to keep abreast of the most current developments in terms of regulations, as well as, funding opportunities.
- b) Study area emergency response/evacuation plans must be evaluated and recommendations made to enhance security.
- c) General recommendations for security enhancements to improve security and help attract businesses to the properties.

9. Port/Property Aesthetics Module:

The Presidents Island complex is 50 to 60 years old and has no coordinated signage or related image. The outcome of this module will be recommendations for improving the image of the Port and the facilities under the jurisdiction of the Port.

- a) Develop and demonstrate a new logo for the Port of Memphis and establish “signage” standards that incorporate color tones, lettering, and site locations utilizing the new logo scheme.
- b) Develop Common Area Maintenance agreement criteria for future industrial agreements within the Study Area.

10. *Executive Summary:*

The entire document shall have a consolidated executive summary that does not exceed 15 pages in length.

- a) An implementation plan is required that will provide the Port leadership a road map for development.

Coordinating Instructions:

Pre-existing Research Reports and Studies. Pre-existing CLIENT studies, reports and data related to any of the modules will be made available by the CLIENT for the CONSULTANTS’ reference in the development and formulation of the master plan. A disk of existing studies and reports is available upon request by calling Gaye Davis at 901-948-4422, from January 17, 2017, to February 17, 2017. .

Schedule. The anticipated start date for the CONSULTANT is April 1, 2017. The anticipated length of the contract is 150 days. The CLIENT expects to receive a draft report for review and comment not later than July 31, 2017. For those areas identified for necessary revisions and/or adjustments, corrections will be resubmitted by September 15th for review and approval. The draft report shall also include back-up data. The final report shall be completed by September 30, 2017. The CONSULTANT shall include a reasonable schedule in their proposal to meet these milestones showing start and end dates for each of the modules outlined above and any critical path milestones. Extensions required that are a result of events beyond the CONSULTANTS’ control, must be submitted in writing and approved by the Executive Director of the Port Commission. A question and answer session and sight tour will be held in Memphis on February 13, 2017, at 10 a.m. C.S.T. Firms wishing to attend must RSVP for the meeting by calling the Port Commission office at 901-948-4422 and talking with the Office Manager, Gaye Davis.

Deliverables. Any and all analyses completed by the CONSULTANT for each of the modules are required to be transferred to the CLIENT via electronic documentation prior to project closeout. Any software programs used for market analysis, spatial planning or scenario building will be discussed in the CONSULTANT proposal and negotiated, if deemed appropriate, with the CLIENT for accessibility and use in future plan updates. The CONSULTANT shall also provide 20 bound copies of the final Presidents Island Master Plan.