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Streetscape: Rebuilding an Oakland Neighborhood After the 1991 Firestorm

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Streetscape: Rebuilding an Oakland Neighborhood After the 1991 Firestorm

**AdHoc Council on Replanting Needs
Claremont Woodlands Phoenix Assoc &
ACORN**

January 1995

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Streetscape: Rebuilding an Oakland Neighborhood After the 1991 Firestorm

AdHoc Council on Replanting Needs
Claremont Woodlands Phoenix Assoc & ACORN



The University-Oakland Metropolitan Forum is a partnership of the University of California at Berkeley; California State University, Hayward; Mills College; Holy Names College; the Peralta Community College District; and the Oakland community.

University of California at Berkeley
Institute of Urban and Regional Development

Claremont Woodlands Phoenix Association
1993 and 1994

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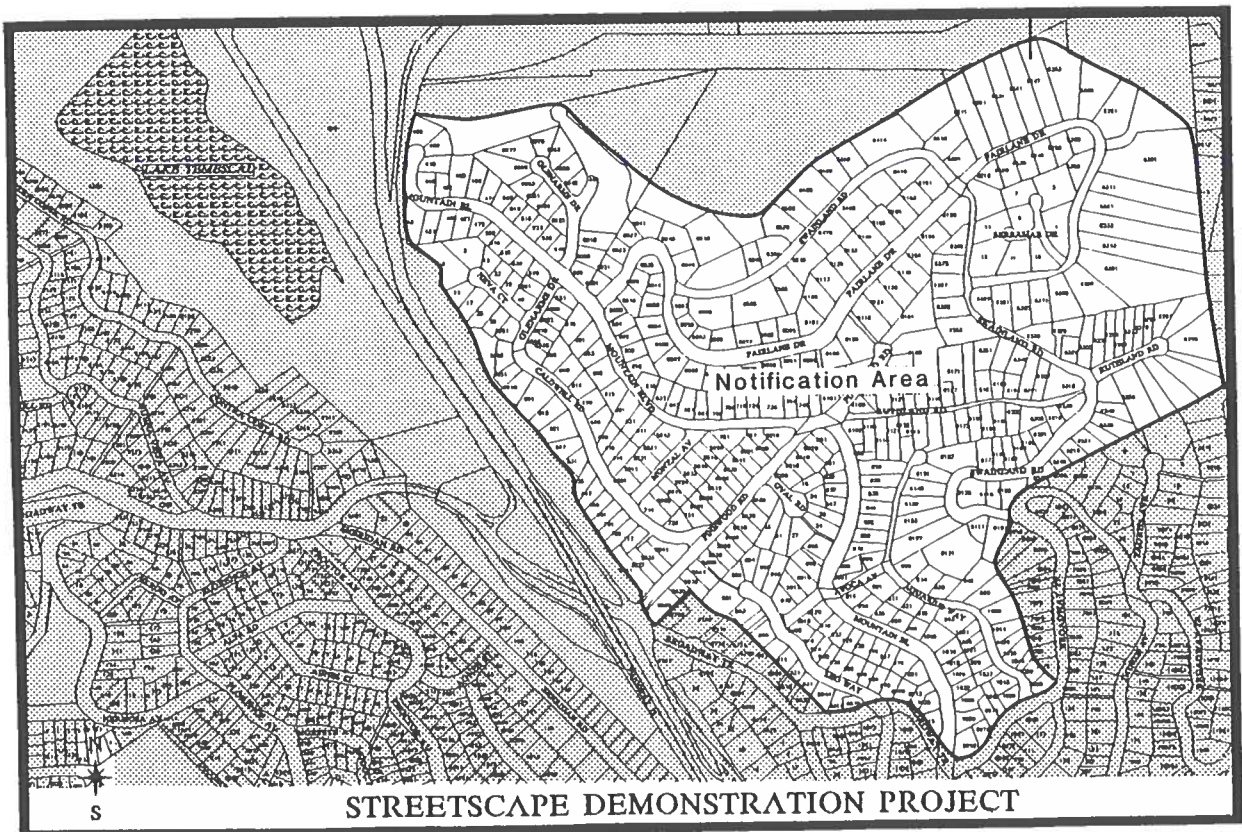
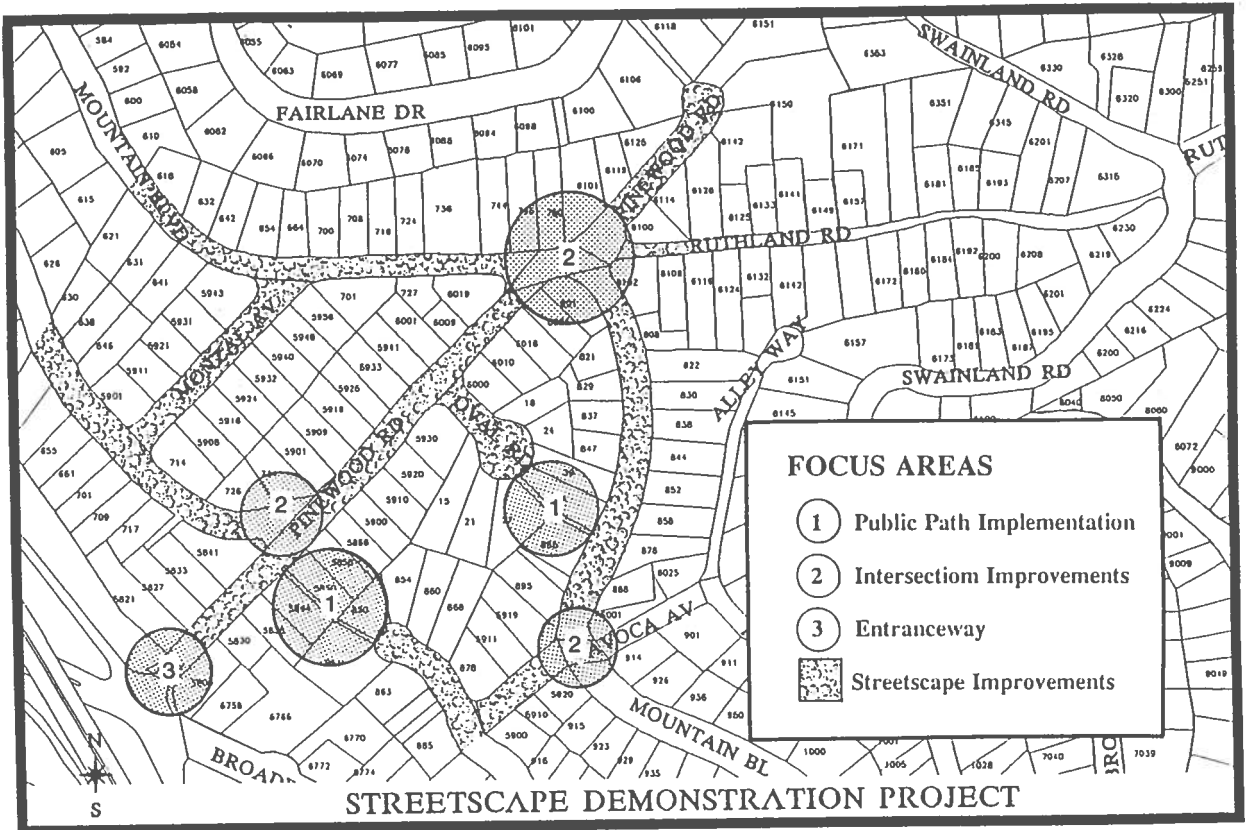
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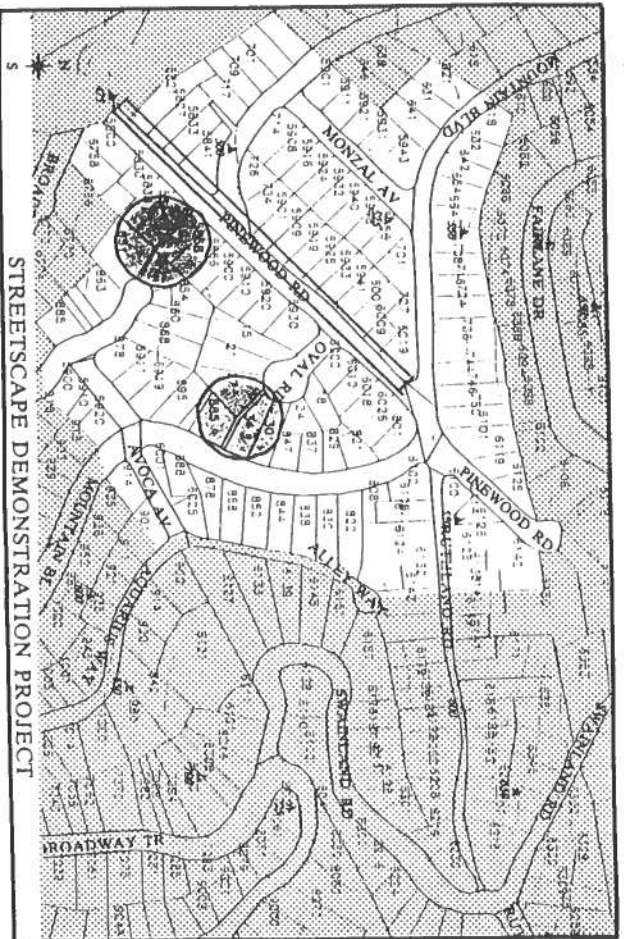
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PUBLIC PATHS

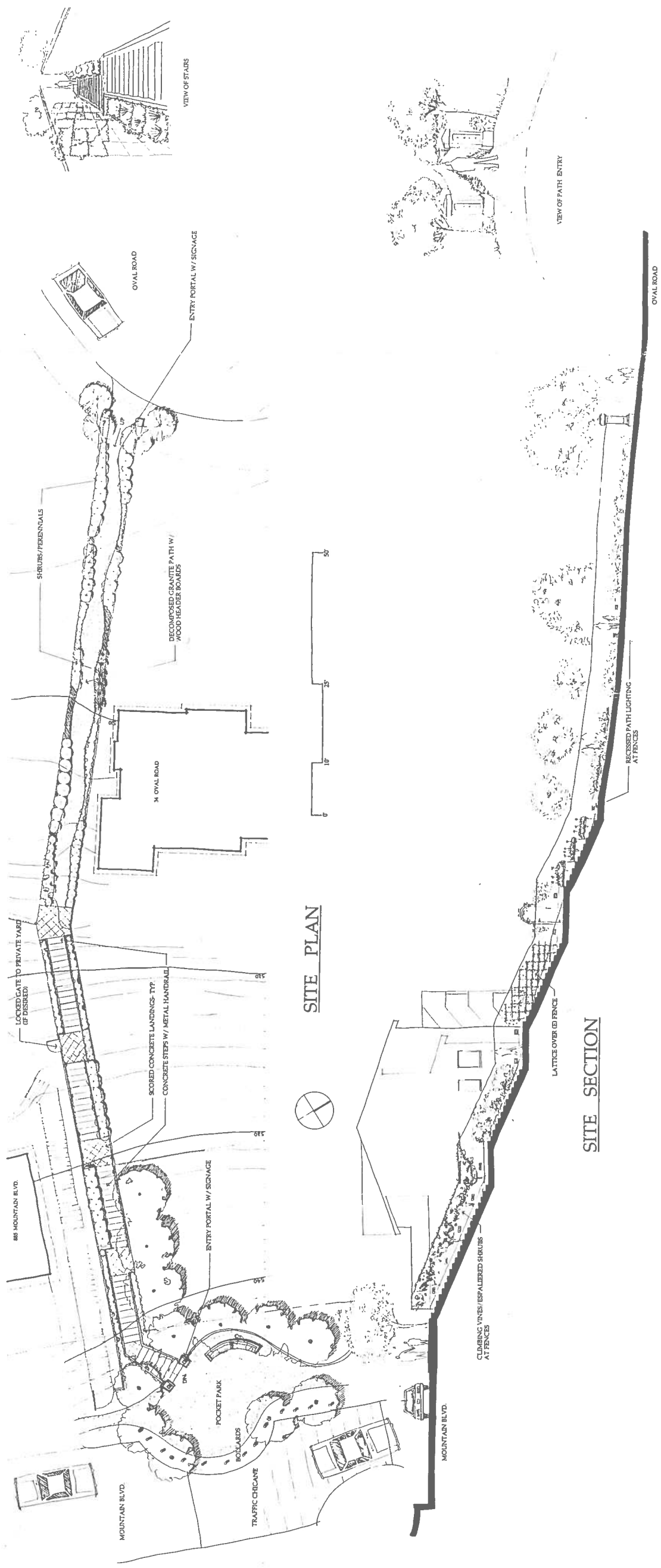
CONCERNS

- PEDESTRIAN CIRCULATION CURRENTLY UNSAFE, NO EXISTING INFRASTRUCTURE IN PROJECT AREA
- UNDEVELOPED PUBLIC PATH EASEMENTS BETWEEN STREETS ARE WEED PATCHES AND DUMPING GROUNDS
- UNDEVELOPED PUBLIC PATHS ARE CONGREGATING AREAS FOR UNDESIRABLE ACTIVITIES
- ADJOINING NEIGHBORHOODS USED PUBLIC PATHS FOR EVACUATION FROM THE FIRE STORM, THIS WAS NOT AN OPTION HERE DUE TO STEEP SLOPES, SCRUB VEGETATION, ETC.

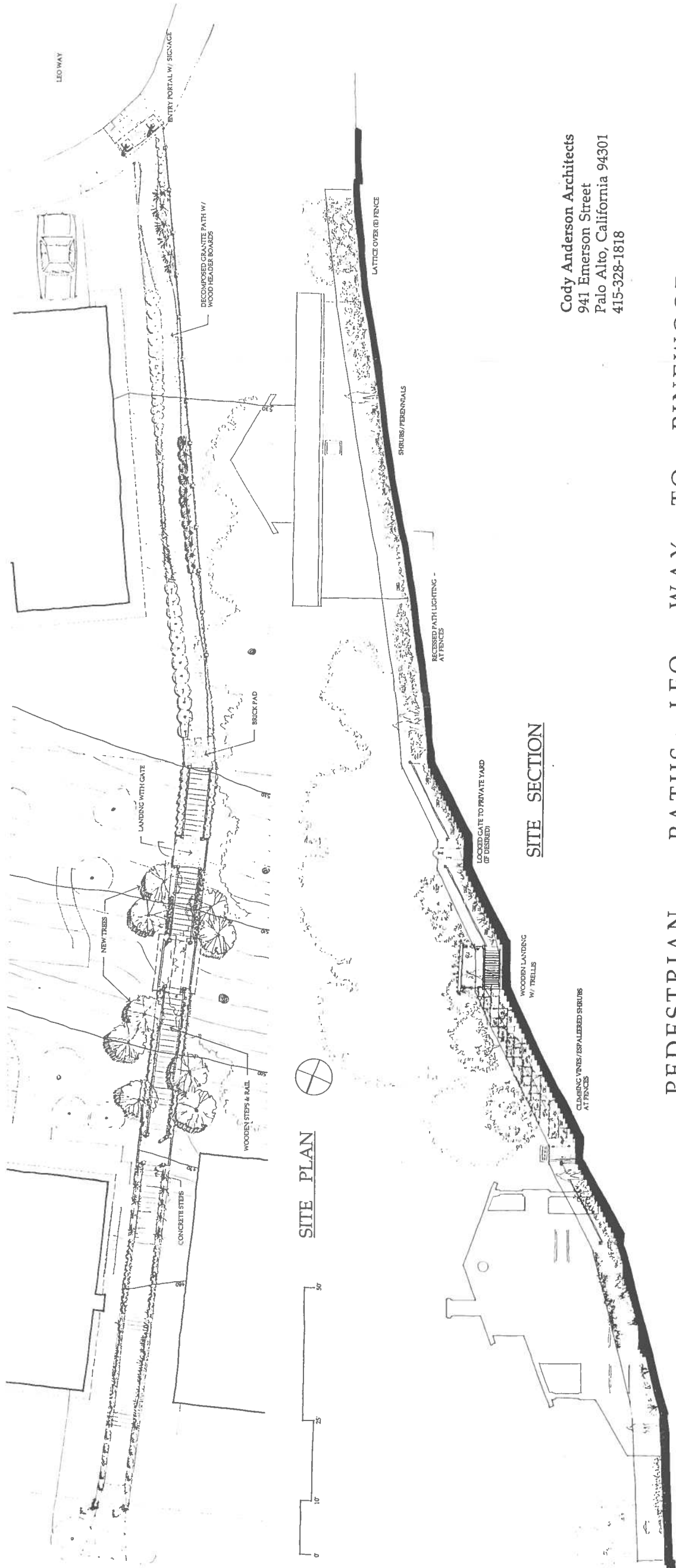


GOALS

- TO PROVIDE AN INVITING AND SAFE PEDESTRIAN ENVIRONMENT, PROVIDING AN ALTERNATIVE TO AUTO USE
- DEVELOP PUBLIC PATHS IN A DESIGN STYLE ENHANCING THE OVERALL FEEL OF THE NEIGHBORHOOD
- PROVIDE A PUBLIC PATH ALONG PINEWOOD, IN A 'RURAL' STYLE WITH NO CURBS AND GUTTERS



PEDESTRIAN PATHS: MOUNTAIN BLVD. TO OVAL ROAD



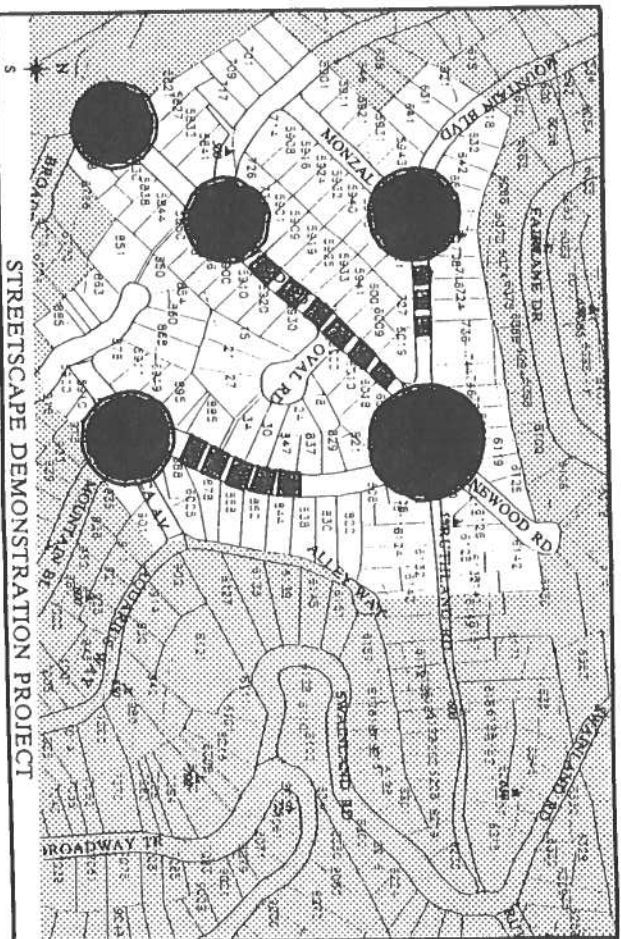
Cody Anderson Architects
941 Emerson Street
Palo Alto, California 94301
415-328-1818

PEDESTRIAN PATHS: LEO WAY TO PINEWOOD ROAD

TRAFFIC

CONCERNS

- PINELAND 'STRAIGHT-AWAY' SPEED PROBLEM HAS BEEN AGGRAVATED BY LOSS OF TREES AND VEGETATION WHICH SERVED VISUALLY SLOW CARS DOWN.
- FIVE-WAY INTERSECTION IS DANGEROUS AND CONFUSING.
- THE FOUR OTHER INTERSECTIONS ARE AWKWARD AT BEST, SOME DANGEROUS
- PROTECT AREA IS CURRENTLY UNSAFE FOR PEDESTRIANS



GOALS

- IDENTIFY APPROPRIATE SPEED REDUCTION MEASURES AT KEY POINTS
- RE-DESIGN INTERSECTIONS TAKING ADVANTAGE OF LARGE PUBLIC RIGHT-OF-WAY AREAS TO PROVIDE FOR SAFE AND ATTRACTIVE ALTERNATIVES
- DETERMINE PARKING RESPONSIBILITIES, COORDINATE WITH PUBLIC PATHS AND USE STREET TREES FOR SPEED CONTROL

VEHICULAR CIRCULATION RECOMMENDATIONS

See *Neighborhood Traffic Management Tool Kit* handout for specific traffic control ideas.

Most pressing issue is speed of traffic along Pinewood straightaway, followed closely by speed on Mountain. On Mountain at Monzal speed control needed. On Mountain between Pinewood and top of pedestrian path, speed control needed.

Traffic circle at Pinewood/Mountain/Ruthland intersection strongly desired.

Circle can take any shape, not just a circle.

Traffic circles work best every 300' to 500' apart if multiples are to be used.

Possible circle at Caldwell/Pinewood. Possible four way stop.

Place circles, chokers etc., to enhance ideas generated from pedestrian circulation sub-committee.

Goal is to encourage design elements which visually narrow the perception of the width of streets.

Address issue of traffic speed and visibility problem at Avoca/Mountain/Leo area. Consider four way stop at Avoca/Mountain. Consider making Avoca or Leo one way.

Speed humps should be the last resort but may be useful in conjunction with other control elements.

Consider use of paving that is raised and of a different texture than that of the street.

Explore use of Gateway at Pinewood/Broadway Terrace to slow traffic.

Intersection: Pinewood / Mountain / Ruthland

1. Traffic Circle / Monument

- In a practical way, the circle serves to slow and direct traffic flow
- textured raised paving also helps accomplish this goal
- a rolled curb helps to reduce pavement area visually while allowing easy access for emergency vehicles
- the monument at the center can be a focal point for the neighborhood. I & S form and content will be determined by the residents.

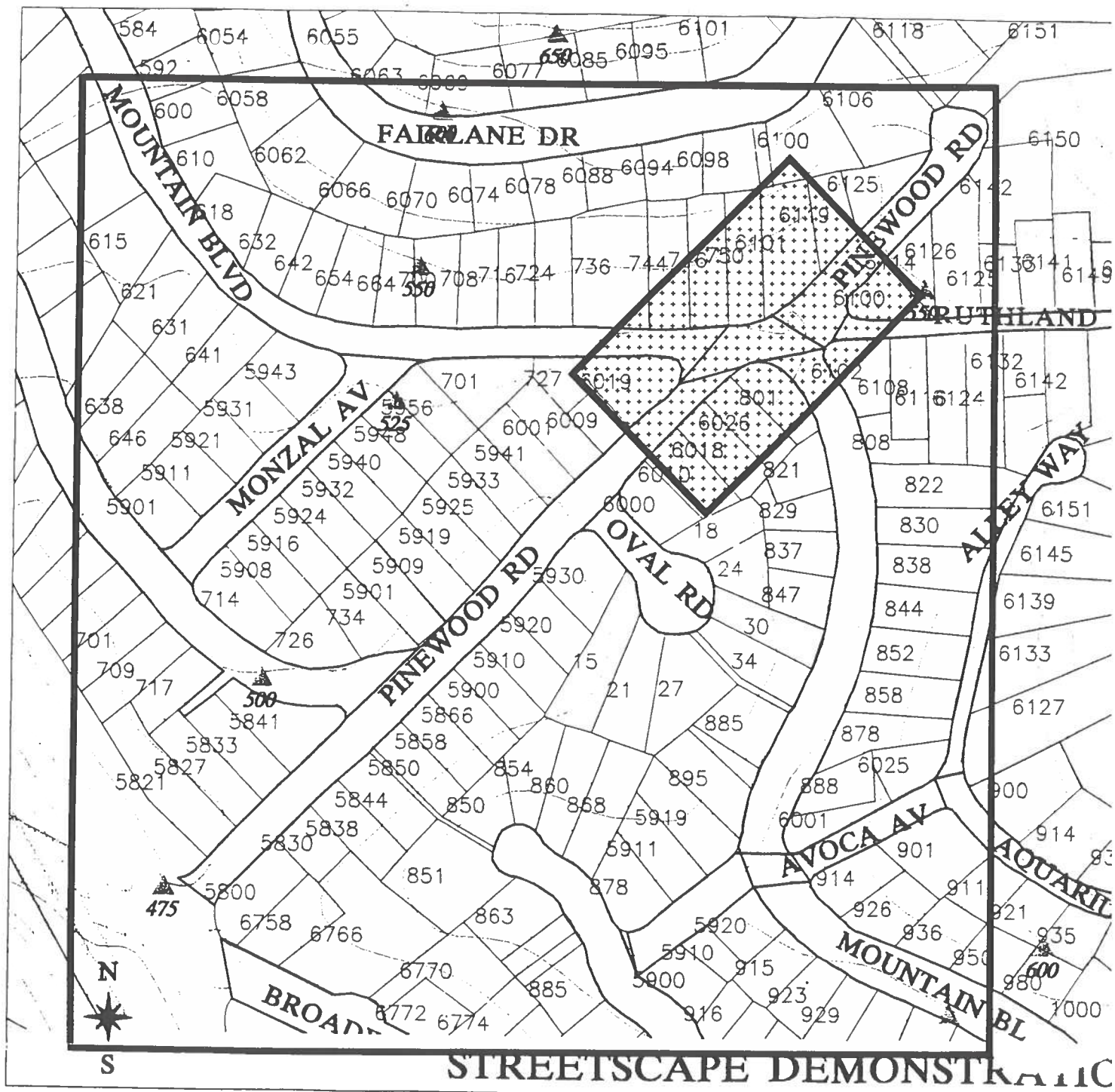
2. Pocket Park

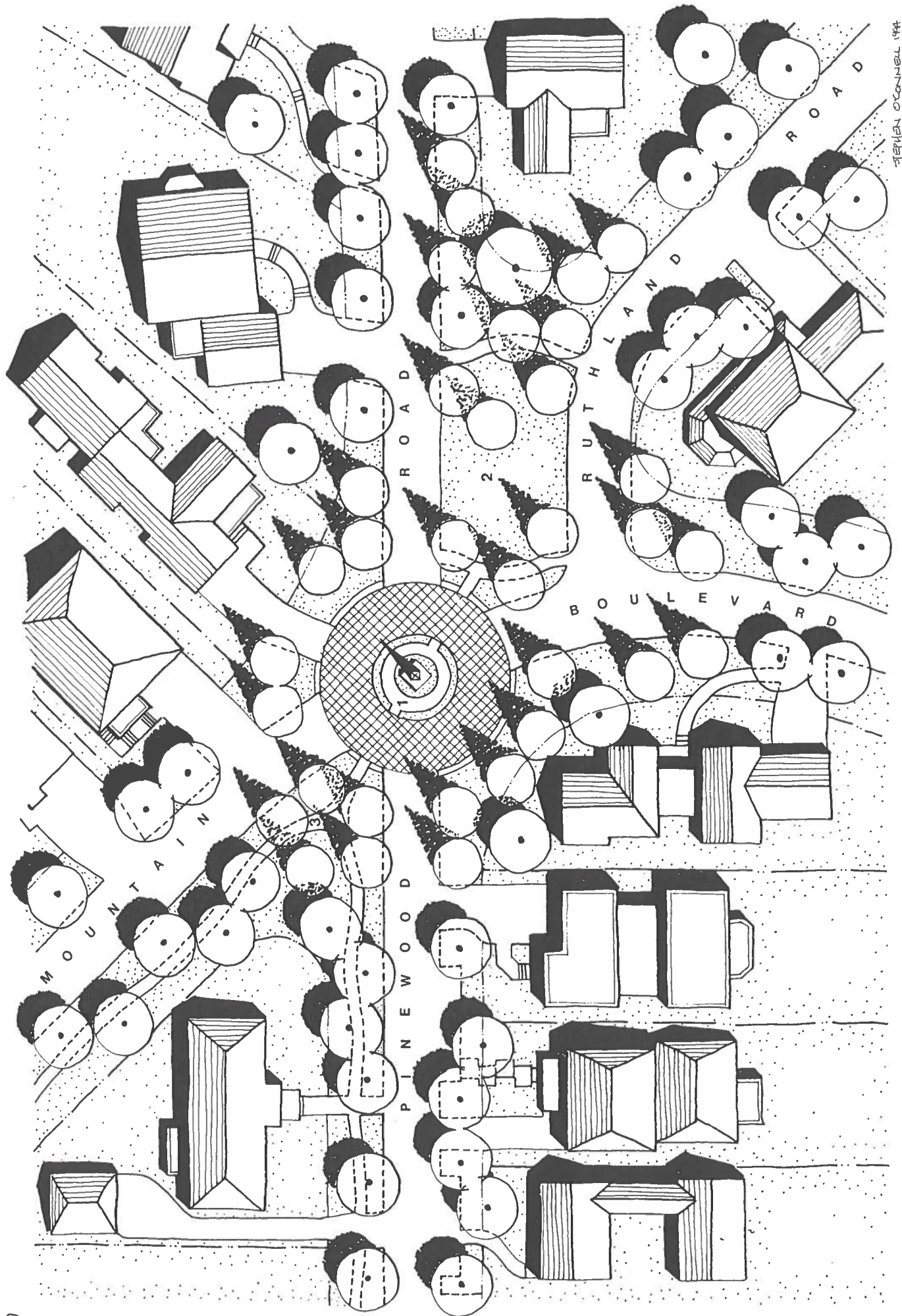
- created solely from currently existing excess paving
- a small, quiet space, the park can serve as a meeting place for the residents
- the realignment of this intersection serves to improve traffic safety as well as providing neighborhood amenities

3. Pathway

- the Pinewood Road pathway continues up from Broadway Terrace and travels a short distance on Mountain blvd.
- this is an informal, meandering path of decomposed granite.

[“probably make into prose, not bullets” -SO]





JOHN O'CONNOR 1944

Mountain Blvd. / Avoca Chicane

1. Traffic Chicane

- this traffic slowing device has two purposes. One is to squeeze vehicles into a confined space, thereby reducing speed. The other is to enlarge public space opportunities on both sides of Mountain Blvd.
- the abutting property is actually a rear yard. The right of way at this point is quite wide. Combined with the chicane, this provides for a comfortable park space at the top of the proposed public stairs connecting Mountain Blvd. with Oval Road.

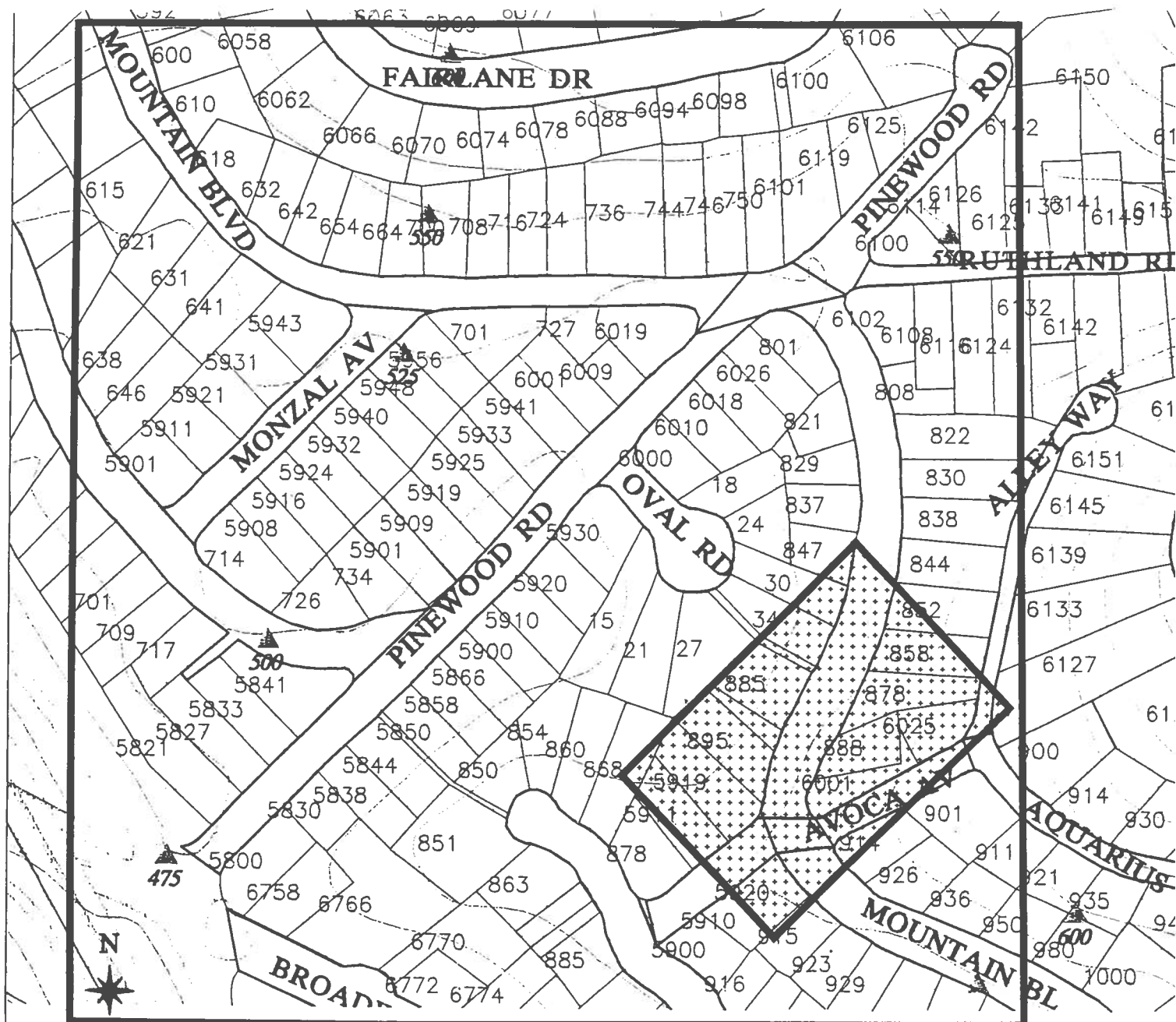
2. Mountain / Oval Public Stairs

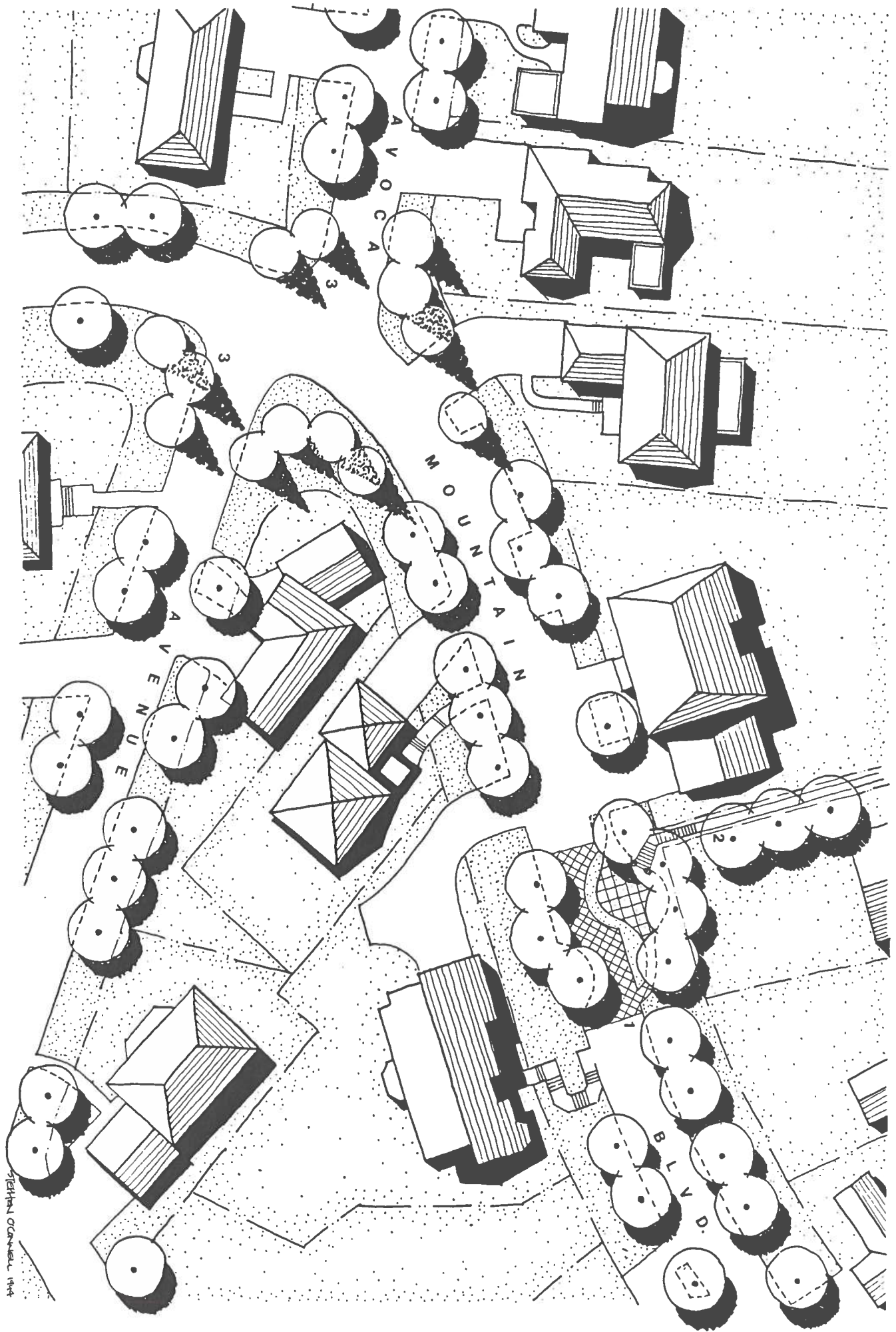
- see page 3 for detailed drawings

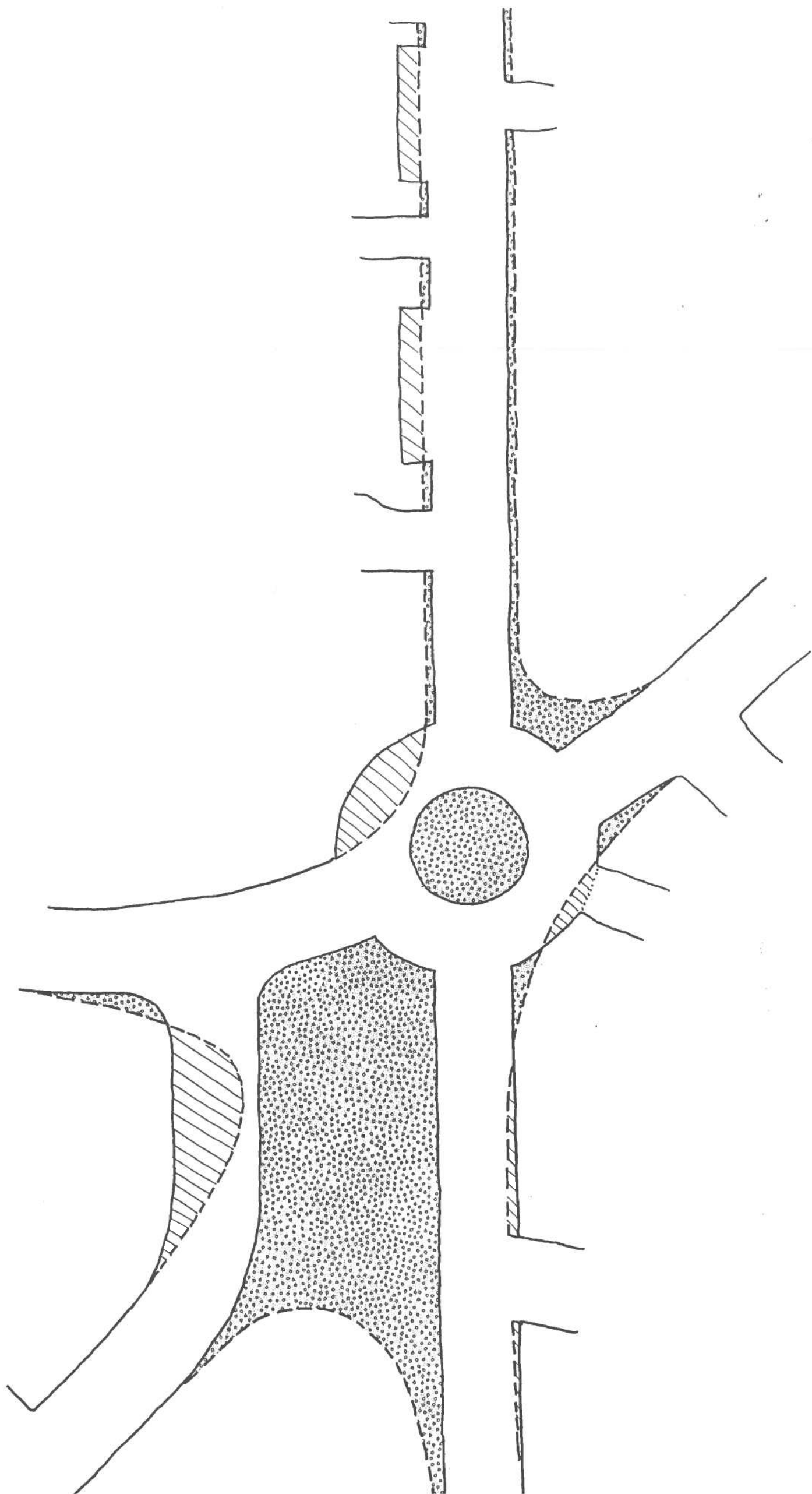
3. Avoca / Mountain Intersection

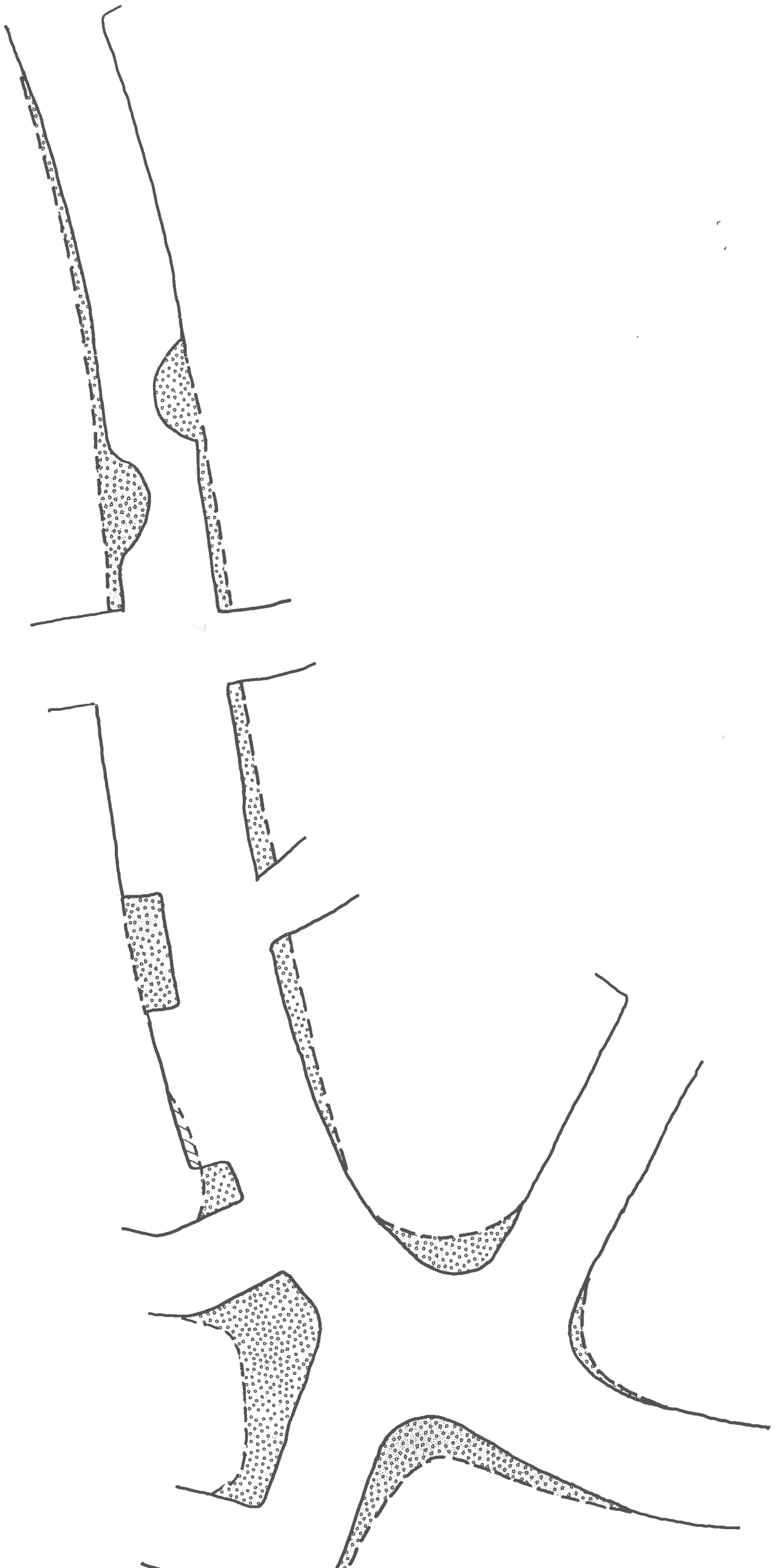
- the realignment of this intersection improves traffic safety while providing increased landscape area in the public right of way.

["probably make into prose, not bullets" -SO]









Entranceway: Broadway Terrace / Pinewood Road

1. Neighborhood Gateway
 - announces entry into neighborhood
 - re-aligned pavement allows for additional open space
 - textured, raised crosswalk helps reduce speed of traffic

2. Speed Hump / Trellis
 - textured, raised crosswalk slows traffic in this long, straight stretch of Pinewood Road
 - trellis structure announces entrance to public path and serves to visually narrow roadway for speed control

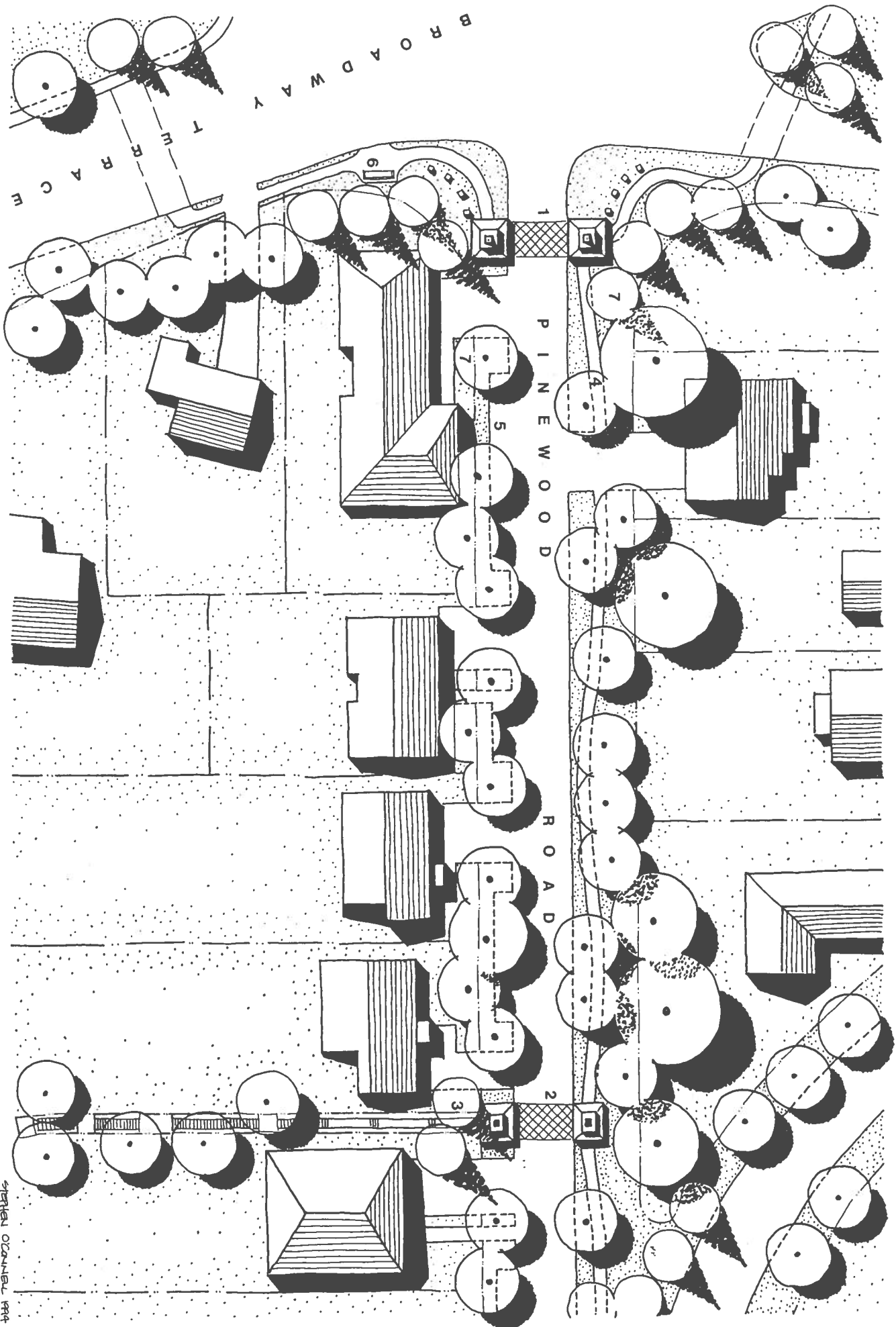
3. Public Path and Stairs
 - will provide a pedestrian link between Pinewood Road and Leo Way
 - see page 4 for detailed drawings

4. Meandering Path
 - will stretch the length of Pinewood
 - made of decomposed granite for an informal, woodsy feel

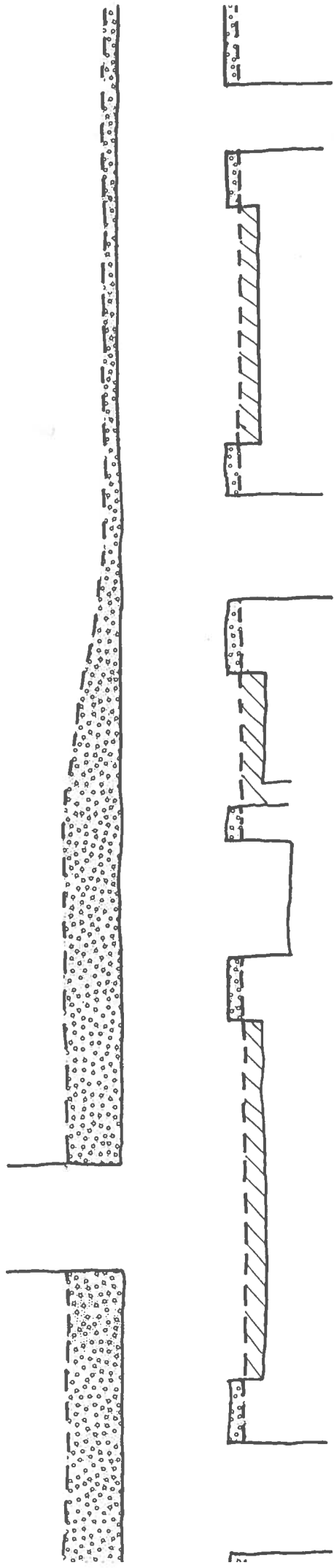
5. Pocket Parking
 - parking restricted to this side of street
 - 6-foot wide parking bays

6. Bus Stop
 - improved bus stop waiting area

[“probably make into prose, not bullets” -SO]



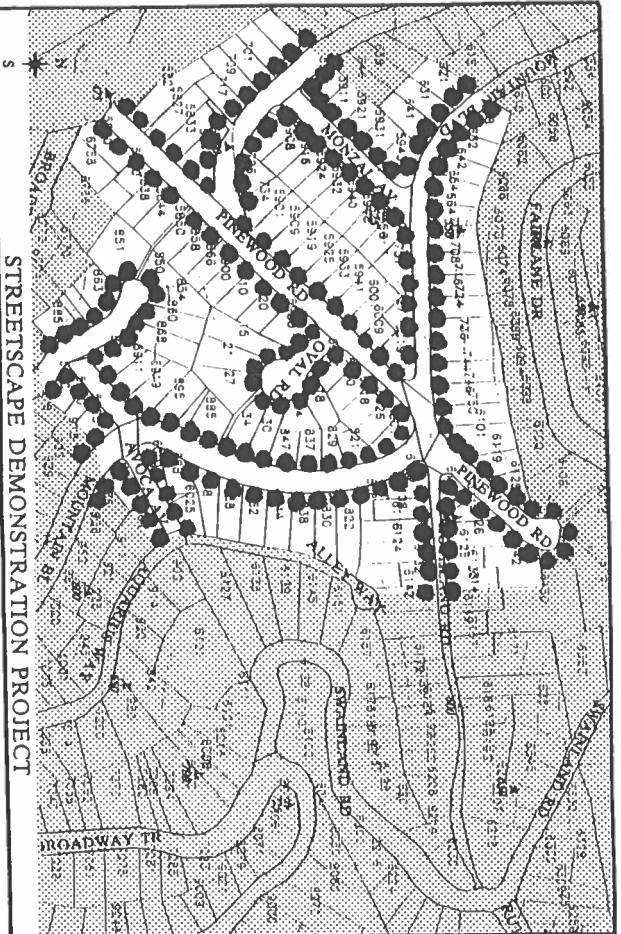
STATION 02/00/00/00



LANDSCAPE

CONCERNS

- LANDSCAPE PRIOR TO THE FIRESTORM PROVIDED A VERY STRONG IDENTITY FOR THE NEIGHBORHOOD
- NEW CONSTRUCTION IS LARGER THAN BEFORE, NONE OF IT SCREENED BY LANDSCAPE
- RIGHT-OF-WAYS ARE VERY WIDE AND PROVIDE AMPLE SPACE FOR LANDSCAPE ENHANCEMENT
- HOW DO WE COORDINATE WITH EXISTING AND RECENTLY INSTALLED PLANTINGS?
- DO WE TRY TO RE-CREATE WHAT ONCE EXISTED, OR DO WE ADOPT STRATEGY TO FIRE SENSITIVE DESIGN OPTIONS?



GOALS

- TO RE-CREATE, AS REASONABLY AS POSSIBLE THE AMBIANCE WHICH ONCE EXISTED.
- FOCUS ON NATIVE, DROUGHT TOLERANT PLANT MATERIALS
- PARTICIPATION BY INDIVIDUAL HOMEOWNERS SHOULD BE ENCOURAGED, NOT MANDATED

PLANTING AND LIGHTING RECOMMENDATIONS

PLANTING

Strong preference for indigenous plant materials.

Deer proof.

As fire resistive and drought tolerant as possible, but purely aesthetic considerations should take precedence.

A wooded appearance and feel is strongly desired, utilizing as many evergreens as possible.

Discourage lawns, curbs, gutters and similar "suburban" elements.

Explore possibility of formal canopy as well as "random" placement of clusters of trees and shrubs.

Develop suggestions in threes; 3 large trees, 3 medium trees, 3 small trees, 3 large shrubs, 3 medium shrubs, 3 small shrubs, 3 ground covers, and 3 vines.

Develop a list of suggested front yard, streetscape plantings (from edge of pavement to house). Make more specific recommendations for both steep uphill and downhill conditions especially considering 5' front yard set backs.

Develop a list of suggested plantings for rear and side yards.

LIGHTING

City to display 5 options for decorative lighting near country club on Broadway Terrace by end of year.

Lighting should occur approximately every 150 feet along streets, staggered on both sides of street.

Low lighting which will not shine into yards is recommended for public paths.

SPECIAL FEATURES

On Mountain at the top of the public path leading to Oval, develop a small pocket park within the public right of way.

Park might contain a bench, a butterfly and hummingbird garden, some sort of remembrance to the fire, etc.

Possibility of gateway entrance at Broadway Terrace and Pinewood.

Planting and design options for traffic circles, chokers and other options developed for traffic control.

*****DRAFT*****DRAFT*****DRAFT*****DRAFT*****

PLANT LIST FOR CLAREMONT WOODLANDS STREETSCAPE DEMONSTRATION PROJECT

California natives

Botanical Name

Common Name

TREES

<i>Acer circinatum</i>	Vine Maple
<i>Acer macrophyllum</i>	Bigleaf Maple
<i>Aesculus californica</i>	California Buckeye
<i>Alnus rhombifolia</i>	Alder
<i>Arbutus menziesii</i>	Madrone
<i>Cercis occidentalis</i>	Western Redbud
<i>Quercus agrifolia</i>	Coast Live Oak
<i>Sequoia sempervirens</i>	Redwood

SHRUBS

<i>Adenostoma fasciculatum</i>	Chamise
<i>Arctostaphylos Bakeri</i> 'L. Edmunds'	Manzanita
<i>Arctostaphylos</i> 'Howard McMinn'	Manzanita
<i>Arctostaphylos</i> 'Dr. Hurd'	Manzanita
<i>Arctostaphylos edmundsii</i> 'Carmel'	Manzanita
<i>Arctostaphylos hookeri</i> 'Wayside'	Manzanita
<i>Arctostaphylos</i> 'Emerald Carpet'	Manzanita
<i>Arctostaphylos uva-ursi</i> 'Pt. Reyes'	Manzanita
<i>Artemisia californica</i>	Coast Sagebrush
<i>Artemisia californica</i> 'Canyon Gray'	Prostrate Sagebrush
<i>Baccharis pilularis</i>	Dwarf Coyote Brush
<i>Baccharis pilularis consanguinea</i>	Coyote Bush
<i>Carpenteria californica</i>	Bush Anemone
<i>Ceanothus gloriosus</i> 'Emily Brown'	Ceanothus
<i>Ceanothus griseus horizontalis</i>	Ceanothus
<i>Ceanothus griseus</i> Louis Edmunds'	Ceanothus
<i>Ceanothus hearstiorum</i>	Ceanothus
<i>Ceanothus rigidus</i> 'Snowball'	Ceanothus
<i>Ceanothus thyrsiflorus</i> 'Skylark'	Ceanothus
<i>Ceanothus</i> 'Concha'	Ceanothus
<i>Ceanothus</i> 'Dark Star'	Ceanothus
<i>Ceanothus</i> 'Frosty Blue'	Ceanothus
<i>Ceanothus</i> 'Joyce Coulter'	Ceanothus
<i>Ceanothus</i> 'Julia Phelps'	Ceanothus
<i>Ceanothus</i> 'Ray Hartman'	Ceanothus
<i>Ceanothus</i> 'Snow Flurry'	Ceanothus

Cercocarpus betuloides
Botanical Name

Mountain Mahogany
Common Name

Cornus stolonifera
Corylus cornuta californica
Dendromecon harfordii
Diplacus aurantiacus
Eriogonum arborescens
Eriogonum crocatum
Eriogonum fasciculatum
Eriogonum giganteum
Eriogonum grande rubescens
Fremontodendron californicum
Galvezia speciosa
Garrya eliptica
Heteromeles arbutifolia
Holodiscus discolor
Lavatera assurgentiflora
Lupinus albigifrons
Mahonia aquifolium
Mahonia nevinii
Mahonia pinnata
Mahonia repens
Malacothamnus arcuatus
Myrica californica
Philadelphus lewisii
Physocarpus capitatus
Prunus illicifolia
Prunus lyonii
Rhamnus californica 'Eve Case'
Ribes aureum
Ribes sanguineum
Ribes speciosum
Ribes viburnifolium
Rosa californica
Rhus integrifolia
Rhus ovata
Salix lasiolepis
Salvia brandegii
Salvia clevelandii
Salvia leucophylla
Salvia melifera
Salvia melifera 'Terra Seca'
Salvia 'Aromas'
Sambucus mexicana
Symphoricarpos albus
Vaccinium ovatum

Creek Dogwood
Western Hazelnut
Bush Poppy
Monkey Flower
Wild Buckwheat
Saffron Buckwheat
Common Buckwheat
Wild Buckwheat
Buckwheat
Flannel Bush
Bush Snapdragon
Coast Silktassel
Toyon
Ocean Spray
Bush Mallow
Bush Lupine
Oregon Grape
Mahonia
Mahonia
Dwarf Oregon Grape
Malacothamnus
Pacific Wax Myrtle
Western Mock Orange
Ninebark
Holly-leaf Cherry
Catalina Cherry
Coffee berry
Golden Currant
Pink Current
Fuchsia Current
Evergreen Current
California Rose
Lemonade Berry
Sugarbush
California Willow
Black Sage
Cleveland Sage
Sage
Black Sage
Prostrate Sage
Sage
Blue Elderberry
Snowberry
Huckleberry

VINES

Clematis lasiantha
Lonicera hispidula

Clematis
Calif Honeysuckle

Botanical Name**Common Name****HERBACEOUS PERENNIALS**

Achillea borealis	Pink Yarrow
Achillea millefolium	White Yarrow
Adiantum pedatum	Five-finger Fern
Asarum caudatum	Wild Ginger
Dicentra formosa	Bleeding Heart
Dryopteris arjuta	Wood Fern
Fragaria californica	
Fragaria chiloensis	Sand Strawberry
Heuchera maxima	Allum Root
Heuchera micrantha	Allum Root
Mimulus guttatus	Monkeyflower
Oxalis oregana	Redwood Sorrel
Penstemon 'Blue Bedder'	Penstemon
Polystichum munitum	Western Sword
Romneya coulteri	Matilija Poppy
Rubus parviflora	Thimbleberry
Salvia spathaceae	Sage
Satureja douglasii	Yerba Buena
Tiarella cordifolia	Fringe Cups
Tolmiea menziesii	Piggy-back Plant
Vancouveria hexandra	Vancouveria
Woodwardia fimbriata	Chair Fern
Zauschneria californica	California Fuchsia

GRASSES & GRASS LIKE PLANTS

Calamagrostis nutkaensis	Reed Grass
Elymus glaucus	Western Rye Grass
Elymus triticoides	Rye Grass
Equisetum hyemale	Horsetail
Festuca californica	Fescue Bunchgrass
Festuca idahoensis	Fescue Bunchgrass
Hystrix californica	Bunchgrass
Juncus sp.	Rush
Muhlenbergia rigens	Deergrass
Stipa pulchra	Purple Needlegrass

BULBS & BULB LIKE PLANTS

Allium sp.	Wild Onion
Brodiaea sp.	Brodiaea
Chlorogolum sp.	Soap plant
Iris douglasiana	Douglas Iris
Iris incominata	Iris
Iris - Pacific Coast	Pacific Coast
Sisyrinchium bellum	Blue-eyed Grass
Sisyrinchium californicum	Yellow-eyed Grass

Botanical Name**Common Name****ANNUALS & BIENNIALS**

Clarkia amoena
Clarkia concina
Collinsia heterophylla
Eschscholzia californica
Lasthenia glabrata
Layia platyglossa
Nemophila menziesii

Farewell-to-Spring
Clarkia
Chinese Houses
California Poppy
Gold Fields
Tidy Tips
Baby Blue Eyes

PLANT LIST

Botanical Name

Common Name

Exotic species, more or less harmonious with the California landscape

TREES

Arbutus unedo	Strawberry Tree
Pistacia chinensis	Chinese Pistache
Quercus ilex	Holly Oak
Schinus molle	California Pepper

SHRUBS

Abelia grandiflora	Abelia
Berberis thunbergii	Japanese Barberry
Buddleia davidii	Butterfly Bush
Cistus hybridus (C. corbariensis)	White Rockrose
Cistus palhinhae	White Rockrose
Cistus purpureus	Orchid Rockrose
Cistus salvifolius	Sageleaf Rockrose
Cistus skanbergii	Pink Rockrose
Cistus 'Doris Hibberson'	Pink Rockrose
Cistus 'Sunset'	Pink Rockrose
Cistus 'Warley's Rose'	Pink Rockrose
Correa 'Carmine Bells'	Australian Fuchsia
Cotoneaster microphyllus	Rock Cotoneaster
Echium fastuosum	Pride of Madeira
Escallonia fradesii	Escallonia
Feijoa sellowiana	Pineapple Guava
Grevillea rosmarinifolia	Rosemary Grevillea
Lantana montividentis	Lantana
Lavandula dentata	French Lavender
Lavandula stoechas	Spanish Lavender
Lavandula vera	English Lavender
Loropetalum chinense	Loropetalum
Myrtus communis	Myrtle
Nandina domestica	Heavenly Bamboo
Phlomis fruticosa	Jerusalem Sage
Rosmarinus off. 'Prostratus'	Prostrate Rosemary
Rosmarinus off. 'Tuscan Blue'	Upright Rosemary
Ruta graveolens	Rue
Solanum rantonnetii	Bush Solanum
Sollya heterophylla	Blue Bells
Spiraea vanhouttei	Spirea
Viburnum tinus 'Spring Bouquet'	Viburnum
Westringia rosmariniformis	Westringia
Yucca gloriosus	Spanish Dagger

Botanical Name**Common Name****VINES**

Bougainvillea 'Barbara Karst'	Bougainvillea
Bougainvillea 'San Diego Red'	Bougainvillea
Clematis armandii	Evergreen Clematis
Distictus buccinatoria	Blood Red Trumpet
Hardenbergia comptoniana	Lilac Vine
Jasminum polyanthemum	Jasmine
Lonicera hildebrandiana	Burmese Honeysuckle
Rosa banksiae	Lady Bank's Rose
Solanum jasminoides	Potato Vine

HERBACEAOUS PERENNIALS

Acanthus mollis	Bear's Breach
Achillea fillipendullina	Yellow Yarrow
Achillea 'Apple Blossom'	Yarrow
Anemone japonica	Japanese Anemone
Artemisia 'Powis Castle'	Artemisia
Artemisia 'Silver Mound'	Artemisia
Asparagus sprengeri	Asparagus Fern
Aspidium capense	Leatherleaf Fern
Bergenia crassifolia	Bergenia
Campanula poscharskyana	Bellflower
Centranthus ruber	Valerian
Centaurea cineraria	Dusty Miller
Cerastium tomentosum	Snow-In-Summer
Chrysanthemum maximum	Shasta Daisy
Chrysanthemum parthenium	Feverfew
Coreopsis lanceolata dwarf	Coreopsis
Dryopteris erythrosora	Autumn Fern
Erigeron karvinskianus	Mexican Daisy
Erigeron 'Moerheimii'	Pink Mexican Daisy
Erysimum 'Bowles Mauve'	Wallflower
Gaura lindheimeri	Gaura
Gazania 'Mitsua Yellow'	Gazania
Geranium incanum	Cranesbill
Helianthemum nummularium	Sunrose
Helichrysum petiolatum	Helichrysum
Heuchera sanguinea	Coral Bells
Iberis sempervirens	Candytuft
Kniphofia uvaria	Red Hot Poker
Leonotis leonurus	Lion's Tail
Limonium perizii	Statice
Nepeta musinii	Catmint
Oenothera berlandieri	Evening Primrose
Penstemon 'Huntington Pink'	Penstemon
Penstemon 'Midnight'	Penstemon
Phlomis fruticosa	Jerusalem Sage
Rubus calycinioides	Rubus
Salvia leucantha	Mexican Purple
Santolina chamaecyparissus	Grey Santolina
Santolina virens	Green Santolina

26

Botanical Name**Common Name**

Scaevola humilis
Senecio cineraria
Sidalcea malviflora
Stachys lanata
Tagetes lemonii
Thymus citriodorus
Thymus serpyllum
Verbena bonariensis
Verbena tenuisecta

Scaevola
Dusty Miller
Checkerbloom
Lamb's Ears
Bush Marigold
Lemon Thyme
Creeping Thyme
Verbena
Verbena

GRASSES & GRASS LIKE PLANTS

Carex buechananii
Miscanthus sinensis
Pennisetum alopecuroides
Pennisetum rubrum

Leatherleaf Sedge
Bunchgrass
Fountain Grass
Red Fountain Grass

BULBS & BULB LIKE PLANTS

Alstroemeria ligtu
Amaryllis belladonna
Allium sp.
Freesia spp.
Hemerocallis hybrids
Iris - Bearded
Leucojum aestivum
Moraea iridioides
Muscari armeniacum
Narcissus
Scilla peruviana
Tulbaghia violacea
Watsonia sp.
Zephyranthes candida

Peruvian Lily
Pink Naked Lady
Wild Onion
Freesia
Daylilies
Bearded Iris
Snowflake
Fortnight Lily
Grape Hyacinth
Daffodil
Peruvian Scilla
Society Garlic
Watsonia
Fairy lilly

Elements for Consideration in the Investigation of Funding Sources and Implementation of Objectives

1. Speed Bumps:

- The process began in May in Oakland.
- 29 streets were designated.
- At this point there has been no special provision for fire zone streets.
- Presently, the City is awarding contracts for the second phase of their speed bumps installation program. 28 streets have been selected for this program to begin in January.
- The third phase, for which the Streetscape Demonstration Project might prepare, should take six months to one year to complete.
- 500 streets are requesting petitions for consideration during the third phase of installation.
- As of 1 December, 130 petitions had already been submitted for consideration.
- The AC Transit route through the neighborhood prior to the fire, if service is to resume, might affect the likelihood of approval for speed bumps.
- Cost for speed bumps: \$4,500 per block

2. Street Lights:

- City of Oakland has established a street light demonstration exhibit. Residents may select lighting from a palette of available light fixtures.
- Funding must be secured if decorative lighting fixtures are selected. Traditional cobra fixture costs will be covered and a credit toward purchase is available for communities selecting a different type of lighting.
- Coordination will be required with surrounding districts for potentially lowered costs of street light installation.
- See attached sheet of streetlight options.

3. Street Widening or Narrowing/Traffic Circles

- Street widening normally is not done on residential streets experiencing no increase in traffic flow.
- It is important to stay in touch with the council member for support and expediting the process.
- Weekly traffic committee meetings are organized for issues to be introduced to many departments and be informally discussed for input on safety considerations. Participating departments include Police, Engineering, Development Services, Public Works, etc.
- Meetings discuss what is proposed, who is impacted by proposals in terms of the provision of city services, and how departments should participate and respond to the implementation of the proposal.
- Safety is a key consideration for traffic engineers and street designers.
- Formalized method of providing evidence of resident support is petition process. See attached petitions. Additional petitions are available from the Traffic Engineering and Parking Division.
- Groups are strongly encouraged to attend the City-sponsored public meeting on methods for dealing with traffic safety, held 31 January.

Pocket Parks

- The City of Oakland develops pocket parks. Private funding will expedite their development.
- A sculptural gateway that is planted is likely to be maintained as a park and then would require approval and construction through the Park Services Department. An unplanted gateway would be developed through the Office of Public Works.
- A key consideration in planted strip/pocket park development is maintenance. Maintenance is defined as basic care. Water is an important cost-evaluating factor.
- Donated trees and landscaping materials can be used to cut costs.
- The development of landscaped pedestrian pathways with stairs may be subject to certain disabled access regulations.

General

The best-organized groups will be the most successful in meeting their goals.

Funding is an important element of each objective. Traditional limits might be pushed if outside funding is available. The fact that this is a demonstration project suggests that funding that might not otherwise be available could become available if innovative development procedures are followed.

Careful coordination of all involved parties is important in the timely management of the rebuilding phase. Private contractors not working with City schedules can create significant setbacks in the timeline.