



March 3, 2010

Dear Research Partner:

The Missouri Highways and Transportation Commission requests proposals from qualified organizations – namely private consultants, universities, and research organizations – to furnish services as described in the following attachment to be coordinated by the Organizational Results (OR) unit.

Please submit a proposal, including a work plan, proposed project team and its background, and any related projects now active or recently completed by your firm.

The selection committee will use Qualification Based Selection. A “not to exceed” amount is included in the RFP to assist with the required scope, but budgets are not be included with the proposal submissions, and will not be presented to the selection committee.

Please deliver all proposals to the OR Contract Administrator indicated in the attachment by April 14, 2010. More information about project contracting in general can be found at: [www.modot.mo.gov/services/OR/orRFP.htm](http://www.modot.mo.gov/services/OR/orRFP.htm).

Sincerely,

Mara Campbell  
Organizational Results Director

Attachment

cc:

Request For Proposals (RFP)  
**Project Specific Requirements:**

This document contains information and requirements for only this RFP. A “Standard Requirements” document contains additional needs for all research proposals and contracting. Submitters should review both this document and the Standard Requirements document, available from the OR Contract Administrator (identified at the end of this document) or at: [www.modot.mo.gov/services/OR/orTemplates.htm](http://www.modot.mo.gov/services/OR/orTemplates.htm)

**TRyy1018**  
**Missouri River Freight Corridor**  
**Assessment and Development Plan**

Project duration: 14 months.  
Project budget: Not to exceed \$900,000.

**Background:**

The Missouri River is a significant but untapped freight transportation asset for Missouri and the United States. From 2001 through 2008, river management strategies and continued drought conditions resulted in high-risk, low-reliability shipping on the river. This prolonged period of instability and risk pushed traditional river freight to other modes – rail and highways, as well as other river systems. Current circumstances and expectations for transportation in the future again point to the Missouri River as a transportation solution and economic development engine.

With increased congestion on our highways and rails combined with transportation-related environmental concerns, moving freight on the Missouri River can result in a range of benefits in three critical areas:

1. **Transportation System Capacity and Congestion:** Freight movement on the river provides an opportunity to level freight loads across other modes, allowing continued efficiency on highway and railway systems.
2. **Environment:** Freight movement on waterways is the safest, cleanest, and most efficient mode of freight transportation.
3. **Economic Development and Sustainability:** Freight development will promote freight along the river corridor, and provide for global economic connections.

In short, present and future transportation systems will need to address congestion, environmental impacts and continued economic development. The nation’s waterways can play a significant role in balancing the congestion in the transportation system, in providing for community and economic development and in ensuring transportation is environmentally friendly.

## Objectives:

The purpose of the Missouri River Freight Corridor Development effort is to redevelop the river as a freight corridor with logical market nodes and reliable service that supports a sustainable market and logistics system. Four focus areas have been identified to support increased river use and corridor development. These focus areas are:

1. Redevelop and expand traditional freight markets,
2. Identify port infrastructure needs and equipment required to initiate, support and expand freight services on the river,
3. Evaluate potential new markets and strategies to promote market expansion, and
4. Identify conceptual approaches to river management that optimize freight movement on the river.

The mix of traditional markets, river management approaches, and development of new markets will determine the future of the river for transportation. Within each of these areas, a range of mechanisms, programs and infrastructure could be developed to encourage freight on the river.

The objectives of this assessment and development effort are to:

1. Identify and describe feasible, practical, and market driven strategies to redevelop traditional markets on the river. Prioritize these approaches based on their feasibility to stimulate market development on the river, industry acceptance, as well as efficiency and costs. Fully describe individual strategies as “Concepts of Operations” to facilitate program implementation. This effort should address preferred locations for ports and shipping, commodities involved, estimated volume of commodities, supply and demand side contacts, whether incentives are needed and the amount. Analyses should address possible modal diversion, market impacts, and economic feasibility of the strategy. Up to five Concepts of Operations should be developed with complete program descriptions such that program development can be quickly established.
2. Assess the potential for new markets on the river that include project cargo, container shipping, or the shipping of non-traditional commodities or goods on the river. Identify promising markets, market nodes, and requirements for specialized equipment.
3. Identify the infrastructure, as well as equipment and conceptual river management approaches needed to facilitate the most likely market development scenarios. Describe the potential policy process and resulting impacts of those potential changes for freight shipping, market development, and sustainability.
4. Based on objectives 1 through 3, provide a detailed Concept of Operations Approach that describes each of the most promising combinations of market development, new market development, infrastructure, and river management, that will result in increased freight shipping on the Missouri River.

## Project Requirements and Deliverables:

Task descriptions are intended to provide guidance in development of the research. MoDOT is seeking the input of proposers to determine the best strategies to accomplish the research objectives.

Where stakeholder input is desired, three teams have been developed in the preliminary work for this project. The teams are staffed by industry and agency members related to market development, infrastructure and river management, and waterway advocacy. Combined, these three teams consist of over 50 waterway, freight, and agency stakeholders. These individuals and teams should be included in the following tasks as needed and also may be able to provide additional industry contacts for the purpose of this project. Team and individual contact information will be shared with the successful proposer.

Market areas and commodities to be included in this analysis necessarily extend beyond the state's borders. This project should include consideration of existing and potential markets in adjoining states and those connected by the waterway system.

**Task 1:** Review existing literature and practices that support freight movement on waterways including port and waterway infrastructure, river and flow management, and economic and market based factors. Identify market-based strategies that would encourage freight shipments on the Missouri River. Describe and conduct an evaluation of the principle elements of each strategy. Provide an assessment and prioritization of each of these strategies that considers such factors as functional viability of the strategy, legality, market viability, industry preferences, hydrologic constraints, modal equity, industry perceptions, costs, program efficiency, and market sustainability.

**Task 2:** Provide a baseline inventory of private and public port facilities, infrastructure and intermodal connectors on the Missouri River at the end of three months. Include cost estimates for improvements that are needed to begin or advance operations at the port facilities. Previous studies of public facilities can be used as the starting point. Private facilities, while relevant for this project, were not included in previous work. (To find previous studies, search for "port" in: <http://www.modot.org/services/OR/byDate.htm> )

**Task 3:** Assess the potential for new markets and commodities that could be shipped on the Missouri River. Identify most probable locations, commodities, goods, quantities, and logistic parameters for potential new markets. Provide a Concept of Operations approach to integrate these new markets into an overall river development approach.

**Task 4:** Building on Tasks 1, 2 and 3 above, provide an evaluation of market nodes along the river, river management strategies, and an assessment of equipment and infrastructure needed at specific locations to implement the additional shipping identified in previous tasks.

**Task 5:** Provide a technical memo describing the methods and results of Task 1 through 4 to the research coordination team. Coordinate and hold a research findings forum with stakeholders and agencies to evaluate findings from an industry and agency perspective. Incorporate stakeholder comments into findings and concept of operations. In conjunction with stakeholder

team, identify up to five of the most likely combinations of strategies (that may or may not include strategies in all three focus areas).

**Task 5:** Based on stakeholder and agency input and project analyses, provide a detailed Concept of Operations for each prioritized strategy or combination of strategies that will most likely result in a sustainable market and logistics system on the Missouri River. Also provide a final report documenting the research and development process along with all findings. Allow one month for comments from stakeholders and agencies on draft final report, and revise as needed.

### **Project Schedule:**

The following is an estimate of the project timeline or information on key dates within the project, presuming the project starts near the first of June. Proposals need to include a work plan with a proposed timeline. While alternative timelines will be considered, an extension is unlikely. The project timeline will be finalized during the contracting phase.

**Monthly:** E-mail and phone communications with MoDOT contacts are required to provide on-going updates of progress.

**Last working day of each quarter.** Quarterly updates on work accomplished during the quarter are due on or before the last working day of any March, June, September, and December during the course of the project. Reporting should reflect all meetings, site visits, boat visits, and others. All such visits also need to be documented with high-quality digital images suitable for publications and illustrations. All significant activities and results should include photos and narratives suitable for development into media and promotional materials.

**August 31, 2010:** A baseline inventory of Missouri River facilities is due. The inventory report provides information on private and public port facilities, infrastructure and intermodal connectors. It includes cost estimates for improvements needed to begin or advance operations at the port facility.

**February 26, 2011:** A technical memo is due. This memo details the information to be presented at the forum, one month later. It will be reviewed and updates may be required before the forum.

**April 4, 2011:** Conduct a one-day Stakeholder and Agency Forum meeting to present preliminary results and “Concepts of Operations.” Contractor will coordinate location, date, and fees with MoDOT. For stakeholder and agency participants, any travel and lodging fees are to be covered by individual attendees or their firms.

**April 29, 2011:** Draft of finalized Concepts of Operations and a draft final report is due. One or more revisions should be anticipated. Concepts of Operations should be detailed enough for program development to begin quickly. The final report must have the standard documentation form completed and should have sections consistent with the typical research report. (For final report templates and form see: [www.modot.org/services/OR/orTemplates.htm](http://www.modot.org/services/OR/orTemplates.htm))

**May 31, 2011:** Review of final draft is completed. The time between review and next due date is to allow for final changes and formatting.

**June 30, 2011:** Completed Concepts of Operations and final report are due. Additional time between this due date and the end of the contract is to complete any final corrections. Thus, it is important to complete deliverables by this due date, not the end of the contract.

**July 31, 2011:** Final invoice is due no later than this date.

**August 15, 2011:** Contract ends.

### **Special Notes:**

- A. This research will require expertise in several areas including: Inland waterway development, economics, market development, incentives and transportation, as well as natural resource policy, logistics, and freight development.
- B. Proposers should familiarize themselves with available documentation and reports regarding the Missouri River, including research reports available through:
  - MoDOT: [www.modot.mo.gov/services/OR/byDate.htm](http://www.modot.mo.gov/services/OR/byDate.htm)
  - MARAD, Maritime Administration part of the Department of Transportation: [www.marad.dot.gov](http://www.marad.dot.gov)
  - TRB, Transportation Research Board: [www.trb.org](http://www.trb.org)
  - Army Corps of Engineers, Kansas City: [www.nwk.usace.army.mil](http://www.nwk.usace.army.mil)  
Army Corps of Engineers, Omaha: [www.nwo.usace.army.mil](http://www.nwo.usace.army.mil)
- C. Proposers should also familiarize themselves with information and discussion from the Missouri River Freight Development Forum, December 10, 2009:  
[www.modot.mo.gov/othertransportation/freight](http://www.modot.mo.gov/othertransportation/freight)
- D. Proposers should familiarize themselves with other Missouri River activities and efforts to assess the river, including:
  - MRAPS, Missouri River Authorized Purposes Study: [www.mraps.org](http://www.mraps.org)
  - MRAPS Supplemental Study, US DOT, MARAD.
  - MRRIC, Missouri River Recovery Implementation Committee:  
[www.moriverrecovery.org](http://www.moriverrecovery.org)

The project budget is not to exceed \$900,000. A budget is not to be included in the proposal.

Reporting templates and standard report forms are available from the OR Contract Administrator or the web site: [www.modot.mo.gov/services/OR/orRFP.htm](http://www.modot.mo.gov/services/OR/orRFP.htm)

## **RFP Requirements:**

- Proposals must be no more than 12 pages long, with a font size no less than 11 points. This length limit does not include forms or resumes attached to the proposal.
- The “Standard Requirements” document provides further details and links to the required forms. This is available from the OR Contract Administrator or at:  
[www.modot.org/services/OR/orTemplates.htm](http://www.modot.org/services/OR/orTemplates.htm)
- Proposals will be evaluated by an agency and stakeholder team with knowledge and backgrounds in relevant areas for this project. Selection of the successful proposer will be based on the proposer’s demonstrated knowledge in the required areas, the merit of the proposed methods and approach in achieving the desired goals, the experience and qualifications of the team, the plan for ensuring implementation of results, and the adequacy and availability of the team members to complete the work in a timely manner.

## **RFP Schedule:**

The following timeline must be met for a proposal to be accepted.

Date:	Action:
March 3, 2010	MoDOT posts RFP to the website: <a href="http://www.modot.mo.gov/services/OR/orRFP.htm">www.modot.mo.gov/services/OR/orRFP.htm</a>
March 19, 2010	Written comments or questions must be submitted to OR Contract Administrator.
March 26, 2010	MoDOT will post written responses publicly on the website: <a href="http://www.modot.mo.gov/services/OR/orRFP.htm">www.modot.mo.gov/services/OR/orRFP.htm</a>
April 14, 2010	Written proposals must be submitted to OR Contract Administrator.
May 6, 2010	MoDOT will notify submitters about project selection, or if needed about interviews to finalize selection.

## **Contracting Requirements:**

- The successful team will be required to complete additional documentation and enter into a contract such as a “Standard Research Agreement” or “Task Order.” Applicants should be aware of these additional needs so contracting can proceed in a timely manner.
- Standard contracts, forms, attachment templates and additional information are available from the OR Contract Administrator or the web site:  
[www.modot.org/services/OR/orTemplates.htm](http://www.modot.org/services/OR/orTemplates.htm)

## **Contact Information:**

Proposals must be either hand delivered by close of business, or time stamped / postmarked by midnight (Central Standard Time) on due date indicated below. Please reference the project title since more than one RFP may be due at one time. Electronic proposals are encouraged. They may be faxed or e-mailed to the OR Contract Administrator:

[Karmen.Stockman@modot.mo.gov](mailto:Karmen.Stockman@modot.mo.gov)

Fax: 573 526-4324

Proposal packages may be submitted by mail or hand delivered to:

Organizational Results Contract Administrator

Missouri Department of Transportation

2217 St. Mary's Boulevard, West

PO Box 270

Jefferson City, MO 65109