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August 24, 2017

Kolvira Chheng, Asst. Superintendent of Business Services  
Alum Rock Union Elementary School District  
2930 Gay Avenue  
San Jose, CA 95127

**Re: Response to Request for documents: Agreement for Additional Services; DSA Close-Out Certification Services**

Kolvira

The following is in response to your August 4, 2017 letter regarding the District's request for documentation for Del Terra's DSA Close-Out Certification Services. The letter requests various documents to be provided to the district by August 18<sup>th</sup>, but in Del Terra's letter dated August 19<sup>th</sup> a time extension was respectfully requested due to the prior notification that I, Luis Rojas, was going out of town from August 13 to 18.

The letter requests that all work products be delivered to the District. The following are the clarifications and responses to the referenced request for the 'work products'.

**Plans:** Del Terra personnel conducted a search for Original Design Plans, As-Built plans and any existing related Close Out supplemental documentation. The search was conducted throughout the District, e.g. 2<sup>nd</sup> Floor Storage Area in the District Office Bldg, Del Terra staff then searched for plans throughout the District school sites and M&O offices. Plans that were able to be located were discovered to be disorganized, taken apart and incomplete. Many attempts were made to contact, via email and telephone calls, to the original architects to provide copies of the Design Plans. Some architects were no longer in business and some did not respond. The architects that did respond and provided plans were placed in the Storage Area. The plans that were provided electronically, Del Terra can provide to the District. The electronic files are over 66 Gigabytes of data. The Files are too large to be emailed or sent via Drop Box.

**Drawings:** Same as above.

**Specifications:** Not applicable

**Estimates:** Not applicable

**Reports:** Matrices are attached.

**Meeting Minutes:** During Del Terra's attempts to gather history information and data collection, the District endured a significant amount of staff turnover. Many of the Maintenance dept. Managers with Facility background and history left the District. On the 1<sup>st</sup> day of Del Terra's engagement with the District, the 1<sup>st</sup> FM&O Director notified that he was leaving the District within the 1<sup>st</sup> two weeks of Del Terra's engagement. Thereafter, the District had **3 more FM&O directors**, none of which were internal staff. In fact, there were periods of time where there was no FM&O Directors employed with the District at all.

Since many of the Maintenance Managers had left the District, there was a lack of FM&O Directors and the Directors that were hired were not internal staff, thus the various Facilities dept. and FM&O directors did not have any history information to provide DSA Close Out assistance.

Upon Del Terra's engagement the incumbent Chief Business Officer, Linda Latasa, did have District history, unfortunately she too left the District early into the DSA Close Out process. Thereafter, the District then experienced significant and detrimental CBO turnover, over **6 more CBOs** in a period of **2 ½ years**. None of the CBOs were internal, some were even temporary consultants, thus none of the Consultants or CBOs hired possessed any District history or knowledge. Again the various Consultants and CBOs had no ability to provide background or assistance to the Close Out process.

Since there were no consistent or knowledgeable District personnel available to answer Facility questions, there was no ability to conduct relevant or productive Meetings with District staff, as such no Meeting Minutes exist. The only meetings were with the various CBO's to obtain signatures and documentation approvals or DSA Fee Requests.

**General Product documentation:** Email correspondence with DSA, previous IOR's and Architects does exist. The good majority of the effort was in researching the existing Project Files (located in the DO's 2<sup>nd</sup> floor storage room), phone calling previous IORs and Architects and DSA to locate Plans and supporting documentation. DSA forms and letters are also available. Copies were maintained in a Binder located at the District Bond & Facilities office, Mr. Louie Moran retained the Binder. During Mr. Moran's conversation with the law firm of Fagen, Friedman & Fullfrost, they requested the Binder. Mr. Moran provided the Binder with the copies of the DSA correspondence and forms.

**Electronic Files:** The electronic correspondence, files and emails are over 26,870 Files in 1,260 Folders = 61 Gigabytes of Data, Plus approximately 66 Gigabytes of Design Plans, is a total over 29,000 electronic files.

**Monthly Reports:** Since the tasks that Del Terra were independent of the District to provide relevant input or guidance and due to the District's high turnover of Staff, Management and Administration (as described in **Meeting Minutes** above), the reporting was unable to be monthly. Reports were sometimes quarterly or upon request.

**Schedules of Proposed Actions:** Due to the high District Staff, Management, and Administration turnover as described in **Meeting Minutes** above, there was no ability to provide a Joint Effort Action plan. Based on Del Terra's extensive experience the approach taken was standard industry protocol. The typical approach is to address the 'low hanging fruit' on multiple projects. Identification and organization of the easiest tasks to discover and resolve, then projects with the least number of issues to reduce the quantity of DSA challenges as well as the quantity of remaining projects. Since there was no District personnel with History and project knowledge, the tasks and efforts performed by Del Terra were independent searching and reviewing of plans, existing documentation, and pursuing and engaging IORs and cooperating Architects to complete the pending DSA requirements.

**Tracking Matrices:** Included.

**Communications and Submittals to DSA:** Printed copies of the correspondence with DSA were kept in the Binder maintained by Mr. Louie Moran as stated in **General Product documentation** above. The Binder was turned over by Mr. Moran to the law firm of Fagen, Friedman & Fullfrost.



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I look forward to discussing the next steps in assisting the District in their record keeping of the DSA Close Out documentation.

Sincerely

A handwritten signature in blue ink, appearing to read "LDR" with a flourish.

Luis D. Rojas  
President and CEO