

Fort Ord Reuse Authority Pilot Deconstruction Project

In Progress Status Report
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THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT



FORA-UCSC Extension-U.S. ARMY PILOT DECONSTRUCTION PROJECT

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Introduction

A significant shock wave hit the Monterey Region in January 1991. The Fort Ord Military Reservation (Fort Ord) was on the first list of proposed military base closure and realignments.

Monterey Region residents were greatly concerned. Fort Ord was a piece of their existence and history, the home of tens of thousands of soldiers since it had opened in 1917. Moreover it had become a key to the economic health of the region, taking a position alongside the agricultural and tourist industries and the educational institutions.

Not surprisingly, the public and private sectors launched a fight to keep Fort Ord open. Simultaneously, many were starting to consider what would be the best uses for the 45 square mile base if the military departed for good.

Fort Ord's closure, one of the largest base closures in the United States, could have created an economic disaster. Clearly, action had to begin quickly. It was. Only five days after the proposal to close Fort Ord was announced, then-Congressman Leon Panetta appointed a task force of community leaders to assist in evaluating what the impact would be on the region if the end of Fort Ord as the area knew it occurred.

Cornerstones quickly became economic development, education and the environment. Economic advances at the expense of the environment would not be tolerated. The area's beauty is a central reason why the quality of life is a standard that attracts visitors from all over the world.

The task force that Congressman Panetta convened appointed covered seven issues; land use; economic development; education; housing; utilities and infrastructure; pollution cleanup, and health, community and public services. Intensive work occurred. In June 1992, the task force's efforts resulted in the publication of a Fort Ord Community Task Force Strategy Report. Shortly thereafter the local communities formed the Ford Ord Reuse Group to initiate reuse work.

In September 1993, Secretary of Defense William Perry visited the base and determined the reuse efforts to be a national model for base conversion. Local efforts had received special recognition and would be used to help areas impacted by base closings. President Clinton's Five Point Base Closure Program - job centered property disposal, easy access to transition and redevelopment help, fast-track cleanup, transition coordinators at all major base closures, and larger economic development planning grants - were being followed. They still are.



In December 1993, State Senator Henry Mello proposed Senate Bill 899 to create a Fort Ord Reuse Authority (FORA) as the successor to the informal Fort Ord Reuse Group. Its mission is to prepare, adopt financing and implement a plan for the former Fort Ord. Key areas include plans for land use, transportation systems, conservation of land and water, recreation and an operations business plan.

FORA is the governing body that oversees the transition of the former military base at Fort Ord to civilian usage. It has jurisdiction over 45 square miles in one of the most beautiful areas in the world, on California's coastline.

FORA is governed by a 13-member board consisting of three members of the Monterey County Board of Supervisors, two City Council members each from the cities of Marina and Seaside and one City Council member each from the cities of Carmel, Del Rey Oaks, Sand City, Monterey, Pacific Grove and Salinas. There are also several ex-officio non-voting members including the University of California, California State University, Monterey Peninsula College, and state and federal elected officials.

The following development is planned:

- Commercial - Light industrial research and development business parks and retail.
- Hospitality - Resort complexes and conference centers.
- Residential - Wide selection of single and multi-family housing.
- Recreational - Golf courses, tennis, equestrian center, hiking, mountain biking and other eco-tourism activities.

FORA, through the cooperation of public and private sectors, has developed this plan to attract corporations and industries that value both a quality of life with a business atmosphere that produces high-output employees. Approximately 365 people are now employed at the former military base, only a small fraction of the 18,000 expected by the year 2015. The reuse efforts to convert the former base were commended by President Clinton during his visit over the Labor Day weekend in 1995. "This thing we celebrate today is a decision that you made for yourselves, your children and your grandchildren," President Clinton told a cheering Labor Day crowd of 23,000 people on the new California State University, Monterey Bay campus, which had opened only the preceding week. "It's a decision you made for the 21st century. It's a decision you made by working together to prepare for tomorrow."

Environmental protection remains a key aspect of development plans. The Bureau of Land Management will manage about 63 percent of the former base under policies that were established in the multi-species Habitat Management Plan. The plan is financed by the surrounding communities and is in compliance with the Federal Endangered Species Act. California State Fish and Game requirements are being met.



Working in eco-tourism - combining environmental attractions with economic development are the Bureau of Land Management and the California State Parks system. Eco-tourism activities such as cross-country runs, hiking competitions and mountain bike competitions.

In all, seven educational institutions have or will soon have facilities at the former base, providing both clean and beneficial economic reuse. One is the California State University, Monterey Bay campus. Another is the University of California Monterey Bay Education Science, and Technology (MBEST) Center, led by the University of California, Santa Cruz.

Additional educational (among others) will include Monterey Peninsula College, the Monterey College of Law, the Monterey Peninsula Unified School District, the Monterey Institute for Research in Astronomy and Golden Gate University.

Such advances in education come to an area already known as the "The Language Capital of the World." This designation results from the greater Monterey area providing 25 percent of the nation's post-secondary learning in languages other than English, as these local institutions play a major role in delivering translation and interpretation services around the globe. It is in this context that the Pilot Project exists and is an integral part of the Fort Ord Reuse.



PURPOSE

(TO FIND SOLUTIONS)

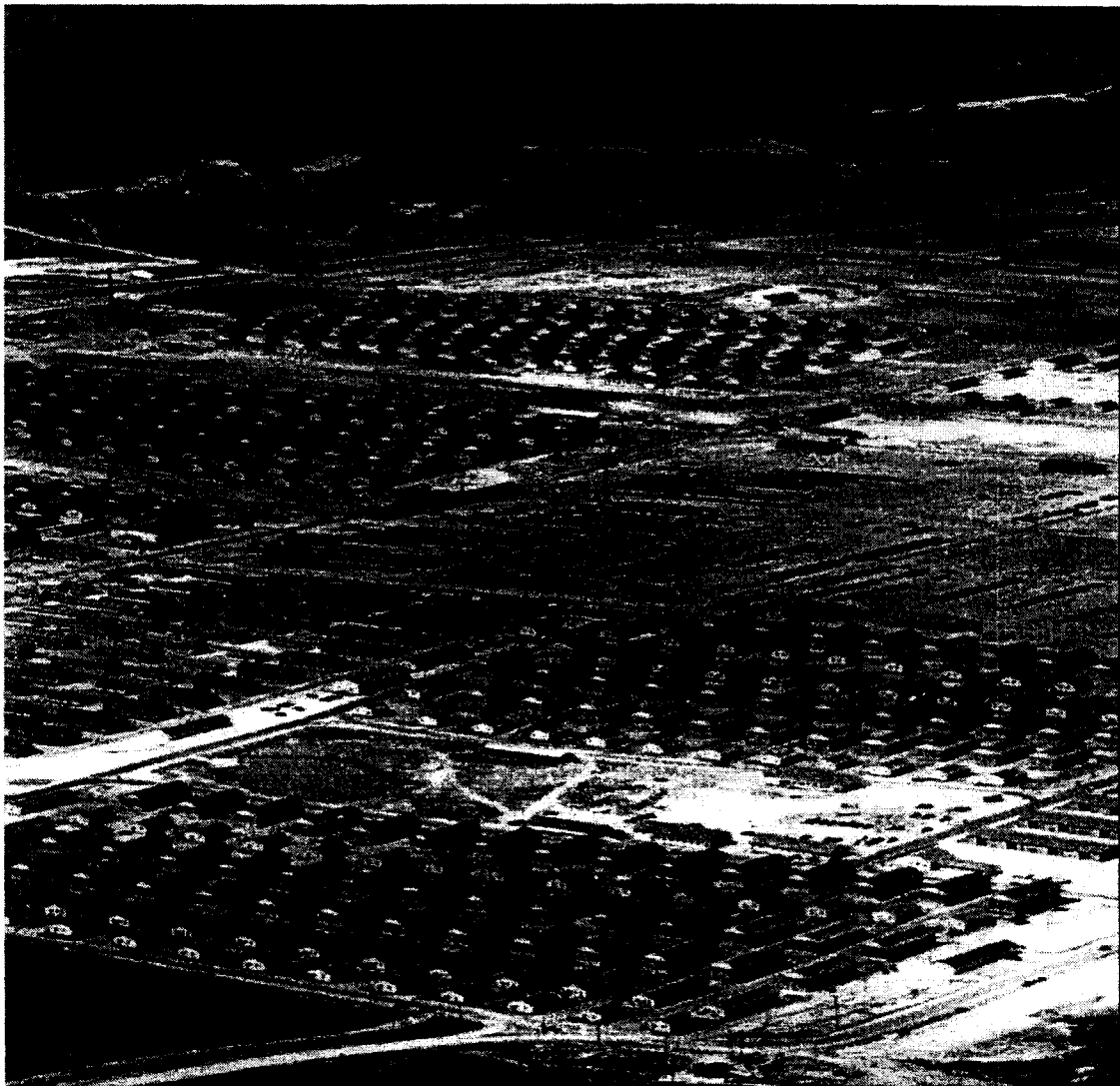
- ◆ 1200 BUILDINGS - EMPTY, DESERTED, ABANDONED
- ◆ LOCAL CONTRACTORS UNABLE TO HANDLE THE VOLUME
- ◆ LAND VALUES CANNOT SUPPORT COST OF REMOVAL
- ◆ REGIONAL APPROACH NEEDED
- ◆ MAJOR OBSTACLE TO REUSE



Purpose

The purpose of the Fort Ord Ruse Authority Pilot Project is to explore and examine deconstruction methods that may result in reduced cost to the reuse of the former Fort Ord.

The underlying principle is to identify environmentally appropriate, and economically sound methods to address this major concern. It is also an important element of this effort to develop replicable methodologies and to foster a network of base reuse efforts to share in this purpose/principle.



Approximately 1200 buildings at the former Fort Ord are slated for removal and are currently abandoned. The working estimate for demolition costs of these buildings is approximately \$124 million dollars. Most of these structures contain asbestos and



lead contamination, with removal costs identified as one of the major expenses associated with the building removal at Fort Ord. Costs associated with remediating these contaminants will remain relatively constant whether the buildings are deconstructed by hand or removed with machinery (demolished).

An important factor to note is that the Monterey Bay contracting community is not currently trained or capable of handling a task of this magnitude. Before there can be any kind of redevelopment/reuse activities in these areas, these buildings must be removed. The Pilot Project believes this can best be accomplished through a combination of deconstruction, structure relocation, and aggressive recycling. However, demolition remains an option if the funding, markets or other feasibility factors direct such a decision.

The Pilot Project has taken a regional approach to dealing with this removal. The development of empirical information and the sharing of this data assists in this growing national and international issue.



ACCOMPLISHMENTS

- ◆ Deconstruct 4 buildings - Representative of 61% of Buildings on Base

- ◆ Establish Deconstruction Techniques

 - ◆ Documentation

 - ◆ Training

 - ◆ Safety Guidelines

 - ◆ Teamwork

- ◆ Investigation of Removal Techniques

 - ◆ Local & National Interest

- ◆ Establish Market for Materials

 - ◆ Public Sale

 - ◆ Value & Market for Materials

 - ◆ Define "Local" Market

- ◆ NETWORK

 - ◆ Website

 - ◆ Outreach to Other Bases

 - ◆ Regulatory Agencies

 - ◆ Local/National

 - ◆ Public Awareness



Accomplishments

Deconstruction

As of August, 1997, four buildings have been deconstructed. Each building represents a different type of building found on the former Fort Ord.

The buildings to be deconstructed were chosen for the following reasons:

- ◆ Building 21 is representative of structural elements in approximately 150 buildings.
- ◆ Building 1807 is representative of structural elements in approximately 180 buildings.
- ◆ Building 2143 is representative of structural elements in approximately 385 buildings.
- ◆ Building 2252 is representative of structural elements in approximately 25 buildings.

The total number of representative buildings is 740.

The Pilot Project has documented data/information and discovered unforeseen issues concerning the buildings requiring removal at Fort Ord. The Pilot Project has identified discrepancies and omissions that exist and need to be remedied before full scale building removal can begin at Fort Ord. The Project has also brought the parties (Army, regulators, jurisdictions, contractors) together to begin to correct this situation.

The Pilot Project has also discovered that there are key Issues and hurdles to the building removal at Fort Ord, for base reuse as a whole and the deconstruction industry. These will all have to be addressed in the coming years. (See Appendix V).

Establish Deconstruction Techniques

The Pilot Project has felt that local contractors should be the first choice to remove the buildings at Fort Ord of Monterey, Santa Cruz and San Benito counties. These contractors are directly impacted by the closure of Fort Ord and they should be educated to compete for the work that will be produced by the reuse of the base. To this end the Pilot Project has involved local contractors in an advisory capacity, as well as training them in regulations and requirements necessary for this type of work. The physical participation of many contractors has ensured that these participants become the local contracting communities repository of knowledge on deconstruction and have also been trained to teach others the skills they have learned.



The Pilot Project is way ahead of other similar projects with respect to documentation of deconstruction techniques. Documentation of reliable techniques is creating a base-line for future deconstruction efforts.

The Pilot Project has been able to identify hazardous material and safety training needed by individuals in the deconstruction field. It has also discovered that a majority of the personnel currently working on other deconstruction projects have not had this training and their employers do not know how to go about obtaining this training for them. The FORA Pilot Project is prepared to assist these parties in obtaining this information.



Investigate Removal of Buildings

There has been considerable interest in relocating structures from the former Base to other locations. One such example is Building 1801. This is to be moved to the Carmel Middle School and utilized as offices for adult teachers in the Habitat Restoration Curriculum.



The relocation of this structure will demonstrate the feasibility of moving many similar buildings at Fort Ord. Relocation of an intact structure represents the most efficient reuse of embodied energy and resources.

Establish a Market for Materials

The US EPA has identified "Deconstruction" as an industry that could have national benefits to economically blighted areas of the US. The hoped for benefits are in job creation, elimination of blight, and substantially decreasing the volume of landfill debris nationwide. FORA's Pilot Project has become a vital contributor to this newly defined effort of the US EPA.

FORA been working with the US Department Of Agriculture, Forest Products Lab, and the West Coast Lumber Association to remove the road blocks that are currently hindering the reuse of salvaged lumber. The US Department of Agriculture, in hopes of relieving the pressure on world forest, has identified salvaged material as a potential source of material to augment the supply of lumber being harvested from forest. The Forest Products Lab is very anxious to obtain salvaged lumber from Fort Ord for testing purposes. The salvaged lumber at Fort Ord is unique because it is uniform in age and size and potentially available in sufficient quantities to allow structural analysis. This structural analysis will be critical in identifying the strength characteristics of salvaged lumber, necessary for safe incorporation into new structures.

Reuses for deconstructed materials ranges from barns and aircraft hangers, to compost bins, and custom homes. The local market has been willing to pay a minimum of 50% of local retail price of the salvaged lumber and newer lighting fixtures. The local market appears, from the response to the first material sale, to extend from Redwood City, CA to San Luis Obispo, CA. This is roughly a 75 mile radius from Fort Ord.

FORA has also been contacted by five wholesale distributors of salvaged materials, representing potential national and international markets.

Inventory of Reusable Materials

The Pilot Project has collected empirical data on the materials used to construct the buildings at Fort Ord.

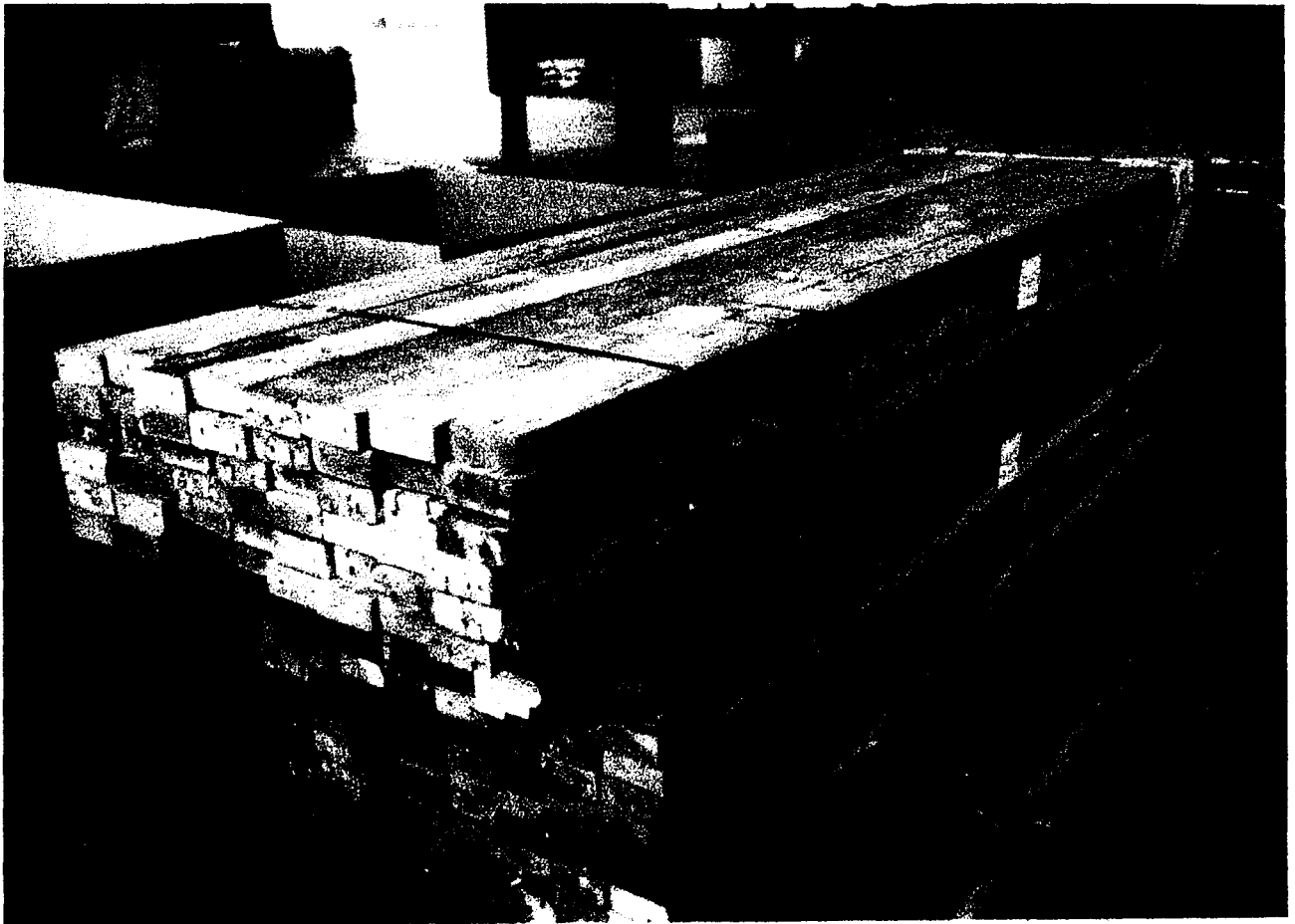
Quantity

The deconstruction of these representative buildings creates the possibility of extrapolating their respective material inventories and creating a master inventory of the materials available from approximately 75% of the buildings on base.



Quality

The wood products that have been salvaged during deconstruction are in good condition. They are predominantly Douglas Fir, and are sufficiently moist to resist splitting.





Network Building

The Pilot Project is successfully networking with various agencies throughout the United States. The major ones are discussed below:

- The Project continues liaison with the US EPA Department of Economic Development. These two departments are using the Fort Ord Pilot Project information to help iron out internal regulatory discrepancies and external regulatory discrepancies with the Occupational Health and Safety Administration (OSHA) and the U.S. Department of Housing and Urban Development (HUD). The US EPA has been working jointly with FORA and the County of Monterey Department of Health to define the future of lead contaminated materials at Fort Ord.
- The Pilot Project has been working with the Monterey Bay Regional Air Pollution Control District to define the extent of information still needed to adequately assess the asbestos materials found at Fort Ord.
- The Pilot Project continues to outreach to other Base Closure communities in California, US and in Central America. It has been proactive in reaching out to others to gather and share information to minimize the resources used for building removal. This outreach has identified four distinct groups that are interested in the removal of buildings at Fort Ord. The needs and assistance need by each group varies.
- One of the tools that is becoming increasingly beneficial is the FORA Pilot Project Website (see Appendix II). The monthly updates, list of accomplishments, contacts and reference to issues of concern has been very helpful to different interest groups.
- Other methods of outreach have been press releases, "request for participation" in contractor's news letters, personal phone calls and letters to other organizations.

In general, there are very few places where other Base Reuse Authorities can find good practical information pertaining to the application of regulations, environmental issues, cost analysis, and contract language associated with demolition/deconstruction. The FORA Pilot Project is filling this gap.

The following are examples of the assistance the Pilot Project can give to a closed or closing bases:

Fort Chaffee, Arkansas The Assistant Director of Western Arkansas Planning and Development District faced with the task of removing 500 W.W.II buildings and heard that Fort Ord was already working on a similar problem. His phone call to the Pilot Deconstruction Coordinator gave him an outline of how to proceed in developing a removal strategy along with regulatory and industry



contacts willing to help. He has appointed a staff person to further develop the removal process at Fort Chaffee. This new link in the network will be beneficial to both Fort Ord and Fort Chaffee.

Fort Knox is not a base closure community but an active military base. Fort Knox is under going a "facilities reduction". They have contacted FORA in the hopes of sharing information on building removal. Their existing program is an extension of established military salvage and removal techniques which are failing as the local communities become saturated with used building materials. They have approached the Fort Ord Pilot Project in hopes of developing a more reliable system which will be less dependent on their local material market. Fort Knox has no documentation of their techniques or procedures so they will benefit from the information developed through the Pilot Project.

The Bay Area Defense Conversion Action Team (BADCAT), a consortium of base reuse communities, has been included in the information distribution on the Pilot Project. Fort Ord is a few years ahead of all the base closures that have occurred in the San Francisco Bay area in the reuse of land. The lessons that are unfolding at Fort Ord are being closely watched by this organization. Because these installations are still under a federal regulatory and funding umbrella, their current deconstruction efforts cannot address many regulatory issues that will be of concern to the local jurisdictions, therefore, this makes FORA's leading deconstruction effort an important supplement to their efforts. The efforts of both FORA and BADCAT can complement each other as this communication link is strengthened.

The regulatory agencies (i.e.EPA)are interested in clarifying and removing discrepancies between regulating bodies governing hazardous materials. Fort Ord, because of its advanced status as a Model Base, has become a proving ground in these issues.

The Pilot Project has actively sought potential mass markets for the reuse of buildings from Fort Ord. Habitat For Humanity and Native American Associations have been approached to date.

The Native American United Indian Project (NAUIP) was contacted through the Pilot Project about the removal of Fort Ord buildings to relocate on Indian lands. They responded with a proposal to relocate the structures, backed by thousands of written request from Native Americans requesting homes. The FORA Board has approved the NAUIP's request to seek "seed" funding to test the validity of their proposal.

Recently the Pilot Project has discovered and contacted Operation Walking Shield, a Native American project that is moving over 400 former military housing units to the Sioux tribes in the mid-west. Project Walking Shield has



been put in contact with personnel from the Native American United Indian Project in hopes that they can work jointly on the proposal to move buildings from Fort Ord (See Appendix III).

Public Awareness

It is critical that there is efficient use of the dollars available to all base closure communities, to this end, the Pilot Project has been pro-active in reaching out to other communities and groups with deconstruction and salvage projects. We have been able to supplement their information bases and share contacts.

The Pilot Project has been to the contracting and building supply communities of Monterey, Santa Cruz and San Benito Counties to identify those who will want to participate in the future basewide building removal. They have been participants in the pilot project from the beginning. As part of the training requirements, the Pilot Project held an open Lead Awareness Class. This Department of Health Services certified class was offered to the contracting communities of Monterey, Santa Cruz, and San Benito counties. All 28 class seats were filled by these local contractors.

The Pilot Project provided a tour for the Association of University Related Research Parks (AURRP) of project sites and incorporated them into the information distribution network. Many of these professionals are involved in the reuse of former military bases around the world. Enthusiastic requests for the Pilot Project results came from attendees as far away as Canada and Poland.

The Pilot Project hosted a Deconstruction Workshop in conjunction with the annual California Resource Recovery Association (CRRA) conference, brought to Monterey by Pilot Project members. The CRRA is an association of professionals from the solid waste field. This 400 plus member conference provided an opportunity to display furniture made from materials salvaged from Fort Ord and other California bases, and offered displays of the latest deconstruction techniques. The Pilot Project has hosted representatives from the California Resource and Recovery Association (CRRA) who are involved in deconstruction, to a Pilot Project Seminar and roundtable discussion on needs and standardization of the deconstruction Industry.

The Pilot Project also conducted a deconstructed material sale which functioned as an outreach to the communities of Monterey, Santa Cruz and San Benito Counties. The sale was very popular with local and regional communities. (See Appendix IV)



CHALLENGES

◆ EDUCATION

- ◆ Dealing with Regulations
- ◆ Public Awareness of Deconstruction
- ◆ National Awareness

◆ TRAINING

- ◆ Safety
- ◆ Lead/Asbestos
- ◆ Deconstruction vs. Demolition
- ◆ Team Building

◆ COMMUNICATION

- ◆ Exchange of Information with other Bases
- ◆ Dialogue with Legislators

◆ REGULATORY

- ◆ National
- ◆ Regional

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Challenges

Education/Training

One of the purposes is to create a collective regional response to the building removal at Fort Ord. This will have to be accomplished through community participation, training manuals, videos and reports. The Website is a valuable tool for this.

It will be necessary to have additional data on the hazards that are part of the buildings at Fort Ord to provide a comprehensive manual for deconstruction.

There is a need for clear and concise legislative and regulatory guidelines defining how these hazards are to be ameliorated. This will be shared with other communities.

The Pilot Project has been very active in involving the local community in the lessons to be learned through the Project. Contacts have been fostered to educate groups both locally and statewide pertaining to market access, regulations, salvage techniques, contracting requirements and wage rates associated with working on a former military base.

This information is being sought by other communities desiring to asses the usefulness of deconstruction for job creation possibilities. The Pilot Project documentation will be a valuable training tool for these groups.

Deconstruction techniques are being introduced and reviewed, not only by the local contracting community, but also by regulatory agencies to see if they are more effective in preventing worker exposure and environmental contamination. The FORA Pilot Project is actively working with the deconstruction industry to find ways that they can be alerted to identified lack of training and make industry wide corrections.





The Pilot Project is also sensitive to the financial burden that hazardous material and safety training will have on the deconstruction industry. To this end the Pilot Project is actively trying to identify, standardize, and isolate the minimum training needed.

Communication

Information exchange between other base closures is an important element in the Project. This is the first such program that interfaces with other bases and will hopefully become the focal point for future activities.

There is a need for increased dialog with Legislative representatives and appointed officials to be alerted to the impact that regulatory changes will have on base reuse and general economic development.

The US EPA in Washington has identified a conflict between their internal efforts to promote Reuse/Recycling and their proposed regulations governing Lead Based Paint. With its mass of Lead Based Paint covered buildings, Fort Ord and the Pilot Project has become an example of the impact these regulations will have on a regional economy.

The US EPA has begun discussions with OSHA and HUD to coordinate each respective agencies regulatory requirements on Lead to safely remove the confusion facing implementation of these requirements.

The Monterey Bay Unified Air Pollution Control District (MBUAPCD) is concerned with the lack of information available on the asbestos containing materials incorporated over the years into the buildings at Fort Ord. The Army currently plans to transfer the buildings to the local jurisdictions with the asbestos containing materials in place. The existing asbestos surveys have been found to be inaccurate concerning location, quantity and condition of the existing asbestos. The close relationship that FORA has developed with the MBUAPCD through the Pilot Project has aided both entities. MBUAPCD has proposed that joint FORA/MBUAPCD discussions begin on a program for standard supplemental testing procedures which will result in a reduction of MBUAPCD inspection fees.

The County of Monterey Department of Health, through Pilot Project contacts, has approached the US EPA and larger California cities to find ways of dealing with the lead based paint covered buildings at Fort Ord. The Health Department sees the lead based paint as a severe risk to the public's health. They are looking for guidelines to coordinate the reuse of structures at Fort Ord with their Childhood Lead Poisoning Prevention Program. The Pilot Project and the Health Department have been proactive



in seeking information on the hazards associated with lead and developing prudent procedures for its management.

The Pilot Project has discovered that there are currently few regulations or guidelines that govern the reuse or resale of Lead Base Paint covered architectural components and that most of the regulations that do exist differ from location to location. The resulting confusion and absence of coordination has detrimental effects on the ability to market materials and address this issue.

The US EPA is currently preparing regulations governing the reuse of lead base paint covered architectural components. They have requested the Fort Ord Reuse Authority representatives to visit Washington, DC to testify on the impact that these and other laws would have on base reuse and deconstruction. The Pilot Project documentation will provide the link that will bring the two issues of Lead Based Paint and Base Reuse together for discussion. Some of the concerns are:

- Discrepancies between Federal & State regulatory agency requirements.
- Discrepancies in the technical limits being enforced.
- Public health concerns that are being discussed needing data to make logical decisions.



NEXT STEPS

- ◆ FURTHER DECONSTRUCTION
- ◆ STANDARD OPERATING PROCEDURES
- ◆ COMPARISON OF LEAD BASED PAINT REMEDIATION TECHNOLOGY
- ◆ UPDATE HAZARDS INVENTORY
- ◆ EXPAND STRUCTURE RELOCATION OPTIONS
- ◆ STRENGTHEN NETWORK
- ◆ INTEGRATE RESULTS INTO COMMUNITY PLAN

1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

2. It is essential to ensure that all entries are supported by appropriate documentation and receipts.

3. Regular audits should be conducted to verify the accuracy of the records and identify any discrepancies.

4. The second part of the document outlines the procedures for handling disputes and resolving conflicts.

5. It is important to establish clear communication channels and protocols for addressing any issues that arise.

6. The document also provides guidance on how to manage and resolve disputes in a fair and equitable manner.

7. Finally, the document concludes with a summary of the key points and a call to action for all parties involved.

8. It is hoped that this document will serve as a useful reference for anyone involved in similar situations.

9. Thank you for your attention and cooperation in this matter.

10. Sincerely,
[Signature]

The Next Steps

Although the Pilot Project has achieved many successes, there remains a significant amount of work that needs to be accomplished. To facilitate local economic recovery, through removing the constraints of these substandard structures, an exhaustive effort of coordination, communication, data/documentation, regulatory change, and funding is required.

Further Deconstruction

Further active deconstruction of varying building types is needed to fill-in data on unknown factors. We estimate there are four or five additional building types which are in need of representative deconstruction. This ability to deconstruct a sampling of 100% of the building types will complete information that will be critically valuable to the Fort Ord Community and others.

There needs to be more exhaustive verification of the results from the first buildings that were deconstructed to confirm the results which are emerging.

Regulatory Changes

The Pilot Project has been requested to develop a report on regulatory/legislative issues impacting or inhibiting deconstruction.

The primary considerations which need to be explored further are :

- ◆ Lead - formulate/standardize criteria for safe remediation
- ◆ Asbestos - need to identify the safest/cheapest way of dealing with the disposal of friable and non-friable material. Identify hidden or altered asbestos containing materials missed by existing surveys.
- ◆ Reuse of Materials - need to have a standard for assimilating the materials for public use.
- ◆ National interest - the US EPA is considering using the Pilot Project's methods for adopting national regulations/guidelines in the reuse of building materials.

Standard Operating Procedures

A manual for use by other base reuse efforts (Statewide & Nationally) is highly desirable and would be useful for all. We are seeking assistance to develop and publish such a manual, and would like to complete such an effort this coming winter (1998). Funding stands as the only remaining barrier.



Update Inventory of Hazards

Asbestos surveys - the existing asbestos surveys need to be verified and supplemented to bring them current with the condition as buildings currently exist. Most of the surveys completed at Fort Ord were over five years ago and were for intended for maintenance purposes and not focused on removal. The aging of the buildings has altered the remnant asbestos from non-friable to friable. This needs further investigation.

Lead Based Paint - This is similar to the problem with the asbestos surveys. The only existing surveys completed on lead based paint were on housing units. This does not represent the majority of buildings on Fort Ord. The aging of lead based paint is more severe than asbestos and will need continual monitoring.

Unknowns - The Pilot Project has discovered that other bases have encountered severe disposal problems created by pesticides which were used under concrete slabs. The Pilot Project needs to verify whether or not these conditions exist at Fort Ord before property transfers to the local jurisdictions.

Strengthen Network

Funds are needed to sustain these inquires and to strengthen the network which offers valuable exchange of vital information.

Issues need to be defined in global terms to promote distribution, increase input and foster issue resolution with all impacted parties participating.

Websites -This relatively new tool is showing its importance in the network needed to exchange information. Not only is this a useful tool for other bases and communities, this also needs to be constantly updated for public access.



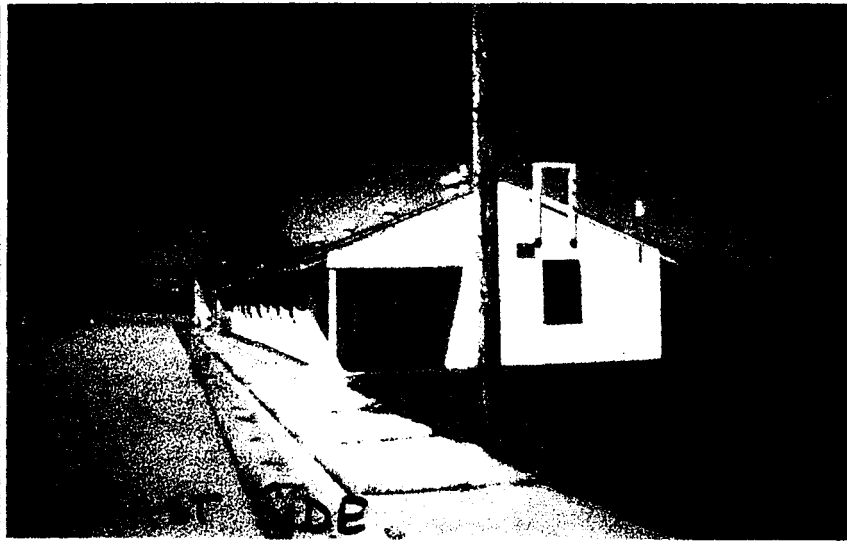


APPENDIX I

DECONSTRUCTION PROCESS

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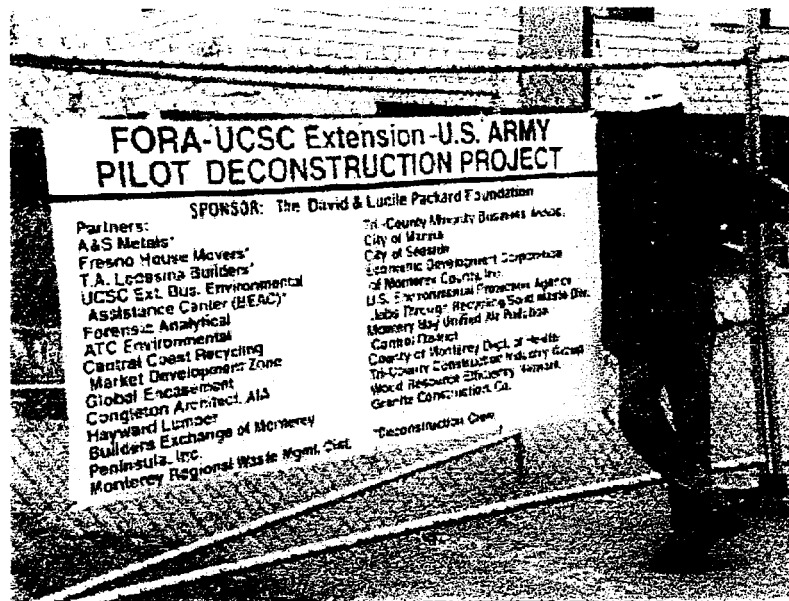
APPENDIX II

WEBSITE

1945



Pilot Deconstruction Project



Fort Ord Reuse Authority (FORA); and University of California Extension, Santa Cruz, Business Environmental Assistance Center (BEAC); have joined forces to create a pilot project to deconstruct 3-8 buildings located on the former Fort Ord Army Base. The types of structures are one, and two story, wood framed barracks and administration buildings, ranging in size from about 950 square feet to over 10,000 square feet. These buildings are representative of the 1200 or so wooden buildings on Fort Ord, most of which must be removed for reuse to occur. Estimates for the removal have been as high as \$120 million. This project should demonstrate ways to offset many of these costs and create significant savings. These estimates do not include any cost for remediation of lead based paint. The deconstruction start date: May 1, 1997

The purpose of the project is designed to link the nation's and California's environmental goals with the economic development and job creation opportunities that reuse of Fort Ord represents. The 1997 Fort Ord Pilot Deconstruction Project is an enterprising opportunity to demonstrate the potential to recover valuable materials, establish new businesses, create jobs, and generate new products from used building materials in an environmentally sensible fashion.

Milestones in the Pilot Project

June 26, 1997 - Dale Stansbury and Stan Cook meet with the Monterey County Health Department to discuss the distribution of Lead Base Paint covered Architectural Components. The discussion focused exclusively on the materials that could be salvaged from Fort Ord's buildings.

June 25, 1997 - Time sheet data from Building 21 is organized similar to the format used by the Environmental Protection Agency (EPA) in their Baltimore deconstruction project titled: Deconstruction - Building Disassembly and Material Salvage: The Riverdale Case Study. This is a draft organization of the raw time sheets so that Dale Stansbury, Ann Schneider and Stan Cook begin review of the data to see if it has gaps, errors and if it makes "sense".

June 24, 1997 - Building 21 raw time sheets are completely entered into an "Excel" formatted spread sheet and is circulated for review and comments.

June 23, 1997 - Building 2143 is inspected for asbestos that may have been missed by the existing non-destructive asbestos survey. The only item not previously identified was roof mastic. It was in good condition. It was painted with fluorescent paint to alert the crew members to its presence. The mastic removal and disposal will be performed along with the previously identified transite pipe.

June 19, 1997 - Dale Stansbury, Ann Schneider and Stan Cook meet to discuss the status of the Pilot Project.



Items discussed: 1) Remaining finances available, 2) problems at building 2143, 3) deconstruction crew attitude, 4) Upcoming crew vacation, 5) meeting with County Health Department on the sale of salvaged materials covered with Lead Based Paint, 6) Filming schedule, 7) Salvaging materials for USDA, Forest Products Testing Lab, 8) Scheduling visit by West Coast Lumber Association for grading salvaged wood, 9) Setting minimum sales price for salvaged material at one of half retail value, 10) future salvaged material sales, 11) Community educational outreach opportunities needed on the proper handling and disposal of Lead Base Paint covered Architectural Components, 12) Adding crew members specifically for the task of de-nailing and stacking lumber, 13) Encapsulating and preparing Building 1801 to be moved to Carmel Valley Middle School, 15) Using encapsulation of Building 1801 as training for Pilot Project crew and California State Parks employees.

June 11, 1997 - Environmental Protection Agency(EPA) in Washington D.C. asks for contributions and input on deconstruction contract language being collected for discussions with Housing Urban Development(HUD).

June 4, 1997 - Pilot Project holds silent auction of materials salvaged from building 21. Eleven bidders donate \$ 3,000 for salvaged materials. All proceeds from the salvaged materials will be routed back into the Pilot Project fund. Some of the end uses for these materials will be: 1) shelving in an airplane hanger, 2) a barn, 3) a large composting bin, 4) custom house flooring.

June 4, 1997 - The California Resource Recovery Association (CRRA) tour of Fort Ord is a success. Approximately 30 people actively involved in the field of Deconstruction in California attend. The tour concluded with a half day workshop on Deconstruction. Presentations are made by FORA and the US EPA, on their respective projects. Criticism and guidance were accepted from all participants.

June 2-3, 1997 - Exhibit at Monterey Convention Center of furniture & crafts made from used lumber in conjunction with California Resource Recovery Association (CRRA).

June 2, 1997 - Four day CRRA conference begins in Monterey. The conference is attended by over 750 people actively involved in the reuse, recycling or disposal fields throughout California.

June 2, 1997 - Monterey Bay Unified Air Pollution Control District (MBUAPCD) is contacted with asbestos information on the third building for deconstruction. (Building 2143).

June 1, 1997 - Design charrette - Three project teams will create potential reuses of building on former base. The three teams will consist of representatives in the architectural, planning and reuse and recycling fields. The first team will focus on adaptive reuse in place, the second, adaptive reuse if relocated, and the third, reuse of architectural components. (Cancelled) This will be rescheduled.

May 30, 1997 - Environmental Protection Agency (EPA) representative arrives from Washington, D.C. to review The Pilot Deconstruction Project on Fort Ord and to share information, gathered to date, from an EPA sponsored deconstruction project in Baltimore, MD.

May 28, 1997 - Inquiries are made to collaborate with a CSUMB student to prepare a CD ROM, as a class project. This would be an inexpensive way to distribute the pilot project information to entrepreneurs, existing outlets, and others working on base reuse.



May 28, 1997 - Crew begins site preparation for deconstruction of building 1807. Building 1807 will provide information for the move of Building 1801. Building 1807, will be used for the filming of deconstruction task and techniques. Buildings 1807 and 21 will be left partially deconstructed until after the California Resource Recovery Association conference and Fort Ord tour. These will be used as a "static display".

May 27, 1997- Cal-trans has approved the route for moving Building 1801 from Fort Ord to the Carmel Valley.

May 27, 1997- Sierra Army Depot's representative calls to ask for suggestions in disposal of buildings at their base.

May 21, 1997- Local High School teacher calls FORA for information to help her student complete a "hands on"



report on asbestos. EPA publications are copied and forwarded to her on household items that might contain asbestos. These were to be used by the student for an initial inventory of the students home, and turned in as the final report.

May 20, 1997- MBUAPCD inspects Building 1807. Two additional samples are taken, one from the flooring and one from the drywall joint compound.

May 16, 1997- Carmel Middle school's architect estimates that the cost to bring Building 1801, up to current requirements for children to occupy as classrooms would cost as much as buying new portable classrooms. The decision is made to try and use the building as either, an adult classroom, an adult office, or storage.



May 16, 1997- Army allows Pilot Project to use former vehicle painting facility as a warehouse. The originally chosen warehouses had door openings that small to move salvaged lumber through. This building also has large windows that allow use without electricity. The electricity was disconnected from all but the most essential buildings at Fort Ord in March of 1997.

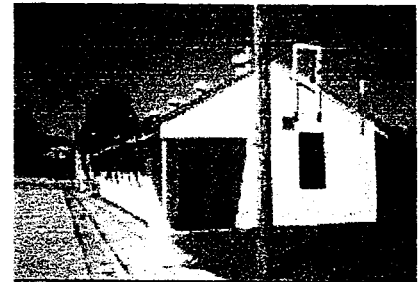
May 15, 1997- Environmental Protection Agency (EPA) in Washington, D.C. accepts prototype Warning Label as public comment on proposed regulation changes that would effect the reuse of Lead Base Painted architectural components.

May 8, 1997 - Certified Industrial Hygienist does Personal Air Monitoring of typical deconstruction tasks at Building 21.

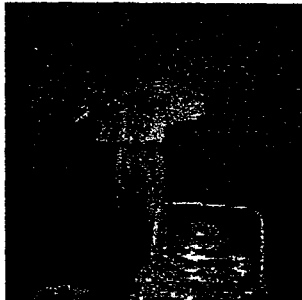
May 7, 1997 - Crew begins shingle removal at Building 21.

May 5, 1997 - Pilot Deconstruction Crew begins site security and preparation at building 21.

May 1, 1997 - Pilot Deconstruction Crew begins two day OSHA Laborers Safety Training Class.



April 26, 1997 - FORA/UCSC Extension sponsored "Lead Awareness" class is offered to the agencies and contracting firms that have contributed or shown an interest in Pilot Project. Pilot Deconstruction Crew begins four day "Lead Worker" training.



April 24, 1997 - Final selection of Pilot Deconstruction Crew is made using "loaned" supervision and labor from A&S Metals, Fresno House Movers, and T. A. Ledesma Builders, and University of California Santa Cruz.

April 21, 1997 - Army provides FORA with Purchase Order exchanging buildings to be deconstructed for copies of final deconstruction report and video footage.

April 17, 1997 - Carmel Middle School sends Structural Engineer to field verify construction details of Building 1807 for structural analysis so that it or Building 1801

can be relocated to the middle school for their use.

April 10, 1997 - Monterey Bay Unified Air Pollution Control District (MBUAPCD) representative inspects Building 21 for Regulated Asbestos Containing Materials. MBUAPCD representative requests additional testing of shingle materials to supplement the existing Asbestos Report.

April 8, 1997 - UCSC does background filming of buildings chosen for deconstruction. Forensic Analytical does testing of building surfaces for lead content and background soil samples are taken of soil around buildings to be deconstructed.

March 21, 1997 - The Pilot Project Technical Support Group meet. The County Health Department expressed concerns about the reuse and resale of the painted architectural components from the buildings at Fort Ord. The Group agreed to separate the painted materials from the unpainted materials until completing an investigation of the rules and regulations governing the painted materials

March 12, 1997 - "Request for Participation" is published in Monterey, Salinas, and Santa Cruz Builders Exchange asking interested contractors to contact FORA to participate in the Pilot Deconstruction Project.



Goals:

- To collect critical data about deconstruction of representative buildings including labor needed; quality and quantity of materials; actual resale value of the materials; pre- and post-soil, lead and asbestos testing; costs for deconstruction, and impact on regional landfills – both quantities and savings of diverted materials plus the cost of disposal of residue.
- To train local contractors and workers from the demolition and recycling, and construction industries in deconstruction techniques, material preparation, types and quality of woods, and associates job-site health and safety procedures.
- Provide materials for a national materials testing program that will contribute to the development of engineering and use standards for used lumber and associated building materials.
- To create training videos using former Fort Ord as a living laboratory of actual work to use for training locally and across the nation.
- To host a design charrette and design contest in relation to adaptive reuse, remodeling and creation of new architectural projects and products.

Benefits:

- Reduced total costs in building and waste removal.
- Reduced impact on natural resources and regional landfills.
- Knowledge of market value of reused buildings and components.
- Create a deconstruction model for economic re-development of closed bases.

Support:

Project grant - \$200,000 grant from the David and Lucile Packard Foundation is the primary source of funds for the project.

Contributors:

Fort Ord Reuse Authority

University of California Extension, Santa Cruz

U.S. Army

U.S.Environmental Protection Agency

U.S. Forest Service

Contacts:

Stan Cook
Fort Ord Reuse Authority
Pilot Deconstruction Project Coordinator
408-883-3687

Dale Stansbury
UCSC Extension
Assist. Dean-Economic Devel.
408-748-7382

Ann Schneider
BEAC
Reuse & Recycling Market Development Proj. Mgr.
408-748-3200

Joselyn Zimardi
UCSC Extension
Media Relations Mgr.
408-342-0303



A list of the contributing/participating contractors, consultants and regulatory agencies follows.

Name, Company and Address

Virginia Cooper
**Economic Development Corp. of
 Monterey County, Inc.**
 340 El Camino Real South, #22
 Salinas, CA 93901

Kurt Kniffin
Granite Construction Company
 Box 720
 Watsonville, CA 95077

John Thoburn
Global Encasement, Inc.
 5036 Carpinteria Ave.
 Carpinteria, CA 93013

Fred Harris
Fort Ord Reuse Authority
 100 12th St.
 Building 2880
 Marina, CA 93940

Steve Austrheim-Smith
**California Integrated Waste Management
 Board**
 8800 Cal Center Dr.
 Sacramento, CA 95826

Phil Kreitner
Wood Resource Efficiency Network
 123 Meade St.
 Portland, OR 97201

Peter Le
City of Marina
 211 Hillcrest Ave.
 Marina, CA 93933

Jackie Lambert
**Tri-County Minority Business
 Association**
 505 Broadway
 Seaside, CA 93955

Ron Campbell
Fresno House Movers
 701 Pleasant Way
 Felton, CA 95018

David Meyers
**Monterey Regional Waste Management
 District**
 PO Box 609
 Marina, CA 93933-0609

John Theroux
City of San Diego

Name, Company and Address

Richard La Warne
**County of Monterey Department of
 Health**
 1270 Natavidad
 Salinas, CA 93906

Kurt Hunter
**County of Monterey Department of
 Health**
 Division of Environmental Health
 1200 Aguajito Rd.
 Monterey, CA 93940

Dave Kahane
Forensic Analytical
 3777 Depot Road, Suite 409
 Hayward, CA 94545

Donna Zetterquist, CHMM
**Business Environmental Assistance
 Center**
 3120 De La Cruz Blvd.
 Santa Clara, Ca 95054

Brian Congleton
Congleton Architect AIA
 Box 4116
 Carmel, CA 93921

Steve McGrath
McGrath Associates
 665 Buchon St.
 San Luis Obispo, CA 93401

Dan Degrassi
County of Santa Cruz, DPW
 701 Ocean
 Room 410
 Santa Cruz, CA 95060

Amy Vincent
Presidio of San Francisco
 Building 201
 San Francisco, CA 94965

Kathy Kaplan
US EPA
 Region 9
 75 Hawthorne St.
 San Francisco, CA 94105

Gwendolyn Wells
**Builders Exchange Monterey Peninsula,
 Inc.**
 343 Ocean Ave.
 Monterey, CA 93940

John Geare
ATC Environmental



Environmental Services Dept.
9601 Ridgehaven CT. Suite 320
San Diego, CA 92123-1636

PO Box 100
Marina, CA 93933-0100

Ann Schneider
UCSC Extension
3120 De La Cruz Blvd.
Santa Clara, CA 95054

Kevin Fennimore
K L Fennimore and Company
827 Calabasas Road
Watsonville, CA 95076

Dale Stansbury
UCSC Extension
3120 De La Cruz Blvd.
Santa Clara, CA 95054

Bruce Keefer
Hayward Lumber
1140 Sunset Dr.
Pacific Grove, CA 93950

Amber Evans
BADCAT
Suite 303
2201 Broadway
Oakland, CA 94612

Sebastian Bordonaro
Tri-County Construction Industry Group
PO Box 22055
Carmel, CA 93922

Rich Guillen
City of Seaside
PO Box 810
Seaside, CA 93955

Tim Ledesma
T.A. Ladesma Builders
265H Reservation Rd. #173
Marina, CA 93933

Frank Gallaher
Department of the Army
Directorate of Contracting
Presidio of Monterey, CA 93944-5006

Mike Sheehan
Monterey Bay Unified Air Pollution
Control District
24580 Silver Cloud Court
Monterey, CA 647-9411

Edwin Sargenti
A&S Metals
11340 Commercial Parkway
Castroville, CA 95012

THE END

[HOME] [STAFF] [MEMBERS] [MEETINGS] [FACTS] [EMAIL]





APPENDIX III

LETTERS OF ENDORSEMENT





UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

OFFICE OF
POLICY, PLANNING AND EVALUATION

August 19, 1997

Stan Cook
Fort Ord Reuse Authority
100 12th Street
Building 2880
Marina, CA 93933

Dear Stan,

I am writing to relay U.S. EPA's continued interest in your deconstruction pilot project at Fort Ord. As you know, your work is complementary to the pilot we conducted in Baltimore, Maryland -- with the added benefit of the extensive lead analysis that you have undertaken. Your research project will provide us with vital information we need on:

1. the economics of deconstruction as an alternative to demolition,
2. lead exposure to deconstruction workers,
3. the market value of recovered materials, and
4. the quantity of material that can be diverted from land filling into reuse.

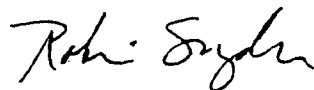
I regularly receive inquiries regarding deconstruction from housing authorities, community development corporations, entrepreneurs, green builders, and others interested in building materials reuse. Your project will help to provide a base of knowledge on implementing deconstruction and, thus, will support development of this new industry.

I am also currently working with the Department of Housing and Urban Development, the Department of Health and Human Services, and the Occupational Safety and Health Administration (OSHA) to explore the potential for greater national support for deconstruction. (By "national support", I am referring to assistance such as



issuance of guidelines and dissemination of case studies and technical information.)
Your pilot project is helping to address some issues raised by these other federal
organizations (for example, OSHA is reviewing worker exposure guidelines for lead
exposure and your project will play a key role in this review). I look forward to another
update as you move forward in your efforts. Good luck!

Sincerely,



Robin Snyder
Urban & Economic Development





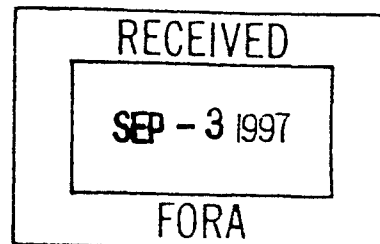
DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX
FORT KNOX, KENTUCKY 40121-5000



REPLY TO
ATTENTION OF:

August 21, 1997

Directorate of Business Operations
Recycle Branch
603 Radio Street
Fort Knox, KY 40121-5000



SUBJECT: Building Removal / Demolition

Stan Cook
Fort Ord Reuse Authority
Ft. Ord, Marina, CA 93933

Dear Stan,

I am in complete agreement with your fax of 8/18/97 in regard to sharing ideas on building removal / demolition. As we discussed, the downsizing of the active duty military, subsequent base closures and aging infrastructures have created gigantic opportunity to save the federal government money as these World War II era buildings are torn down. This is not a situation peculiar to Ft. Ord or Ft. Knox but is nationwide, spanning all branches of the military services.

We at Fr. Knox are learning to deal with the recycle/ reuse potential of these structures on a "On the Job Training" basis, as time schedules for demolition do not allow extensive study of the situation. While I understand you at Ft. Ord are able to study and pilot program the demolition efforts more so, none of us involved should have to "reinvent the wheel" and we should definitely share information on our successes and "near misses" so that sound programs can be set up from the beginning of a project. "Fighting the war of the infrastructure" will be going on for the foreseeable future and we in Recycling/ Reuse programs should work together, network, to make the best effort possible to conserve resources and tax payers dollars.

Let me know how we can help.

Sincerely,

Tom Heil

Deputy Program Manager



Western Arkansas Planning & Development District Inc.



August 18, 1997

Mr. Stan Cook
Fort Ord Reuse Authority
100 12th St., Bldg. 2880
Marina, CA 93933

Dear Stan:

Thank you so much for taking the time to explain to me your project's efforts to deal with deconstruction of older buildings at Fort Ord. As I mentioned to you, we are faced with a similar challenge at Fort Chaffee Army Post. The Government has declared surplus 7,000 acres of Chaffee with over 500 structures totaling two million square feet of WWII wooden facilities. Needless to say, we need help and your sharing your experiences at Fort Ord with us will help us immensely.

I also visited your web site. What a great idea! You have created a virtual network of contacts and resources for exactly what we -- and I'm sure many others in the country -- need to meet the daunting challenge of dealing with older, contaminated buildings. The Pilot Deconstruction Project at Fort Ord is not only making meaningful strides in dealing with this increasingly significant issue but, as important, is sharing what it learns with others. We sincerely thank you for that. Hopefully, before too long, we too will be able to contribute to that body of knowledge.

On behalf of the Fort Chaffee Redevelopment Authority, thank you for all your help. I know we will be calling on you again and will be looking forward to updates on the ucsc web site.

Sincerely yours,

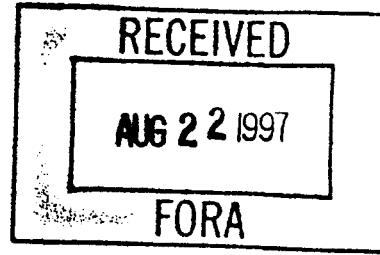
A handwritten signature in black ink that reads "Rusty Myers". The signature is written in a cursive, flowing style.

Rusty Myers
WAPDD, Asst. Exec. Dir. and Project Director, FCRA





TETRA TECH, INC.
4213 State Street, Suite 100
Santa Barbara, California 93110
Telephone (805) 681-3100
Fax (805) 681-3108
E-Mail tsba@silcom.com



20 August 1997

Stan Cook
Fort Ord Reuse Authority
100 12th Street
Building 2880
Marina, CA 93933

Dear Mr. Cook:

Thank you for the information concerning deconstruction efforts at Fort Ord and thank you for sharing other contacts with me regarding deconstruction in other parts of California. I found the information very useful, and everyone I have spoken with on the telephone has been ready and willing to share information and send me case studies on deconstruction as well as other useful material.

Currently I am assisting in the preparation of an Environmental Assessment to perform basewide demolition at Vandenberg Air Force Base (AFB). As a part of this process, I am researching deconstruction as a method of demolition. As you know, in California we are faced with meeting AB 939 waste diversion goals. In addition, Vandenberg AFB has set their own goal and is working towards reducing waste disposed of in their Class III sanitary landfill 50 percent by 30 December 1997, using a 1992 baseline year. Implementing the deconstruction method of demolition could help Vandenberg AFB meet their goal.

The networking has been extremely useful. I have made contact with the National Home Builders Association, the Environmental Protection Agency Urban and Economic Development Division, Air Force Center for Environmental Excellence and Building Materials Distributors. The information I have received from these contacts has enabled me to provide valuable information to Vandenberg AFB. We are going to hold a meeting with people from Environmental Management at Vandenberg AFB, and a potential deconstruction contractor, in the very near future. Again, thank you very much and I look forward to talking with you again.

Sincerely,

TETRA TECH, INC.

Shari Wilbarger
Shari Wilbarger
Environmental Scientist





Reference: 4700
Date: April 24, 1997

Dale Stansbury
Extension Specialist - UC Extension
3120 Delacruz Blvd.
Santa Clara, CA 95054

Dear Dale;

I wanted to thank you again for the opportunity to visit Fort Ord and to hear about your efforts in wood recycling. As a national laboratory involved in research to better utilize our nation's wood resource, we are pleased that such positive efforts are being made to reuse the recycled wood resource. The USDA Forest Products Laboratory believes that the reuse of recycled lumber and timber offers an important opportunity to conserve our existing forest resource and will help mitigate our nations expensive and environmentally sensitive landfill problem.

We have no doubt that the Army has a very valuable resource in the lumber contained in its building infrastructure. As a result, a good case can be made for the recycling of old lumber and timbers, because there is economic benefit in recovery versus disposal. First, because the Army is avoiding putting the wood into landfills, there is an avoidance of tipping fees and the continuing liability in landfilled materials. Also, the recycled timber has economic value in the private sector. Coupling this recovered value with cost avoidance (landfill fees), there are potentially great savings in recycling these materials.

As we have discussed, one impediment to the use of recycled timber is the lack of an approved grade stamp and the appropriate engineering design information necessary to use this material in building applications. This causes problems when building officials ask for proof that the recycled lumber is of adequate strength for reuse in construction. Establishing a grade stamp for recycled lumber will require the approval of the American Softwood Lumber Standards (ASLS) committee, a nationally recognized body that was developed under the auspices of the Department of Commerce. Before a proposal for a new grade stamp can be presented to this committee, test data must be collected to evaluate the engineering performance of recycled lumber. The lumber from the buildings slated for removal at Fort Ord is an ideal source of material to help develop this test data. We have discussed this issue with the West Coast Lumber Inspection Bureau (WCLIB), a lumber grading agency (and member of the ASLS committee), and they are very interested in cooperating in this project.

We have every confidence the results will lead to more widespread use and a higher value for recycled lumber and timber. In the next few days, I will be sending you a proposed research plan.

Sincerely,

Robert H. Falk, Ph.D., P. E.
Research Engineer
Engineered Wood Products and Structures





DEPARTMENT OF FISH AND GAME

LOWER RAGSDALE DRIVE, SUITE 100
MONTEREY, CA 93940
(408) 649-2870



August 5, 1997

Mr. Stan Cook
c/o FORA
100 12th Street, Bldg. 2880
Marina, California 93933

Subject: Recycled Lumber for Wildlife Habitat Enhancement Project

Dear Mr. Cook:

Per our telephone conversation of earlier today, the following is an extended summary of our request for use of wood building materials for a waterfowl nesting habitat project:

The California Waterfowl Association, a privately-funded organization devoted to the enhancement of the State's duck and goose population, has for some time been sponsor of a project to increase the populations of a tree cavity nesting bird, the Wood Duck, by the construction and installation of artificial nest boxes throughout appropriate habitat State-wide. The results of this effort have been remarkable, with several hundred boxes in place and a 60% occupancy rate for the ducks (and scores of the balance of the boxes utilized for nesting by screech owls, songbirds, and kestrel falcons).

The materials for the boxes are either purchased new, or obtained as recycled materials from derelict building renovation projects. The boxes developed by the CWA are sold for cost (non-profit) and the labor is donated by the membership, and such service groups as 4-H clubs and Boy Scouts of America.

We request consideration by FORA for the opportunity to obtain construction material for this project from the residue lumber developed from the demolition of the former military structures on old Fort Ord. At a current construction rate of several hundred boxes per year, and an indefinite requirement for more throughout the next decade, CWA could utilize several thousand board feet of appropriate material for this project.

The material most desirable to facilitate the most ready construction of the appropriately sized box for Wood Ducks would be about three-quarters to one inch thick, at least eight to twelve



inches wide, and in lengths adequate to construct boxes 26 inches tall (I have enclosed a copy of the brochure describing the program in general, plus a construction plan so that the requirements for lumber of certain dimensions can be visualized more readily).

My office of the Department of Fish and Game here in Monterey is coordinating the aspect of obtaining building material for the chapter of the CWA that is providing the actual construction; the latter is thru the Black Brant Group, a sportsmen's association based at Morro Bay. Our Department could arrange transportation of any materials available to their construction facilities in Morro Bay.

If you have any further questions about this request, please refer same to the undersigned either by mail, or to telephone (408) 649-2890. This project has already demonstrated great practical value as a means of enhancing a depleted natural resource, and the future potential for this goal is even greater.

Sincerely,

A handwritten signature in cursive script that reads "Bruce Elliott". The signature is written in dark ink and is positioned above the typed name.

Bruce Elliott
Senior Biologist Supervisor



1



DEPARTMENT OF THE ARMY
DEFENSE LANGUAGE INSTITUTE FOREIGN LANGUAGE CENTER
AND PRESIDIO OF MONTEREY
PRESIDIO OF MONTEREY, CA 93944-5006



AUG 19 1997

REPLY TO
ATTENTION OF:

Directorate of Base Realignment and Closure

Mr. Standen Lee Cook
Pilot Project Coordinator, Fort Ord Reuse Authority
100 12th Street, Building 2880
Marina, California 93933



Dear Mr. Cook:

Thank you for the recent former Fort Ord de-construction site tour. The tour, in conjunction with your knowledge and expertise of the pilot project, provided insight on the benefits gleaned from this endeavor.

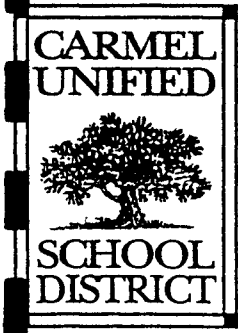
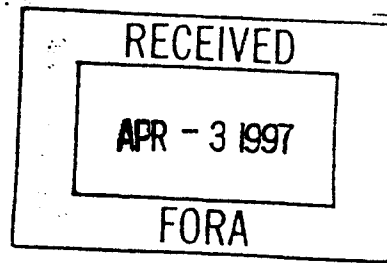
Your agreement with the Army to provide information on dismantling methods, starting businesses, reuse and rehabilitation assessments and remediation technologies incorporated with training videos will be useful in the on-going former Fort Ord clean-up process and at other Army installations. Wishing you good luck in this very useful project.

Sincerely,

Adrian R. Nakayama
Director, Base Realignment and Closure

Copies Furnished:
Installation Commander, DLIFLC & POM
Garrison Commander
Chief, BRAC and Environmental
Directorate of Natural Resources





April 2, 1997

BOARD OF EDUCATION

- Patricia Condren
- Gary Gray
- Dan Hightower
- Frank Pinney
- Annette Yee Steck

Standen Cook
 Pilot Deconstruction
 Project Coordinator
 Fort Ord Reuse Authority
 100 12th Street, Building 2880
 Marina, CA 93933

SUPERINTENDENT

Dr. Joseph Jaconette

Dear Stan,

It was good meeting with you on March 19th to review the relocatable barracks buildings that FORA will be making available through its Pilot Deconstruction Project.

It is my understanding that you have offered to help the Carmel Unified School District get one (1) such unit to one of its school sites with all hazards abated (or encapsulated in the case of the lead-based paint, assuming that such a process is approved by the California Office of Regulatory Services).

Please be advised that the Carmel Unified School District is very interested in participating and would like to obtain a number of these units, possibly as many as eight (8) to twelve (12), both for classroom use as well as for storage needs throughout the school district.

I will arrange for Chris Keeble of Keeble Rhoda Todd and Don Urfer, Structural Engineer, to review these buildings with you again in greater depth in order to advise the school district of any specifics that might be required in order for the school district to take on such a project.

4380 Carmel Valley Road
 P.O. Box 222700
 Carmel, CA 93922
 (408) 624-1546
 FAX: (408) 626-4052

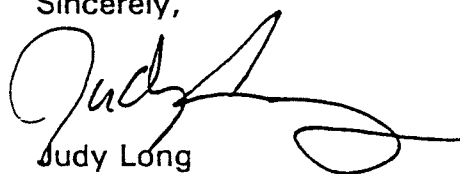


Standen Cook
April 2, 1997
Page 2

Please don't hesitate to call me at (408)624-1546, Ext. 22, if you have questions or would like further information.

Thanks so very much, Stan, for thinking of Carmel Unified School District and for making this opportunity available to us.

Sincerely,

A handwritten signature in black ink, appearing to read "Judy Long", with a long, sweeping horizontal stroke extending to the right.

Judy Long
Director, Business Services

JL:pkt
Encl.

cc: Patrick Kelley
Chris Keeble
Don Urfer





Carmel Middle School

P.O. Box 222740 • Carmel, California 93922 • Telephone (408) 624-2785

KARL PALLASTRINI

SALLY SALMON

Stan Cook PRINCIPAL

Carmel Unified School District

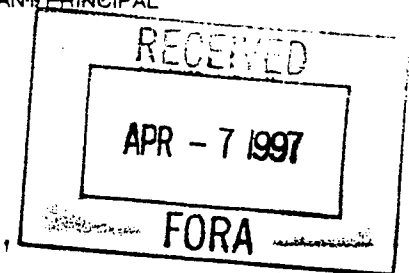
ASSISTANT PRINCIPAL

Project Coordinator

FORA

100 12th Street, Build. 2880

Marina, CA 93933



Dear Stan :

Thanks for all your assistance with the possibility of acquiring housing at our CMS Habitat Project in Carmel. I really appreciate you helping Judy Long, Patrick Kelly, & Chris Keeble with the building evaluations and permitting. Like I have expressed on the phone, at the very least, I would like one building moved to our site, using media to market the process. I would use the building for office space, a banding lab, storage, and a visitor center/museum. If we can get an approximate cost of retrofitting the structures, then, I can make a determination of whether to get your buildings or buy portable classrooms. Again, to make it clear, I definitely want at least one building moved to our CMS Habitat site.

On another note (see enclosed), would you be interested in sponsoring me on our annual bird-a-thon? We are having a great pot-luck on April 27th at Elkhorn Slough, are you interested? Your help means alot to me. Thanks for all your help!

Sincerely,

Craig Hohenberger

20 Asoleado Ct.

Carmel Valley, CA 93924

659-7249



HARTNELL
C O L L E G E

April 22, 1997

Mr. Stan Cook
FORA Officer
Fort Ord, CA 93933

Dear Mr. Cook,

Please place Hartnell College on your list for consideration of one or two of the old buildings that may be reusable by moving for our educational facility in Salinas. We would use them to supplement our Alisal Campus facility to hold additional classes.

Thank you in advance.

Sincerely,

Hershel Eaton

Hershel O. Eaton
Director of Facilities
(408)755-6950





EDITORIALS

Recycling buildings

THAT'S A GRAND idea being tested out on the old Fort Ord property: deconstruction instead of demolition.

Instead of bulldozing old buildings, the idea is to take them apart and auction off the pieces, whether they be wood or metal or whatever. It sort of gives new meaning to the phrase about turning swords into plowshares. (In that farming vein, one couple bidding on some of the wood Wednesday does indeed plan to build a barn with it.)

That auction Wednesday was the first step in putting the idea into action, and the information will be shared with planners at other ex-military bases around the country. The pilot program is the brainchild of the Fort Ord Reuse Authority, the Business Environmental Assistance Center and the University of California at Santa Cruz Extension.

Money, of course, is one driving force behind the project. It is estimated that it will cost \$120 million to demolish the unwanted buildings at Fort Ord; if a big piece of the money can be recouped by deconstruction, taxpayers will get a break. That's a big "if," however.

Just as important is how much material will be kept out of landfills. The old base contains about 1,200 buildings that are targeted for disposal.

Now, it may be that's too many to recycle feasibly. Still, whatever can be recycled will make all of us better off, even if we don't save a dime on the cost of the project.

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EDITORIALS

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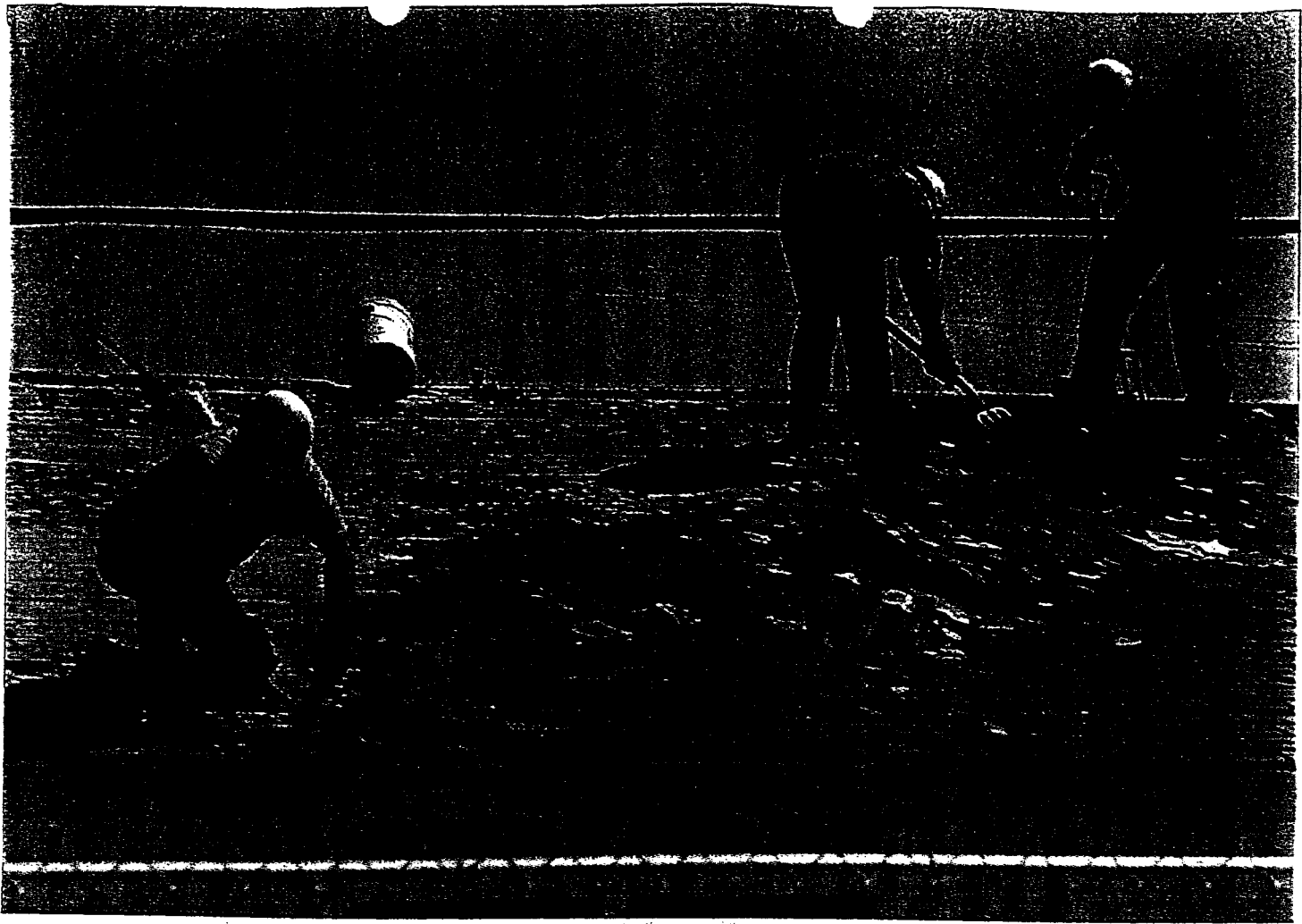




APPENDIX IV

PUBLIC AWARENESS





Russ Cain/The Herald

WORKERS RIP apart the roof off an old clinic at the former Fort Ord yesterday in an experiment to see exactly what it was made from and how much of that material might be recycled for new uses.

Demolishing Ord, scientifically

BY THOM AKEMAN
Herald Staff Writer

A half-dozen workers were tearing the roof off an old clinic at the former Fort Ord yesterday, pulling apart the composition shingles with pitchforks and shovels.

It might have looked like a routine roof job, but this was actually science at work.

The workers are dismantling the clinic in the East Garrison to see exactly what it was made from and how much of that material might be recycled for new uses.

When the 25-by-80-foot frame clinic is completely down, the workers will move on to seven of the other 1,200 unwanted buildings on the closed Army base and dismantle them.

The experiment was designed by the University of California Extension and the Fort Ord

'If we have some other value in this, we can cut that demolition figure way back.'

— Michael Houlemard,
FORA acting executive officer

Reuse Authority to see if demolition costs can be reduced or offset by recycling sales as civilian uses move into the spaces left behind by the military.

Demolition estimates have ranged from \$120 million to \$150 million, said Michael Houlemard, acting executive officer for FORA.

"We want to look for salvage value," he explained. "If we have some other value in this,

we can cut that demolition figure way back."

The dismantling — called deconstruction by the participants — will go on through the end of July, Houlemard said.

The deconstruction project was funded by a \$200,000 grant from the David and Lucile Packard Foundation.

After the project was planned, the workers were hired and trained to handle the asbestos and lead-based paint that will be

found in some or all of the buildings to be removed, Houlemard explained.

Any hazardous material like that is to be abated on the site, he said, so building debris won't have to be hauled to a hazardous-waste dump.

The workers did some preliminary air pollution and lead testing in the clinic before disturbing it, said Joselyn Ignacik Zimardi, a spokeswoman for the UC Extension in Cupertino.

Then they removed the plumbing and plumbing fixture she said, and started on the roof.

When all the building material is piled beside the building site, recyclers will look at it to see what might be reusable and what its value might be, Houlemard said.

It is too early yet to draw any conclusions, he said.





Robert Fish/The Herald

RON AND ELISABET HIATT of Felton plan to build a barn with wood auctioned off from buildings at Fort Ord.

Auction recycles old Ord material

BY KRISTI BELCAMINO
Herald Staff Writer

A silent auction of the lumber and materials salvaged from the pilot program's first deconstructed building was held yesterday at the former Army base at Fort Ord.

About 90 percent of the building was salvaged for resale or recycling purposes.

"We'll probably make several thousand dollars," Michael Houlemard, acting executive officer of FORA, said of yesterday's auction of materials such as lumber and metal venting. He said he didn't know how many people were bidding on the materials.

The money will pay for some of the deconstruction costs, such as salaries, he said.

Houlemard said the program's goal is to demonstrate the feasi-

bility of using deconstruction as an alternative to demolition.

"The information we get from this will be shared with other military bases around the state of California and the nation," he said.

With more than 1,200 unwanted buildings on Fort Ord slated for demolition at an estimated cost of \$120 million, alternatives are being explored.

The option of deconstruction is the basis of a pilot project by the Fort Ord Reuse Authority, the University of California at Santa Cruz Extension and the Business Environmental Assistance Center.

Deconstruction is billed as a way to conserve landfills, forests and other nonrenewable resources while generating jobs and maybe even making money.



DALE STANSBURY, assistant dean of economic development for the University of California at Santa Cruz, posts silent bids for building materials.



Crews fill in and 'deconstruct' last vestiges of old base

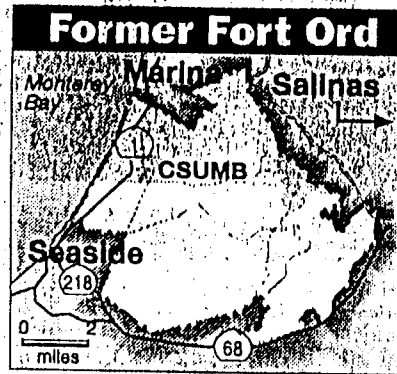
By Marty Burluson
The Californian

At the former Fort Ord, one cleanup crew is burying the past while another tries to recycle it.

Army officials Wednesday provided a below-the-scenes look at a landfill project meant to turn former waste-disposal sites into rolling hills suitable for redevelopment. Late next year, officials said, six landfill sites along Imjin Road will show no sign of 35 years worth of garbage collection.

"We have to close the landfill. Properly close it," said Gail Youngblood, environmental coordinator for the Base Realignment and Closure division. "It's household waste material, and you don't want it surfacing and blowing around."

Elsewhere Wednesday, a six-person crew experimented with a different approach to Fort Ord cleanup. Funded by a \$200,000 grant, the Fort Ord Reuse Authority and other organizations are attempting to "deconstruct" — not demolish — buildings standing since before World War II.



The objective: to salvage and sell the building materials, defraying the cost of eliminating dangerous structures and view-obstructing eyesores. There are an estimated 1,200 wooden buildings on the 28,000-acre former Army post, and most must be removed for redevelopment to occur.

"We'd like to recover a major portion of the cost," said project See CLEANUP/Back Page

CLEANUP: Landfill gets proper burial

Continued from Page 1A
coordinator Stan Cook, referring to the \$120 million price tag for material removal. "And even if the cost is equal, we'll put more people to work than if we just throw it away."

Deconstruction is under way on a former clinic in Fort Ord's East Garrison area. As many as eight buildings will be dismantled by mid-summer, Cook said, and a project report — which would examine the potential cost savings, if any — is expected in November.

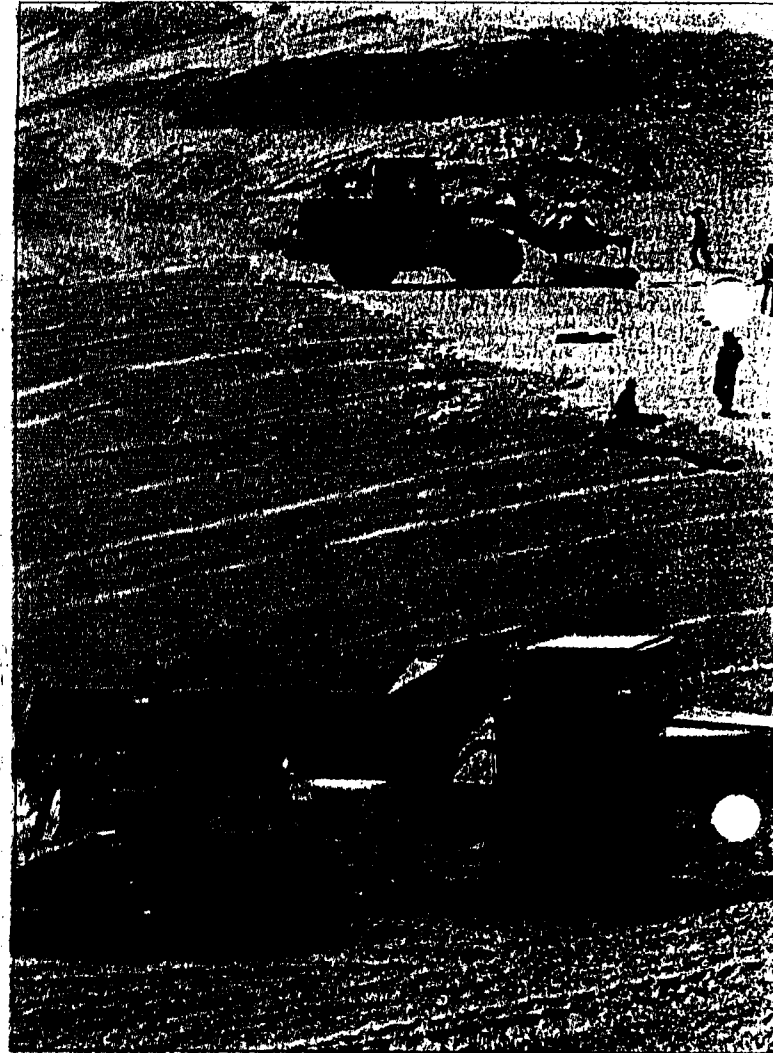
The first materials will be available for public purchase around June 4, Cook said.

The overall cleanup of Fort Ord — including the removal of unexploded ordnance and soil and water purification — is expected to take 30 years or more and cost more than \$350 million. Much of the property already has been declared clean and available for reuse, however.

Among the sites most recently completed and cleared for reuse is the former landfill adjacent to the Abrams Park subdivision.

"We're making really good time," Youngblood said.

Material from the Abrams Park-area landfill has been moved to the other sites across Imjin Road, where it will be covered with soil, an impermeable layer of plastic, more soil and a "vegetative layer" of grass and other plants. The project, which involves 118 contractors and subcontractors, will cost an estimated \$40 million.



Richard Green/The Californian
BIG LANDSCAPING JOB: Crews Wednesday work to add lines to the area of an old landfill at the former Fort Ord.

Groundwater in the area will continue to be pumped and treated at an annual cost of \$750,000 a year, Youngblood said.



August 8, 1997

Mr. Carroll
Mr. Heller
USAID/ Panama
Unit 0949
APO AA 34002

RE: Information to assist you in the reuse of military buildings along the Panama Canal.

Dear Sirs:

It is my understanding that the transfer of the Panama Canal zone will transfer US military bases over to the Panamanian government. These facilities will contain many buildings needing to be reused or removed. This is similar to the status of approximately 1,200 buildings we have at Fort Ord.

We have developed and implemented a Pilot Deconstruction Project here at Fort Ord that is taking a structured and scientific approach to ascertain the most efficient reuse of these buildings. We are looking at reusing buildings by, simply remodeling them, moving them whole, "panelizing" them, and disassembling them for reuse of the building materials. We are working with local contractors and labor to develop a long range plan that will implement the lessons learned. We are currently working with the US EPA as they investigate the economic benefits of deconstruction in blighted or impoverished areas.

It is my understanding that Panama has a more relaxed regulatory environment and cheaper labor force that of California, both of these could work to Panama's advantage in the reuse of these facilities. If you would like more information about the Fort Ord Reuse Authority, Pilot Deconstruction Project please visit our web-site at <www.fora.org>. Or feel free to contact me at our offices.

Sincerely,

Stan Cook
Pilot Deconstruction Project Coordinator
408-883-3672





APPENDIX V

REGULATORY ISSUES



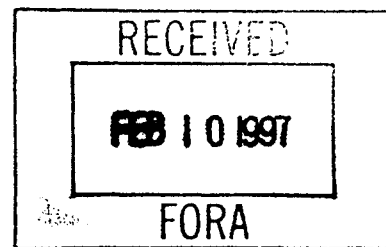


UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

OFFICE OF
POLICY, PLANNING AND EVALUATION

February 5, 1997

Stan Cook
Pilot Deconstruction Project Manager
FORA
100 12th St., Bldg. 2880
Marina, CA 93933



Dear Mr. Cook, *Stan*

I enjoyed our conversation last week. Thanks for sending me the "draft macro view" of your pilot project and the copy of your interview with Mr. Cederwal. I was pleased to learn about the broad scope of your project (economics, environment, and education) and intrigued with the concept of "panelizing" existing buildings. Although I've always appreciated the economies that can be gained through large-scale manufactured housing operations that produce building panels, I hadn't made the natural link to disassembling and reassembling existing buildings through a process of panelization. I will be very interested in the results of your work. I have also passed your name and number along to Dick Martin, a professor at Georgia Tech, who is working on buildings issues such as panelization.

In reviewing your materials, I found the section on "Documentation of Materials Salvaged and Techniques" to be very interesting. From my perspective, this is one of the most valuable contributions your project will be making to the *industry (if you will) of deconstruction*. I am in contact daily with people across the nation who are interested in deconstruction as a new business opportunity, municipal venture, welfare-to-work program, environmental enterprise, etc. All of them are eager for more data on the process. They want to know the costs and benefits, economic and environmental, of deconstruction as an alternative to demolition. They also want to know how to disassemble buildings so that the value of the materials will be preserved. Because there is currently such a dearth of information available on deconstruction, all the information and "lessons learned" acquired through your project will provide invaluable contributions to developing a state-of-the-art.

I expect that the report on our deconstruction pilot project in Baltimore will be available sometime in March. I'll send you a hard copy, but an electronic version will also be available through our Smart Growth Network website (http://www.sustainable.org/SGN/sgn_index.html);



probably in April. Again, if you are interested in using our website to disseminate the results of your project, we would be delighted to provide you with that opportunity.

I hope to travel to California this year to meet with you and others on deconstruction. Ann Schneider has mentioned a conference/workshop in early June that might provide a good opportunity.....if I plan a trip, I will try to coordinate with you so that we can meet.

Sincerely,



Robin Snyder





MONTEREY BAY

Unified Air Pollution Control District

covering Monterey, San Benito, and Santa Cruz counties

AIR POLLUTION CONTROL OFFICER

Osugias Quecin

24580 Silver Cloud Court • Monterey, California 93940 • 408/647-9411 • FAX 408/647-8501

7-30-97

Stan Cook
Fort Ord Reuse Authority
100 12th St., Bld 2880
Marina, CA 93933

RE: Historic asbestos surveys and deconstruction buildings

Dear Stan:

Thank you for the opportunity to comment on the existing asbestos surveys for buildings in the "Deconstruction Pilot Project".

Representing the Monterey Bay Unified Air Pollution Control District as a member of the Deconstruction Technical Support Group, I've worked closely with program staff on this pilot project. One of my primary functions has been to provide compliance assurance with Federal asbestos regulations during the deconstruction of these buildings.

Many of the buildings at old Fort Ord had asbestos surveys conducted through the Army Corp of Engineers in 1989, 1991 and 1992 while the base was still active. These surveys have been relied upon by various agencies including FORA to assess the presence of hazardous building materials.

To help moderate FORA's deconstruction costs, because it was unknown how accurately the old surveys represent the project buildings current configuration, our agency agreed to augment the Corp of Engineers' surveys with our own field inspections during the pilot period. It has been our experience that the existing surveys are often inadequate in reliably identifying asbestos in buildings at old Fort Ord, as required by the Federal Asbestos NESHAP regulation.

My recent inspection of building #2143 currently being deconstructed highlights our concerns with these old asbestos surveys. A potentially serious environmental incident was averted when 4000 sq. ft. of an asbestos flooring material was identified. This material is in poor condition and was not listed in the Corp of Engineers' survey. It was located directly below floor tiles that survey had found to be free of asbestos. If it had been disturbed as planned the following day, significant violations and an asbestos release would have occurred, which would likely have impacted deconstruction workers and downwind populations.

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Santa Cruz County



Nobody wants an asbestos release, but such an event is likely if the deconstruction project were to continue with only the old surveys to guide it.

We would like to help FORA find ways to assure that asbestos materials are reliably identified prior to subsequent deconstruction activities. Perhaps we could explore other methods to address those concerns that would be beneficial to this very important project.

I've enjoyed working with you on this project and admire your professionalism in dealing with the challenging issues associated with the deconstruction program. I hope the project will be successful in establishing new industries, jobs and reuse of our existing resources.

Sincerely,



Mike Sheehan
Inspector

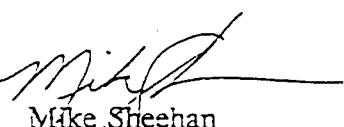


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Sincerely,



Mike Sheehan
Inspector



MEMO: July 31, 1997

Subject: Discrepancies in the existing Fort Ord asbestos surveys.

To: Michael Houlemard, Executive Officer.

From: Stan Cook, Pilot Deconstruction Project Coordinator.

Michael a recent occurrence in the Pilot Project has highlighted discrepancies in the existing asbestos reports. These discrepancies are important to the future owners of the buildings at Fort Ord.

My discussions with Mr. Mike Sheehan of the Monterey Bay Unified Air Pollution Control District and our correspondence will illustrate this concern. This is summarized below and the letters are attached.

The existing asbestos reports appear to have been created for "in place" management of asbestos materials. Typically only materials of immediate danger to life and health or costly to maintain are of concern for in place management. Although these reports are very good, they fail to adequately identify the amount and type of asbestos in the buildings.

Omission of Asbestos Containing Materials has occurred because of:

- Restricted entry to survey. This could have been for security reasons or simply because objects were in the way.
- Sampling appears to have been "non-destructive" in nature. Destructive testing that would reveal hidden older materials was not performed. This is fine for in place management. Conversely, massive renovation or demolition will expose older materials previously "sandwiched" safely away from the public.
- Remodeling. One out of four of the Pilot Project buildings has had the interior floor plan altered after the survey. The ban on producing Asbestos Containing materials occurred in 1978, but stockpiled materials may take years before they are used.

The surveys inadvertently miss identify many Asbestos Containing Materials because of:

- Aging of Asbestos Containing Materials. Materials that were surveyed as "non-friable" in the early 90's are becoming "friable" as they age. Non-friable asbestos materials can typically be disposed of at the Marina landfill as a non-hazardous waste. These materials are only minimally regulated during removal and transport. On the other hand friable materials are carefully regulated and must be disposed of at a special hazardous waste landfill. Aging of these materials is an almost imperceptible but important factor which is geometric in its progression.

The MBUAPCD is interested in continuing discussions with FORA and ways to minimize the cost to determine the exact nature of all asbestos at Fort Ord. I am available if you have further questions.



MONTEREY COUNTY

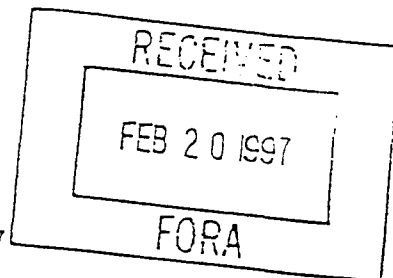
THE BOARD OF SUPERVISORS



MONTEREY COURTHOUSE - 1200 AGUAJITO ROAD, SUITE 001, MONTEREY, CALIFORNIA 93940

DAVE POTTER
SUPERVISOR - DISTRICT FIVE
(408) 647-7755 - FROM MONTEREY
(408) 753-5055 - FROM SALINAS
(408) 667-2770 - FROM BIG SUR
(408) 647-7695 (FAX)
e-mail: mocsd5@ix.netcom.com

JODY PARSONS
AIDE TO THE SUPERVISOR



February 19, 1997

Mr. Les White
Fort Ord Reuse Authority
100 12th Street, Bldg. 2880
Marina, CA 93933

Dear Les,

At a recent FORA meeting I requested clarification as to the inspection fees charged by the Air Pollution Control District. I am concerned that they charge the same price for the demolition of existing buildings regardless of the building size or the redundancy due to the duplication of building type.

These concerns are of immediate importance, since the demolition of the buildings in the State Parks area west of Highway 1 generated \$12,000 in fees, although the buildings were as simple as storage sheds and sentry towers.

Please request a response since this job is ready to go and the fees are due.

Sincerely,

Dave Potter
Supervisor, District Five

DLP:lei

