



REQUEST FOR PROPOSALS (RFP)

Comprehensive Resiliency Program: Land Use and Transportation Planning; Comprehensive Development Strategy; Unified Development Code

Issue Date: January 5, 2011

Deadline: February 18, 2011

The City of Alexandria (COA) seeks to contract with a team of professionals to update Alexandria's Comprehensive Development Strategy with transportation and land use elements and to create a Unified Development Code that includes hazard mitigation, community resiliency, and smart growth.

Questions

Questions regarding this process shall be submitted to the COA at:

Daniel T. Smith
Planning Liaison
(318) 449-5009
daniel.smith@cityofalex.com

Proposal Submission

Six (6) hard copies of each proposal must be received by the COA by 4:00 P. M. on February 18, 2011. All copies of the proposal must be plainly identified as "**Alexandria Comprehensive Resiliency Program**" and delivered or mailed to:

Daniel T. Smith
915 Third St. 2nd Floor
Alexandria, LA 71301
(318) 449-5009

Late Submissions

Proposals received after **4:00 P.M. on February 18, 2011** may not be considered and may be returned unopened.

Section 1: Introduction

1.1 Intent

The City of Alexandria (City; COA) seeks to contract with a team of professionals to craft a Comprehensive Development Strategy with transportation and land use elements to incorporate hazard mitigation and smart growth under the Comprehensive Resiliency Program. The principles identified during the planning process will inform the creation of a Unified Development Code and guide future development in Alexandria towards greater overall community resiliency.

The Alexandria Comprehensive Resiliency Program is funded by a grant from the State of Louisiana Office of Community Development – Disaster Recovery Unit with federal Disaster Recovery Community Development Block Grants. The successful respondent will be responsible for compliance with applicable state and federal CDBG program guidelines, which include but are not limited to equal employment opportunity, anti-discrimination, Section 504 of the Rehabilitation Act of 1973, and Section 3 of the Housing and Urban Development Act of 1968.

Respondents and their agents are strictly prohibited from lobbying staff of the COA at any time in the application and selection process. Failure to comply with this clause shall be grounds for rejection of their submittal.

1.2 Request for Proposals Timeline

RFP Release Date	January 5, 2011
Questions Due	January 26, 2011
Responses Posted	February 4, 2011
Proposal Deadline	February 18, 2011

All firms planning to submit proposals are strongly encouraged to indicate their intent to respond to the COA by sending an email with the subject line “Comprehensive Resiliency Program Intent” to Daniel Smith, daniel.smith@cityofalex.com. The COA will provide all firms that have indicated their intent to respond in this manner with any modifications to the RFP. Please also indicate if your firm is willing to have its name released for partnering opportunities.

1.3 Questions

Answers to questions received in writing at the above email address by January 26, 2011 will be compiled and provided anonymously via email to all firms that have indicated intent by February 4, 2011. Additionally, the COA will post modifications as they are released and the compiled list of questions and responses by February 4, 2011 on the COA website at http://www.cityofalexandriala.com/citygov/city_council/rfps.asp.

Section 2: Scope of Work

2.1 Background and Program Goals

The City of Alexandria, Louisiana seeks a planning and zoning ordinance development process consisting primarily of an update of the City's eighteen-year-old Comprehensive Development Strategy and the creation of a Unified Development Code.

The Comprehensive Development Strategy will serve as the official City of Alexandria comprehensive master plan. It will provide the framework and policy direction for land use decisions and will establish guidelines for the future growth of the community. The Comprehensive Development Strategy shall be composed of a study of existing community conditions, land use patterns, housing conditions and availability, population trends, and roadways and other infrastructure. It must include a discussion of future trends, goals, and objectives for development incorporating sustainability, smart growth, and resiliency throughout.

The Comprehensive Development Strategy will replace Alexandria's most recent comprehensive master plan, *Alexandria 2010*, which was written in 1992, when Alexandria faced the closure of neighboring England Air Park as part of the federal Base Realignment and Closure process. In 1999, the City, with support from the Rapides Foundation, commissioned the Alexandria Urban Master Plan, which programmed capital improvements and recommended zoning changes to Alexandria's Downtown and adjacent urban neighborhoods.

The Comprehensive Development Strategy will focus on drainage, transportation, land use, and housing, as the City has recently completed other elements such as the Fire Station Repositioning Study and the Comprehensive Parks and Recreation Master Plan. GIS mapping of the drainage system is only being offered through a separate competitive RFP. Findings from that effort will be used to analyze drainage deficiencies as part of land use planning recommendations, which must inform and be incorporated into the Comprehensive Development Strategy. Land use recommendations will also rely upon findings from the public input process, trend analysis, and existing conditions and data review.

Conclusions from the Comprehensive Development Strategy will directly inform the second phase of Alexandria's Community Resiliency Program: the creation of a Unified Development Code. The City's current set of land development codes are based on an outmoded system of zoning classifications and development regulations that are often contradictory, ambiguous, and difficult to interpret. After a disaster, the inaccessibility and ambiguity of the City's existing codes could further break down the system of recovery and waste critical government and private sector resources.

Although the population of Alexandria has remained approximately 50,000 people over the last fifty years, the geographic area of the city tripled as large-lot commercial and residential

development has expanded to the west and south. The City's existing set of Euclidian zoning ordinances have enabled and exacerbated this type of development, which stretches public resources, diminishes the effectiveness of City services, contributes to inefficient and inaccessible subdivision development, and causes the "spot zoning" that plagues older areas. To encourage infill development and mitigate the negative effects of sprawl, the City of Alexandria created the SPARC program, which is investing tens of millions of capital dollars into infrastructure projects in distressed neighborhoods and neglected commercial corridors in the inner city to spur private reinvestment and economic activity. The Comprehensive Resiliency Program will build on that success by creating consensus among Alexandria's diverse population through an inclusive planning process and codifying best practices for smart growth and resiliency into Alexandria's development ordinances.

The location of Alexandria just inside the "Hurricane Safe Zone" poses unique challenges and opportunities for city and regional planning. Hurricane Katrina showed the need for the City to be prepared to accommodate thousands of evacuees and new residents when catastrophic storm events hit Coastal Louisiana. On the other hand, days of torrential rain following Hurricane Gustav inundated hundreds of Alexandria homes and businesses, exposing Alexandria's own vulnerability to disaster and reinforcing the need to plan proactively around natural hazard mitigation and floodplain development.

The COA's priority is developing a concise, consistent, fair, pragmatic, forward-looking and easily implementable system of development codes to facilitate safe and equitable development in Alexandria. Preference will be shown toward unique approaches to planning that consider existing conditions and successfully measure outcomes to improve the quality of life of residents and visitors in Alexandria.

2.2 Anticipated Scope of Work

The City will contract with an outstanding team of professionals that values responsiveness to the client, self-motivation, affordability and efficiency, and a willingness to work above and beyond. Smart growth principles must be incorporated into the program's development and methodology, and sustainability, resiliency, and natural hazard mitigation must be woven throughout the recommendations provided by the consultant.

The City expects an integrated Comprehensive Development Strategy and Unified Development Code to regulate future development in Alexandria that include a series of actionable steps and recommendations for implementation. This process will begin with a period of document review and stakeholder interaction followed by a series of public involvement meetings and hearings to create land use and transportation planning elements. These planning elements will be combined with other recent planning elements to update Alexandria's Comprehensive Development Strategy, which will inform the creation of a Unified Development Code for consideration by the Alexandria City Council. It is imperative that the Comprehensive Development Strategy manifested by this process work within and compliment existing plans

and City programs, such as the SPARC infrastructure reinvestment initiative and the City of Alexandria Administration Plan of Action and Priority List for 2011 and Forward, which can be viewed at http://sparccommission.com/2011/01/03/2011_and_forward.

The City expects consultants to review and incorporate concepts from previous planning documents. These plans include but are not limited to previous comprehensive development plans, housing revitalization plans, parks and recreation plans, transportation plans, economic development plans, and hazard mitigation plans (See Section 6). These documents should not be seen as a restraint, but should be used as reference points that will be refined, augmented, and improved upon through the inclusive and participatory planning process.

Strong engagement of the public at-large is critical for the success of the program, especially among traditionally underrepresented and disadvantaged minority populations who were disproportionately impacted by the effects of Hurricane Gustav. Input should be received at multiple stages of the process from the general public and stakeholder groups including but not limited to community and neighborhood organizations; medical, educational, religious, and government institutions; elected and appointed officials; local non-profits, business and industry groups; the legal community; developers and realtors; and other A/E design firms. The consulting team will take the lead on public outreach with City staff providing advice and support.

Land Use Planning: The Land Use Strategy will evaluate the general effectiveness of land use planning in previous comprehensive plans. Data from previous decennial Censuses and other sources will be used in land use and demographic trend analysis for incorporation into the land use planning element. The results of concurrent GIS mapping of the City's drainage system (separate RFP) will be used to analyze deficiencies in the drainage system and to make recommendations for safer land use and development. The City demands a community-driven and data-driven process; in general, all recommendations should be empirically-derived, objective, and defensible.

Smart growth and other planning approaches shall be considered, such as the promotion of infill development, floodplain and storm water management, accessibility to amenities and public services, the cost of annexation to public services and public safety ratings, environmentally sensitive areas, and natural hazard mitigation planning (community inventory of vulnerabilities, risks, and recommendations) and FEMA's NFIP Community Rating System. Housing conditions and availability should also be analyzed.

Transportation Planning: Transportation planning, land use planning, and housing are highly interrelated. The consultant is expected to work with City of Alexandria engineering staff and District 08 of the Louisiana Department of Transportation to develop and not duplicate transportation recommendations, particularly those that can be incorporated into the new Unified Development Code, and to develop a capital improvement prioritization plan.

The Transportation Strategy should focus on actionable solutions pertaining to global traffic movement, current inner looping patterns, bottlenecking, access management, and life-cycle resiliency for the major highways leading in and through the City of Alexandria. It is anticipated that the majority of the analysis of local transportation will address state-owned highways. The Transportation Strategy will also consider how best the City and La DOTD can implement contraflow, large-scale transit events, emergency evacuation route planning, and other methods to address complex and unplanned contingencies. A global understanding of growth and hazard resiliency in the transportation system must lead the effort, but other persistent priority issues that should be addressed include connectivity, public transit planning, evacuee and residential transit, bicycle and pedestrian planning, and intermodal transportation systems (including freight movement).

Unified Development Code: The COA expects codes that encourage the most appropriate uses of land according to policies developed in the Comprehensive Development Strategy. At a minimum, they must protect public health and the environment from the risk of natural and man-made hazards, maintain the value of property, and decrease traffic congestion and provide transportation alternatives. Specific attention must be given to the integration of these policies into zoning and building codes.

Moreover, the COA seeks ordinances including, but not limited to, codes that incorporate:

- Storm water runoff reduction and progressive drainage techniques;
- Transportation circulation, access management, and traffic;
- Transportation alternatives (mobility, walkability, and bikeability, etc.);
- Neighborhood connectivity and emergency vehicle access;
- Crime Prevention Through Environmental Design (CPTED);
- Alternate building methods and types;
- Forward-looking subdivision codes and building site codes;
- Scaled development impact fees and/or flood risk development fees;
- Flexible use and form-based code overlay districts;
- Historic preservation overlay districts; and
- Housing and Fair Housing.

Codes should also incorporate steps to streamline the review, approval, and permitting process after either a man-made or natural disaster.

The project team should include a mechanism in the comprehensive planning process that includes a feedback loop or other method to periodically and thoroughly assess both the rate of growth and change taking place in the community and the progress and success in implementing the plan's goals.

The Project Methodology and Approach section of the proposal narrative must be responsive to the draft scope of work presented in this RFP, but respondents may propose to add or modify

scope items if it can be shown that such changes are beneficial to the project. Consultants should be familiar working in cities similar to Alexandria, but the City expects original and unique deliverables related specifically to Alexandria's past practices, its existing conditions, and its future needs.

2.3 Deliverables

Expected deliverables include reports on document review, public input, and risk assessment; land use and transportation elements under the umbrella of a new Comprehensive Development Strategy; and drafts and a final set of new development ordinances or a Unified Development Code (see Section 6).

All responses to this proposal should outline deliverables to the Client. The final deliverables should include, but are not limited to:

- Eight (8) reproducible hard copies, a print-ready PDF file, and an original editable version of the Comprehensive Development Strategy for the City of Alexandria;
- Maps showing recent trends in population and development and future land use (all maps addressing geographic components shall be delivered in GIS shape files to be incorporated into the City's existing GIS system);
- An interactive educational and outreach website to discuss the Comprehensive Development Strategy and Unified Development Code, as well as receive public input during the planning process (designed, maintained, and updated by the consultant team, with input from the City);
- A semi-annual newsletter designed by the consultant team to be printed and dispersed by the client to update the public on the planning process;
- An implementation strategy with measurable benchmarks; and
- Reproducible hard copies of the Unified Development Code (number TBD).

Please indicate in the RFP your firm's ability to deliver all map data in GIS format (.dwg, etc.).

Section 3: Rules Governing Competition

3.1 Addenda, Rejection and Cancellation

The COA reserves the right to revise any part of the RFP by issuing an addendum to the RFP at any time prior to the submission deadline. Issuance of this RFP in no way constitutes a commitment by the COA to award a contract. The COA reserves the right to accept or reject, in whole or part, all proposals submitted and/or cancel this announcement if it is determined to be in the best interest of the COA. All materials submitted in this response become the property of the COA and selection or rejection of a proposal does not affect this right. The COA also reserves the right, at its sole discretion, to waive administrative informalities contained in the RFP. The COA will post modifications when released at http://www.cityofalexandriala.com/citygov/city_council/rfps.asp. Respondents and their agents are strictly prohibited from lobbying staff of the COA at any time in the application and selection process. Failure to comply with this clause shall be grounds for rejection of their submittal.

3.2 Preparation Costs

The COA will not be responsible for costs associated with preparing the proposal, or for costs including attorney fees associated with any challenge (administrative, judicial or otherwise) to the determination of the highest-ranked applicant and/or awarded contract and/or rejection of qualifications. By submitting a proposal each respondent agrees to be bound in this respect and waives all claims to such costs and fees.

3.3 Confidentiality and Disposition

The content of all proposals will be kept confidential until the award of the contract. All materials submitted in response to this RFP shall become the property of the COA. One copy shall be retained for the official files of the COA and will become public record after award of the contract.

3.4 News Releases

News releases pertaining to the award resulting from this RFP shall not be made without prior written approval of the COA.

3.5 Modification of Proposals

A respondent may withdraw a proposal at any time prior to the final submission date by sending written notification of its withdrawal, signed by an agent authorized to represent the agency. The respondent may thereafter submit a new or modified proposal prior to the final submission date. Modifications offered in any other manner, oral or written, will not be considered. A final proposal cannot be changed or withdrawn after the time designated for receipt, except for modifications requested by the COA after the date of receipt.

3.6 Oral Change/Interpretation

No oral change or interpretation of any qualification contained in this RFP is valid. Written addenda will be issued when changes, clarification, or amendments to the RFP are deemed necessary by the COA.

Section 4: Proposal Instructions

4.1 Proposal Submission

Six (6) copies of the proposal must be received by the COA by 4:00 p.m. on Friday, February 18, 2011. It is recommended that all proposals be submitted via certified mail or other commercial courier service in order for the applicant to have a written record of delivery. All copies of the proposal must be plainly identified as “Alexandria Comprehensive Resiliency Program” and delivered or mailed to:

Daniel T. Smith
915 Third St. 2nd Floor
Alexandria, LA 71301
(318) 449-5009

4.2 Signature Requirements

All letters of transmission must be signed and sealed by an officer or other agent of a corporate firm, if authorized to sign contracts on their own behalf; a member of partnership; the owner of privately-owned firm; or other agent if properly authorized by a Power of Attorney or equivalent document. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.

4.3 Letter of Transmission

1. Identify the RFP for which the proposal has been prepared.
2. Briefly state the firm’s understanding of the services to be performed and make

a positive commitment to provide the services as specified.

3. Provide the names of the persons authorized to serve as point of contact and to represent the respondent’s firm, their titles, addresses, phone numbers, and e-mail addresses.

4.4 Required Attachments

1. Resumes for key principals of the firm, the Project Manager, and any proposed sub-contractors.
2. Evidence of professional liability insurance for the prime-consultant.

4.5 Recommended Attachments

The COA recommends the inclusion that a proposed organizational chart showing the relationships and division of labor between the City of Alexandria, the prime-consultant, and any sub-consultants.

The COA also recommends the inclusion of a proposed project flowchart and/or timeline in the proposal. Gantt Charts are preferred but not required.

4.6 Late Submissions

Proposals received after 4:00 p.m. on Friday, February 18, 2011 will not be considered and will be returned unopened after contract award.

4.7 Proposal Narrative

1. Firm Experience

- Detail the firm's experience and performance in the same or similar areas of expertise and its adaptability to provide the required services for the project, including consensus building working with low-income/diverse communities.
- Provide at least three (3) references for which your firm has provided the same or similar services. Include a point of contact, current telephone number, and description of the services provided.

2. Project Manager

- Provide detailed information on the qualifications and relevant experience of the Project Manager as it relates to the required services.

3. Key Project Staff and Sub-Consultants

- Identify other key project staff, along with their availability, to provide services on behalf of the firm.
- If any sub-consultants are to be used, they shall be clearly identified in the proposal. The consultant shall notify the COA in writing of changes in key staff and the COA shall have the right to terminate or renegotiate the contract if these changes will affect the work product or time schedule.

4. Business Profile and Available Resources

- Provide information on the size, resources, personnel resources, current workload and brief history of the firm, indicating access to the services necessary to perform the work in the time available and within the required standard.
- Describe the firm's location where the primary services are to be provided and the ability to meet in person during the performance of this contract.

5. Project Methodology and Approach

- Provide detailed information on the firm's methodology in meeting the scope of work requirements in Section 2.
- Describe the overall approach to the project and any details unique to the firm.

6. Proposal Budget

- The proposed budget for this project is \$417,000.00. Identify proposed allocations for budget categories including public outreach, existing data review, transportation planning, land use planning, organizational and policy recommendations, draft and final ordinances, and project management and coordination. Please include estimated hours and proposed hourly rates.
- Respondents will receive seven (7) points for staying within budget and gain one (1) point for each \$10,000.00 below the proposed budget limit, up to a maximum of three (3) extra points.

4.8 Selection Factors

Proposals will be scored out of 100 total possible points based on the following factors:

1. Experience of the team with similar planning work specifically including diverse public input processes; comprehensive land use, transportation, and development planning; hazard mitigation and risk evaluation; and drafting and implementing development ordinances **(20 points)**.
2. Personnel on the team such as the project manager, key project staff, and sub-consultants that have the educational background, knowledge, and technical expertise to shepherd the project with professionalism, precision, and enthusiasm **(20 points)**.
3. Capacity of the team to complete the work in a proper and timely manner given team members' current workload, staff availability, resources, and commitment **(20 points)**.
4. Methodology of the team that demonstrates a thoughtful approach unique to this project and among firms; is responsive to the specific conditions of Alexandria; and conforms to the scope of services as described in Section 2 **(30 points)**.
5. Budget for the proposal according to the formula as set forth in Section 4.7.6 **(10 points)**.

Section 5: Evaluation and Selection Process

5.1 Proposal Evaluation Period

Selection is anticipated to be announced within sixty (60) days of the proposal deadline. All offers must be complete and irrevocable for ninety (90) days following the date of submission.

5.2 Proposal Evaluation and Selection

A committee of individuals representing COA will perform an evaluation of the proposals based on the point system identified in Section 4.5. The committee will rank the proposals as submitted, and the COA reserves the right to award the contract solely on the written proposals depicted.

The COA also reserves the right to request oral interviews. The purpose of the interviews with the highest-ranking firms is to allow expansion upon the written responses. All interviews would be scheduled and held on the same day in Alexandria. The final selection will be based on the ranking of firms achieved on the second rating, if performed. The same criteria will be used during the second evaluation as for the first. The highest-ranked applicant(s) after the interviews, if performed, will be recommended to the City Council for selection and may be invited to enter into final negotiations with the COA for the purposes of contract award.

5.3 Contract Negotiation Period

The COA reserves the right to terminate negotiations with any applicant should it be in its best interest. If an agreement cannot be reached with the highest-ranked applicant, the COA will notify the applicant and terminate negotiations. The second-highest applicant may be contacted for negotiations. This process may continue until successful negotiations are achieved.

5.4 Contract Time

The consultant shall proceed with the services specified herein after the execution of this contract and upon written Notice to Proceed from the COA for each task. The overall contract time to complete this project is estimated to be thirty (30) months with an option to renew up to thirty-six (36) months. The delivery schedule for each task shall be negotiated between the consultant and the COA.

5.5 Minority and/or Disadvantaged Business Enterprise (DBE) Firm Participation

Under the City of Alexandria's AFEAT (Alexandria Fairness, Equality, Accessibility, and Teamwork) Program, participation by minority and/or disadvantaged business enterprise firms is encouraged. The AFEAT Program should be inquired about through the Division of Finance. The goals for qualifying disadvantaged, minority and female owned business in the use of professional service agreements with prime contractors will help effectuate the goals of increasing: the competitive viability of small business, minority, and women business enterprise by providing contract, technical, educational, and management assistance; business ownership by small business persons, minority persons, and women (including professional service opportunities); and the procurement by the City of professional services, articles, equipment, supplies, and materials from business concerns owned by small business concerns, minority persons, and women.

Prime contractors offering subcontracting should take specific action to ensure that a *bona fide* effort is made to achieve maximum results towards meeting the established goals. Primes shall document efforts and shall implement steps at least as extensive as the following in a good faith effort to reach or exceed the established goals:

- A. Establish and maintain a current list of minority and female owned businesses in Alexandria, in Rapides Parish, and in the State of Louisiana.
- B. Document and maintain a record of all solicitations of offers for subcontracts from minority or female contractors and suppliers in Alexandria, in Rapides Parish, and in the State of Louisiana.
- C. Secure listing of minority and women owned businesses from the City of Alexandria Purchasing Department, the Central Louisiana Business Incubator, and the State of Louisiana Department of Minority Affairs.
- D. Participate in associations which assist in promoting minority and women owned businesses such as the Central Louisiana Business League, the Central Louisiana Business Incubator, and the Entrepreneurial League System.
- E. Designate a responsible official to monitor all activity made in the effort to achieve or exceed the established goals; record contacts made, subcontracts entered into with dollar amounts, and other relevant information.

For more information on AFEAT and the City of Alexandria's Diversity in Action Initiative, and to explore a local and statewide directory of small, minority, and disadvantaged businesses, please visit <http://www.diversityinaction.org>.

Section 6: Additional Information

Existing Alexandria Planning Organizations

- Rapides Area Planning Commission
- Alexandria/Pineville Metropolitan Planning Organization
- Alexandria Zoning Commission and Alexandria Board of Adjustment and Appeals
- Kisatchie-Delta Regional Planning and Economic Development District
- Louisiana Department of Transportation and Development District 08
- Greater Alexandria Economic Development Authority
- Alexandria Historic District Preservation Commission

Existing City, Parish, Regional, and State Plans

- Alexandria 2010: Comprehensive Development Strategy (1992)
- “McElroy” Plan (2003)
- Alexandria Urban Master Plan (1999)
- Fire Station Repositioning Study (2006)
- Housing Revitalization Master Plan (2009)
- Comprehensive Parks and Recreation Plan (2009)
- S.P.A.R.C. Hotels Initiative Downtown Market Study, Alexandria LA (2009)
- Kisatchie-Delta Comprehensive Economic Development Strategy (2010)
- Alexandria HUD Five-Year Consolidated Strategy and Plan (2010)
- Alexandria/Pineville Metropolitan Transportation Plan 2029 (2005; update underway)
- City/Parish Emergency Operations Plan
- Rapides Parish Evacuation & Sheltering Plan
- Louisiana Statewide Transportation and Infrastructure Plan (2008)
- State of Louisiana Watershed Plan
- Rapides Parish All Hazards Plan (2010) and Rapides Parish Hazard Mitigation Plan (2011)

Recommended Reading

Alexandria Comprehensive Resiliency Pilot Program original grant application and table of anticipated deliverables:

http://www.cityofalexandrialala.com/citygov/city_council/rfps.asp

City of Alexandria Administration Plan of Action and Priority List for 2011 and Forward:

http://sparccommission.files.wordpress.com/2011/01/outline_of_2011_forward_plan.pdf

“Accountability and Objective Criteria Assessment for Development,” Executive Order No. JMR2007-2, Alexandria Mayor Jacques M. Roy:

http://www.cityofalexandrialala.com/documents/Executive_Order_JMR2007_2.pdf

Executive Order establishing the City of Alexandria Diversity in Action Initiative, Executive Order No. JMR2009-1, Alexandria Mayor Jacques M. Roy:
http://www.cityofalexandrialala.com/documents/Executive_Order_JMR2009_1.pdf

S.P.A.R.C. Program Background Information:
<http://www.sparccommission.com/>

Louisiana Department of Transportation Complete Streets Policy, July 2010.
http://www.dotd.la.gov/administration/policies/Signed_Complete_Streets_Policy_20100718.pdf

“Planning for Natural Hazards: Key Elements of a Comprehensive Plan,” Oregon Department of Land Conservation and Development and the Community Planning Workshop, July 2000.
http://www.oregon.gov/LCD/HAZ/docs/landslides/02_elements.pdf

Carruthers, John I. and Úlfarsson, Gudmundur F., “Does ‘Smart Growth’ Matter to Public Finance?” *Urban Studies*, June 2007.
http://www.huduser.org/publications/pdf/jic_gfu_rep_0602.pdf

Leinberger, Christopher B. and Doherty, Patrick C., “The Next Real Estate Boom,” The Metropolitan Program of the Brookings Institution (November 2010).
http://www.brookings.edu/articles/2010/11_real_estate_leinberger.aspx

Schwartz, Bernard L., “Redressing America's Public Infrastructure Deficit,” New America Foundation, June 2008.
http://www.newamerica.net/publications/policy/redressing_america_s_public_infrastructure_deficit