

**Executive Limitation 3.E  
Asset Protection**

To: Board of Education

From: Dr. Chris Fiedler, Superintendent of Schools

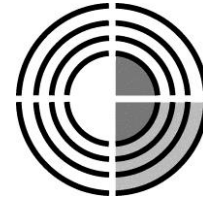
Re: Expectations of the Board – 3.E Asset Protection

I hereby present my report on our Asset Protection Executive Limitation 3.E in accordance with the schedule as set forth in Board policy. I certify the information in this report is true.



Signed: \_\_\_\_\_  
Superintendent, School District 27J

Date: April 26, 2016



**Policy 3.E – ASSET PROTECTION**

Date Adopted/Last Revised: April 24, 2012

**The Superintendent will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.**

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The Superintendent will not:

1. Allow the organization to be uninsured. Page 5

- Hierarchy of Insurance Coverage

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2. Subject facilities and equipment to improper wear and tear or insufficient maintenance. Page 7

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| • Buildings and Values          | • School Sites              |
| • Items Past Their Useful Lives | • Facility Leasing          |
| • Capital Reserve Expenditures  | • Data Processing Equipment |
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Reporting: **Non-compliance**

3. Operate without employing risk management practices to minimize exposure of the organization, its Board, or staff to claims of liability. Page 18

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4. Allow any purchase wherein normally prudent protection has not been given against conflict of interest. Page 18

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5. Allow a purchase of \$20,000 or more without having obtained comparative prices and quality. Page 19

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8. Fail to protect intellectual property, information, and files from loss, improper access, or significant damage. Page 21

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9. Receive, process, or disburse funds under controls insufficient to meet the Board-appointed auditor's standards. Page 22

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10. Compromise the independence of the board's audit or other external monitors or advisors. Engaging parties already chosen by the board as consultants or advisors is not permitted. Page 23

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11. Invest or hold operating capital in unsecure instruments or in non-interest-bearing accounts except where necessary to facilitate ease in operational transaction. Page 23

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Reporting: Compliance

12. Endanger the organization's public image, its credibility, or its ability to accomplish goals. Page 24

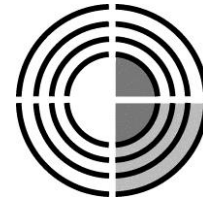
- Communications

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13. Change the organization's name or substantially alter its identity. Page 27

- Board-directed Unofficial Name Change

Reporting: Compliance



## Policy 3.E – ASSET PROTECTION

Date Adopted/Last Revised: April 24, 2012

**The Superintendent will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.**

*I interpret assets to represent physical and intellectual property of the District with a value greater than \$5,000.*

*I interpret unprotected as assets without insurance.*

*I interpret inadequately maintained as a lack of preventive maintenance, repair, or renovation which may cause an asset to deteriorate or experience an accelerated depreciation.*

*I interpret unnecessarily risked as exposure of assets to circumstances resulting in a higher likelihood of theft or otherwise being unavailable for the asset's intended purpose.*

### **Data Reported**

The data contained in this report will illustrate that the District's assets have been protected using insurance coverage amounts that meet or exceed industry standards and are similar to those utilized by members of the Rocky Mountain Risk Insurance Group, formerly known as the Adams County Board of Cooperative Educational Services (BOCES). The newly configured Rocky Mountain Risk Insurance Group includes the school districts of District 27J, Adams 1 (Mapleton), Adams 12, and Adams 50. Premiums and claim payments are within industry standards for a district the size of School District 27J. Insurance contracts and policies are in place with the appropriate level of protection and all loss claims against the policies are recovered, less the deductible. Insurance costs for general liability, auto liability, and property protection indicate adequate coverage to protect District assets. The Colorado Group Insurance Association (CGIA) permits public entities to self-insure as well as to purchase commercial insurance subject to C.R.S. 24-10-115 and 29-13-101, 102 & 105.

In addition to insurances, the District participates in a number of training opportunities provided by the Rocky Mountain Risk Insurance Group to improve risk management practices, mitigate risks and reduce loss. Additional consultation is available through our insurance broker. The Rocky Mountain Risk Insurance Group Workers' Compensation/Safety Advisory Council is comprised of representatives from each district. This group meets monthly to discuss workers' compensation issues, review claims, and make recommendations to the Board of Directors regarding safety and loss control issues.

As a public agency, the processes by which a claimant can attempt to recover damages and/or losses as well as the limits of how much a claimant can collect from School District 27J are regulated by the Colorado Governmental Immunity Act (CGIA). In very general terms, claimants may seek a waiver of this protection if the agency failed to act reasonably and/or allowed a known dangerous condition to exist that eventually caused harm. Even with governmental immunity, the claim must be investigated and a response put forward. Under the CGIA recoveries are limited to \$350,000 per person and

\$990,000 per claim. Examples of claims that could be made against school districts include ice and snow on walkways, inadequate student supervision, and inadequate facility maintenance.

In 2004 the Insurance Pool added E&O (Errors and Omissions) coverage which insures the districts against wrongful acts committed by the districts. A recent copy of this coverage was provided to individual members of the Board of Education of School District 27J. Employment practices liability and educators professional liability are also included in this coverage. Board members face these exposures and should be aware that claims presented to the Pool are not subject to the Colorado Governmental Immunity Act (CGIA) which limits the levels of recovery by claimants.

The District takes the necessary precautions to prevent unnecessarily risking the image of the District and to protect its assets through adherence to its policies and procedures. These policies and procedures address employee conflict of interest and purchasing. External audits have been performed to measure compliance with them.

Intellectual property, information, and files are backed up and protected from misuse, significant damage, or copyright infringement in accordance with accepted governmental standards.

The state mandated set-aside for capital reserve funding was eliminated after the 2008-2009 school year. That statutory change in conjunction with declining per-pupil funding in FY 2010, FY 2011, and FY 2012 caused the District to realign many of its practices in an effort to remain compliant with the District's Global End of raising academic achievement. The allocation of resources to this end, while initially thought to be short term, has now been in place for many years and the long term impact is being felt within our facilities management program.

In November 2015 the District passed a school construction bond in the amount of \$248 million. A portion of the bond is to be allocated to lengthen the life of existing educational facilities through repairs, maintenance and renovations. For the remainder of FY 2016 and through FY 2020, significant capital improvements will be made to our infrastructure. While the funds are currently available, the projects are in various stages of design and may not be completed for some time. The claim of non-compliance will remain in place for Section 2 until a significant number of these repairs are made.

**The Superintendent will not:**

- 1. Allow the organization to be uninsured:**
  - a) Against theft and casualty losses to at least 90% of replacement value;**
  - b) Against liability losses to Board members, staff and the organization itself in an amount equal to or greater than the average for comparable organizations; and**
  - c) Against employee theft and dishonesty.**

*I interpret insured to be defined as appropriate policies shall be in place and all claims against the policies are resolved.*

**Data Reported**

State law mandates minimum automobile bodily injury coverage of \$25,000 and minimum property damage coverage of \$50,000 per incident. The District has in place insurance policies to cover acts of litigation, settlements, judgments and staff injuries resulting in financial remuneration by the District. The policies provide coverage for these acts to the extent available through insurance contracts. There

are certain acts that are not insurable.

The District is a member with the aforementioned four Adams County school districts in the Rocky Mountain Risk Insurance Group (the Pool) which provides insurance coverage for all its members. The Pool’s Board of Directors consists of one member appointed by the Board of Education of each participating school district. All members of the Pool’s Board of Directors have an equal vote in the administration of the Pool’s activities, are responsible for selection of management, and have complete responsibility for all fiscal matters in the operation of the Pool.

The District pays annual premiums for property, liability, and workers’ compensation coverage. In the event aggregated losses incurred by the Pool exceed amounts recoverable from reinsurance contracts and funds accumulated by the Pool, the Pool may require additional contributions from the Pool members. Any excess funds that the Pool determines are not needed for purposes of the Pool may be returned to the members pursuant to a distribution formula.

The Pool, which is subjected to actuarial review and annual audit, has various levels of self-insured retentions and purchases excess insurance for amounts above the retentions for liability, property, and workers’ compensation coverage.

## Rocky Mountain Risk Insurance Group

2015-2016

### *Hierarchy of Coverage By Line*

	Property (Buildings, Vehicles, & Contents)	E & O	Liability	Workers' Compensation	Boiler & Machinery	Employee Dishonesty (Crime)	Cyber Crime
District Responsibility	\$0 - \$1,000	\$0 - \$10,000	\$0	\$0	\$0 - \$5,000	\$0 - \$25,000	\$0 - \$50,000
Pool Retention	\$1,000 - \$100,000	\$10,000 - \$150,000	\$0 - \$150,000	\$0 - \$550,000	None	None	None
Excess Coverage	\$100,000 to  \$1,000,000  BRIT	\$150,000 to  \$10,000,000 (*Abuse to \$5M)  BRIT	\$150,000 to  \$5,000,000 Auto Liability \$10,000,000 General Liability BRIT	\$550,000  Statutory  Safety National	\$5,000 to  \$50,000,000  Hartford	\$25,000 to  \$1,000,000  Travelers	\$50,000 to  1,000,000 - 5,000,000  ACE
Additional Excess Coverage	\$1,000,000 to \$100,000,000 Travelers						

\*Student Sexual Abuse has a sub-limit of \$5,000,000 under Educators Legal Liability.  
Charter Schools are excluded from all lines of coverage.

This interpretation is reasonable because its intent meets industry standards for insurance as established by the Rocky Mountain Risk Insurance Group Limits and Retentions.

**Conclusion: I report compliance.**

**The Superintendent will not:**

**2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.**

*I interpret facilities to comprise buildings and grounds owned or leased by the District.*

*I interpret equipment to mean tools, electronic data processing equipment, vehicles and machines that either alone or in combination comprise and/or support operating systems within these facilities with a value exceeding \$5,000 and a useful life greater than one year.*

*I interpret electronic data processing equipment to mean communications equipment used for essential operational activities. These pieces of equipment are building level switches, phone switching equipment, and fiber connections.*

*I interpret improper wear and tear as failure to sustain the integrity of the asset in a timely manner or protect the normal life of the asset for the asset's intended purpose within the funding capacities provided.*

*I interpret insufficient maintenance as not keeping up with preventive and corrective maintenance as recommended by the manufacturer or prevailing industry practice.*

**Data Reported**

**Buildings**

The District owns and maintains a number of facilities. The following chart is a summary description of the facilities, the square footage, and the insurable values of the buildings and their contents:

	<b>Number of Buildings</b>	<b>Square Footage</b>	<b>Value of Buildings</b>	<b>Value of Contents</b>	<b>Site Improvements</b>	<b>Total Value</b>
School Facilities	19	1,526,954	\$274,355,261.02	\$25,966,100.00	\$3,145,837.00	\$303,467,198.02
Modulars	37	74,216	\$6,081,644.95	\$907,154.75	\$0.00	\$6,988,799.70
Other Facilities/Out Buildings	20	154,333	\$13,926,709.57	\$4,127,295.61	\$87,724.00	\$18,141,729.18
Grand Total	76	1,755,503	\$294,363,615.54	\$31,000,550.36	\$3,233,561.00	\$328,597,726.90

Through the exceptional effort of District staff, a 100% rating has been achieved for this year by keeping all facilities open and able to serve their intended service each day of the past year. However, the previous long-standing reduced funding availability and the lack of routine and continued maintenance, coupled with the financial inability to perform reasonable life expectancy requirements, causes us to claim non-compliance in this area.

As mentioned previously, the successful 2015 school construction bond election will provide the financial resources necessary to make improvements in this area. Many deferred maintenance projects will be completed in the coming years and it is anticipated that staff will soon be able to claim compliance in this area.

The following chart is a non-inclusive list of some of the items deferred beyond their reasonable life expectancies.

### Examples of Items Past Their Useful Lives

Building	Equipment Manufacture or Install Date	Specific Item of Concern	Useful Life	Past Useful Life?
<b>Elementary Schools</b>				
Second Creek Elementary	2003	HVAC Controls	15	yes/obsolete
Thimmig Elementary	2002	HVAC Controls	15	yes/obsolete
Henderson Elementary	1998	Carpet	7-12	yes
Southeast Elementary	1994 addition	HVAC Controls	15	yes
		Boiler	20	yes
		Chiller	20-23	2014-2017
		Resilient Flooring (VCT)	15	yes
		Roof	20	yes
Northeast Elementary	1998 remodel	Carpet	15	yes
		Concrete / Asphalt	20	yes
North Elementary	1998	Resilient Flooring	7-12	yes
	1998	Fire Detection System	15	yes
<b>Middle Schools</b>				
Overland Trail Middle School	1984  2001 2000 1984 - 2000	Domestic Hot Water Boiler	15	yes
		North End Roof Tops	20	yes
		Roof	20	yes
		Fire Detection System	15	yes
		Carpet	7-12	yes
Vikan Middle School	1987 to 2000  1962	Roof Top Units	20	yes
		Resilient Flooring / Carpet	7-12	yes
		Domestic water piping	50	yes
<b>High Schools</b>				
Brighton High School	1991 addition/remodel 2005	Roof	20	yes
		Parking Lots	25	yes
		Athletic Fields/ Track Surfaces	10	yes
Brighton Heritage Academy	1987	Boilers	25	yes
	1994	Roof	20	yes
Prairie View High School	2006	Athletic Fields/ Track Surfaces	10	yes
<b>Administration &amp; Support</b>				
ESC	1979	Cooling Tower (west)	25	yes
	1979	Boiler (west)	20	yes
	1979	Roof	20	yes
Pool	1992	Roof	20	yes
Technology	1998	Fire Detection System	15	yes
South Elementary	1971	Roof	20	yes
	1998	Fire Detection System	15	yes
	1998	Roof	20	no but failing



Prior to the passing of the 2015 school construction bond, major capital projects were funded through the Capital Reserve Fund, which is a component of the General Fund. The following chart is a summary of the expenditures by site over the past five years.

### Capital Reserve Expenditures by Site

	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16*</b>	<b>5yr total</b>	<b>Average</b>
North	\$0	\$7,230	\$67,906	\$37,840	\$0	\$112,976	\$22,595
Northeast	\$10,509	\$5,496	\$1,635	\$0	\$0	\$17,640	\$3,528
South	\$5,750	\$41,667	\$77,786	\$21,330	\$0	\$146,533	\$29,307
Southeast	\$14,475	\$68,845	\$14,549	\$13,745	\$0	\$111,614	\$22,323
Henderson	\$5,460	\$14,462	\$11,657	\$0	\$4,541	\$36,120	\$7,224
Pennock	\$635	\$0	\$0	\$76,799	\$19,495	\$96,929	\$19,386
Thimmig	\$17,547	\$0	\$0	\$0	\$17,263	\$34,810	\$6,962
Second Creek	\$20,032	\$17,865	\$0	\$4,490	\$16,709	\$59,096	\$11,819
West Ridge	\$3,485	\$7,563	\$5,130	\$31,525	\$0	\$47,703	\$9,541
Turnberry	\$0	\$0	\$0	\$0	\$37,968	\$37,968	\$7,594
Brantner	\$0	\$0	\$510	\$0	\$0	\$510	\$102
Overland	\$25,000	\$181,624	\$0	\$0	\$0	\$206,624	\$41,325
Vikan	\$81,507	\$89,943	\$14,185	\$76,857	\$18,317	\$280,809	\$56,162
Prairie View Middle	\$6,949	\$0	\$5,370	\$2,767	\$0	\$15,086	\$3,017
Stuart	\$2,749	\$12,175	\$4,650	\$25,273	\$2,000	\$46,847	\$9,369
Brighton High	\$74,161	\$279,195	\$280,467	\$393,811	\$2,902	\$1,030,536	\$206,107
Prairie View High	\$3,300	\$21,515	\$102,116	\$79,586	\$8,145	\$214,662	\$42,932
Heritage	\$0	\$5,298	\$4,996	\$0	\$0	\$10,294	\$2,059
District-Wide	\$32,450	\$124,549	\$358,882	\$110,140	\$127,558	\$753,579	\$150,716
Transportation	\$33,081	\$24,042	\$43,330	\$29,593	\$110,275	\$385,472	\$77,094
BOLT	\$0	\$17,125	\$0	\$12,915	\$0	\$30,040	\$6,008
ESC	\$10,281	\$12,536	\$119,168	\$5,130	\$0	\$147,115	\$29,423
<b>Totals</b>	<b>\$347,371</b>	<b>\$931,130</b>	<b>\$1,112,337</b>	<b>\$921,801</b>	<b>\$510,324</b>	<b>\$3,822,963</b>	<b>\$828,160</b>

\*Estimated cost of projects

The chart below illustrates examples of the FY 2016 projects:

<b>Site</b>	<b>Description</b>	<b>Amount</b>
Grounds	Mower	\$85,812
Henderson Elementary	Special Education door	\$4,541
Transportation	Lot grading	\$9,275
Turnberry Elementary	Preschool move	\$2,530
Vikan Middle School	Restroom pipe repairs	\$8,991
Second Creek Elementary	HVAC repairs	\$16,709

## **Security of District Facilities**

The site-specific school emergency plan for each school details the site's physical security and fire protection systems in the Prevention/Mitigation section. The District has a number of systems in place to protect people and assets.

### **Access Control**

All 18 district-managed schools use a visitor management and screening system licensed from Raptor Technologies. The Brighton and Commerce City charter schools use Raptor or a similar system. Visitors present their identification card, such as a driver's license, for scanning. The entrant is screened against a national sex offender database and site-specific alerts for restraining orders and other security issues that are customized by each school. Entrants receive a badge that includes their photo, date, and destination. Written procedures have been issued for the District to standardize school access controls, and school Raptor operators were provided with a School District 27J User's Guide.

All elementary and middle schools have main entrances that require visitors to be screened prior to entry. Most were installed during 2014 (Brantner, Prairie View Middle and Stuart Middle had similar systems installed during school construction). These systems allow staff to view and talk to entrants before remotely unlocking the access door. They are used during school hours. There are some related projects pending to add additional office monitoring stations or door call stations to the current equipment.

Several sites have electronic card key access systems for employees, including Brantner Elementary, Brighton High School, Prairie View High School, Prairie View Middle School, Stuart Middle School, and the Network Operations Center. The Educational Services Center (ESC) has keypad entry systems on designated staff entry doors, and only the main entrance, staffed by a receptionist, should be unlocked during business hours.

### **Video Surveillance**

All schools have video surveillance systems with continuous recording. The number of cameras ranges from a minimum of six at most elementary schools to more than 30 at the high schools. The video recorder was upgraded and two cameras were added at Brighton Heritage Academy prior to the start of the current school year. This project was funded to enhance video surveillance in the classroom area being utilized for Brighton High School students due to overcrowding at the high school campus.

There are also video surveillance systems at the Network Operations Center, the District Swimming Pool, the Main Transportation Terminal, and on buses.

A dedicated monitor for proactive use of video surveillance has been added to the security computer in the offices of several schools. The goal is have large-screen video monitors at all sites, when funding allows. In addition, other users such as principals and Security Resource Officers (SROs) can view and download video, and the Emergency Response and Crisis Specialist and the Facilities Manager can access the cameras from all sites except the swimming pool, which doesn't have a network connection.

The district has a video maintenance contract with a local security contractor. When a camera or recorder fails, it is replaced. All schools would like to have additional video cameras funded.

## Emergency Actions

School safety depends on quickly implementing emergency protocols, such as Lockout and Lockdown. Some sites have the capability to use electronic controls to quickly lock exterior doors, or close interior corridor doors to restrict the movement of an intruder. The District requires all classroom doors to be managed in locked mode so teachers can quickly implement Lockdown. Silent “panic” buttons and other improvements to emergency alerting have been reviewed and are being scoped for future funding.

## After-Hours Security Alarms

All schools have intrusion detection systems that include motion detection in the main corridors to provide after-hours protection from theft and vandalism. Other District locations with security systems are the Network Operations Center, the Technology Annex, the District Swimming Pool, and the Main Transportation Terminal. Alarms are monitored by a 24-hour service to ensure responders are promptly dispatched.

## Fire Protection

All schools have remotely-monitored fire alarm panels to ensure rapid notification of emergency responders in case the system alarms. All the school systems include smoke detection, alerting pull stations, fire extinguishers, and emergency lighting. Modular classrooms also have these systems and include notification systems for the main office if there is an alarm. More than half of the schools are protected by full sprinkler systems. The Educational Service Center, the Network Operations Center and the Main Transportation Terminal also have remotely-monitored fire protection systems.

## Back-Up Power

Nine schools have emergency natural-gas generators to provide back-up power for critical functions such as emergency lighting and fire panels. The generator at the Network Operations Center has the capacity to back up power for the entire technology building and protects all District network services including the phone system, servers, and internet connectivity.

## Summary

A number of projects are awaiting funding that will physically improve security and safety at schools. It is important to recognize that physical security depends on vigorous implementation of management systems in order to ensure school security. Ongoing auditing by school administration and district staff could improve compliance with these systems.

## Grounds

The District owns and maintains 22 developed sites containing approximately 323 acres. The District also owns five parcels of vacant land consisting of approximately 123 acres for future school sites that must be maintained as well.

Although not presently deeded to the District, there are another 18 parcels containing approximately 227 acres that have been identified as future school sites that are in varying stages of municipal approval and/or dedication. District staff continuously monitors these processes and works closely with our governmental partners to ensure adequate school sites for future enrollment.

The following tables identify the aforementioned properties. The first column in each chart includes the jurisdiction in which the property exists (BR = Brighton; CC = Commerce City; TH = Thornton).

### SD27J DEVELOPED SITES

<b>Jur</b>	<b>Site</b>	<b>Acres</b>	<b>Address</b>
TH	Brantner K-5	14.92	7800 E 133 <sup>rd</sup> Ave, Thornton
BR	Brighton Heritage Academy 7-12	3.6	830 E Bridge St, Brighton
BR	Brighton High School 9-12 CLC	28.2	270 S 8 <sup>th</sup> Ave, Brighton 360 S 8 <sup>th</sup> Ave, Brighton
BR	Educational Service Center	13.282	18551 E 160 <sup>th</sup> Ave, Brighton
BR	Technology Annex	14.06	630 S 8 <sup>th</sup> Ave, Brighton
BR	Henderson PK-5	14.52	12301 E 124 <sup>th</sup> Ave, Henderson
BR	North PK-5	2.18	89 N 6 <sup>th</sup> Ave, Brighton
BR	Northeast PK-6	9.437	1605 Longs Peak St, Brighton
BR	Overland Trail 6-8	15.23	455 N 19 <sup>th</sup> Ave, Brighton
BR	Pennock K-5	7.83	3707 Estrella St, Brighton
BR	Prairie View HS 9-12	55.594	12909 E 120 <sup>th</sup> Ave, Henderson
BR	Prairie View MS 6-8	22.6	12915 E 120 <sup>th</sup> Ave, Henderson
CC	Second Creek PK-5	14.73	9950 Laredo Dr, Commerce City
BR	South K-5	3.7	305 S 5 <sup>th</sup> Ave, Brighton
BR	Southeast K-5	11.4	1595 Southern St, Brighton
CC	Stuart MS 6-8	22.094	15955 E 101 <sup>st</sup> Way, Commerce City
BR	Swimming Pool	4.39	565 Southern St, Brighton
CC	Thimmig PK-5	5.37	11453 Oswego St, Henderson
BR	Transportation Facility	19.9	11701 Potomac St, Brighton
CC	Turnberry K-5	10.38	13069 E 106 <sup>th</sup> Pl, Commerce City
BR	Vikan 6-8	19.68	879 Jessup St, Brighton
TH	West Ridge K-5	10.9	13102 Monaco St, Thornton
	<b>Total Acres</b>	<b>323.997</b>	

## SD27J FUTURE SCHOOL SITES – OWNED

Jur	Site Location	Acres	Potential Usage
BR	Brighton East Farms Filing 2	15	ES
BR	ESC – 18551 E 160th Ave	10	ES
BR	Indigo Trails – 1/2 mi N of 144th Ave, W of 19th Ave alignment	13.5	ES
TH	Riverdale Peaks II – 136th & Yosemite	73.04	MS/HS
TH	Talon Pointe – Monaco & 156 <sup>th</sup>	11.12	ES
	<b>Total Acres</b>	<b>122.66</b>	

## SD27J FUTURE SCHOOL SITES – IN PROCESS OF ACQUISITION

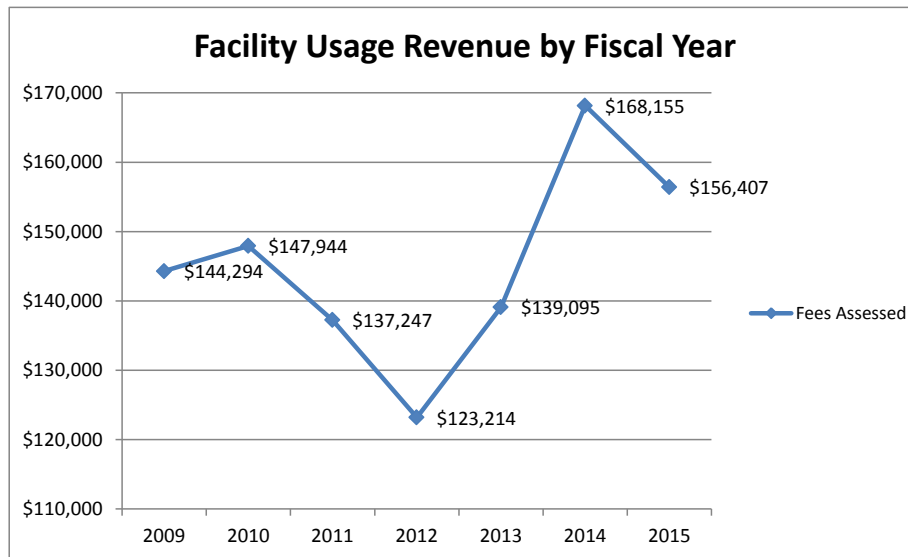
Jur	Site Location	Acres	Potential Usage
BR	Brighton Crossing	10	ES
BR	Brighton Lakes – Between 136 <sup>th</sup> Ave & 144 <sup>th</sup> Ave; Sable Blvd & Buckley Rd	10	ES
BR	Mountain View – N of Denver St, E of 27 <sup>th</sup> Ave, W of Telluride St	9.83	ES
BR	Prairie Center – 1/2 mi S of Bromley Ln, E of Buckley Rd, N of 144 <sup>th</sup> Ave	10.02	ES
BR	Prairie Center (Sec 20 T1S, R66W)	20.1	MS
CC	Buckley Crossing – 1/2 mi N of 112 <sup>th</sup> Ave between Buckley Rd & Tower Rd	5	ES
CC	Reunion – NE of 96 <sup>th</sup> Ave & Buckley Rd	48	HS
CC	Reunion – S of 104 <sup>th</sup> between Peoria St & Potomac St	15	ES
CC	Reunion – S of 104 <sup>th</sup> between Potomac St & Chambers Rd	8.63	ES
CC	Reunion – Southlawn – S of 104 <sup>th</sup> Ave, E of Buckley Rd	10.6	ES
CC	Reunion – W of Tower Rd, N of 104 <sup>th</sup> Ave *	10.1	ES
CC	Second Creek Farm – N of 88th Ave between Buckley Rd and Tower Rd	15	ES
CC	Villages at Buffalo Run East – E of Chambers, 1/2 mi N of 112 <sup>th</sup> Ave **	5.01	ES
TH	North End Station – N Hwy 7 between Holly St & Colorado Blvd	10	ES
TH	The Parterre – N of E470, E of Quebec St	20	MS
TH	The Parterre – S of E470, W of Quebec St	10	ES
TH	Willow Bend – W of Holly St, N of 144 <sup>th</sup> Ave	10.13	ES
	<b>Total Acres</b>	<b>227.42</b>	

*	The Commerce City Planning Department is working with the City Attorney's office to identify dates to place an ordinance and resolution before the City Council to transfer ownership of the site to the District.
**	Although this property was dedicated as a school site by the developer there is a clause in the PUD Zone Document stating that if a permanent elementary school facility has not been constructed by the later of July 17, 2010 or a date that 80% or more single family units in Villages at Buffalo Run East and West have been sold to third party purchasers, then the school site will revert to the developer. At this point approximately 70% have been sold, and in all likelihood the property will revert to the developer before the District will be able to build a school.

## **Facility Leasing**

District facilities are used by a number of entities for non-school purposes. The largest groups of users for non-school purposes are local municipalities. These uses are largely governed by intergovernmental agreements (IGA) executed by the parties. Users in this category are exempt from fees. The District also allows for the use of its facilities on a fee basis for other profit and not-for-profit organizations. A second category made up of non-governmental groups that serve District students was previously exempt from fees. Pursuant to a staff recommendation, the Board eliminated all exemptions except for those governed by existing IGA's and instituted a reduced fee for the previously exempt groups. The purpose of the change was to assist in the recovery of the costs of administering the building usage program.

The chart below illustrates the revenue assessed by fiscal year.



The reduction in FY 2015 fees is a reflection of the increased use of the facilities by exempt groups including school activities and municipal uses. This trend is likely to continue until additional schools are built opening additional opportunities for usage by non-exempt groups.

Staff will continue to monitor revenues from the lease and use of District facilities and will work to maintain a balance between allowing community use of facilities without placing the financial burden of such leases on the District and/or its instructional process.

The leasing of District outdoor spaces has not been previously regulated within our existing processes. Given the growing demand for these requests and the need to adequately monitor and maintain these facilities, staff will begin the central management of these spaces in the coming fiscal year.

## **Data Processing Equipment**

The District owns and operates approximately 40 miles of a fiber-based switch network to provide broadband voice and data communications between facilities. A current value has not been established for the network. Utilizing 2015 Bond funds, the District will map and assess the current condition of the network. Significant repairs, replacements and extensions will be made to the network to serve new facilities. At present, the current condition of the network is difficult to ascertain and therefore a

reasonable plan and budget for routine repair and replacement has not been established. Staff will endeavor to create this plan in the coming months.

The District also owns and operates an integrated telephone switching system that includes a primary district-wide phone switch with voice mail and individual sub-switches in school buildings. The District ensures protection of these systems through qualified vendor maintenance contracts. Contract specifications assure high availability of service and spare equipment to maintain 26 phone switches, and 250 data switches.

District staff monitors and is notified of any disruptions of these critical systems and has implemented the following support standard:

Maintain an operational availability (uptime) of 97% during the normal business hours of the District (7:00 AM - 4:30 PM, M-F).

All systems are currently being monitored, either via automation or manually, and have a 99.5% average operational availability this year.

The District has in place maintenance contracts on the building level switches and phone equipment installed in the District. The District also keeps a parts inventory to be able to make repairs and replace damaged equipment in a timely manner.

The District continues to monitor, correct, and protect the fiber network from any damage that may occur. Established relationships with multiple vendors expedite any repair work that may be needed.

### **Computers**

There are approximately 6,826 devices within the District.

Four hundred student computers were replaced within the past year with another 400 scheduled for purchase in FY 2017. A similar number will be replaced in future years. This plan will ensure that no computer within the District will exceed five years of age. The newest computers will continuously be placed in high schools, and the older computers “cascaded” downward through the grades where less computing capability is required.

Teacher computers have been replaced with less expensive thin client computers. All costs for central administration replacements will be absorbed through building/departmental budgets.

This plan requires full and continuous implementation. Failure to do so may result in the loss of access to fully operable computers for our students and staff.

### **Telephone Systems**

Currently the District operates on three telephone systems: one is 19 years old, one is 11 years old, and the other is 4 years old. The oldest system is at full capacity, cannot be expanded, and is rapidly becoming obsolete. An upgrade project utilizing components compatible with our current systems has been postponed due to lack of funding.

## **Technology Maintenance Schedule**

Currently the District sets aside one weekend each month to perform preventive maintenance/updates on all hardware and software the District has in its production environment.

## **Vehicles**

The District's vehicle fleet consists of 94 motorized vehicles (pickups, tractors, and mowers) in the white fleet and 111 transportation vehicles including full size buses and Micro Birds. Maintenance services and inspections are performed by certified mechanics on all vehicles at the Main Transportation Terminal.

A current review of the mileage of the transportation fleet indicates that six of the buses have mileage that exceeds 300,000 miles - two buses have mileage in excess of 400,000 miles. An additional 17 buses have mileage in excess of 200,000 miles. High mileage buses remain on the fleet to provide additional student capacity but are restricted to low mileage in-district routes.

The State of Colorado does not have a standard bus replacement schedule based on the age of the vehicle due to the fact that Colorado is not considered a high rust state. Industry standards suggest replacement at 350,000 miles on a diesel engine due primarily to new emission standards and 250,000 miles on propane engines.

The District has been attempting to keep pace with the demand for transportation services by making significant investments in this area over the past few years with the replacement of 11 buses and the addition of 18 buses in 2012, two buses in 2014, and eight buses in 2015. A Micro Bird is being purchased with FY 2016 Capital Reserve Funds and will be added to the fleet prior to the 2016-2017 school year.

The chart below compares the mileage of the fleet over the past five years:

Mileage	2012 Number of Buses	2013 Number of Buses	2014 Number of Buses	2015 Number of Buses	February 2016 Number of Buses
400,000+	1	1	1	2	2
300,000- 399,999	11	11	11	11 (all 340,000+)	6 (four at 340,000+)
200,000- 299,999	6	7	7	11	17
100,000- 199,999	22	29	37	34	35
50,000-99,999	24	15	19	18	24
0-49,999	35	44	34	41	27
Total	99	107	109	119	111



As can be seen in the chart the District's bus fleet has been reduced by eight buses over the last year. These buses have been removed from the fleet as the result of their failure to meet Colorado Department of Education bus transportation standards. In order to restore the fleet to the 2015 level and maintain the fleet at that size while adhering to industry replacement standards, sixteen buses would need to be replaced within the next budget cycle. In addition to replacement buses, staff anticipates an ongoing need for three buses annually to accommodate student growth.

The increasing demand for transportation services caused by enrollment growth and increasing numbers of students requiring transportation as part of their Individualized Education Plans will require the District to increase its current investment in transportation vehicles or consider reducing service levels. District staff is currently creating and evaluating options for implementation in the 2017-2018 school year.

The District's student transportation vehicles are regulated by the Colorado Minimum Standards Governing School Transportation Vehicles as developed by the Colorado Department of Education. The standards provide requirements for the annual inspection of vehicles used to transport students. The annual inspection requires a certified bus mechanic to follow an extensive checklist on the vehicle including damage to vehicles and brake and drive train inspections. If a vehicle fails inspection it cannot be used to transport students until repaired and re-inspected. After the re-inspection, the certified mechanic must sign a CDE required affidavit stating that the vehicle has been repaired, re-inspected, and is safe to transport students. This affidavit must be kept in the vehicle.

A maintenance and inspection record is established for each vehicle upon purchase and maintained until the vehicle is retired. A review of maintenance records indicates that all student transportation vehicles have been adequately maintained according to state statute and CDE regulations. A similar review of the Preventive Maintenance Status report indicates that all white fleet vehicles have also been reasonably maintained.

A certified bus mechanic is required to have at least two years of maintenance experience on light, medium, and heavy duty vehicles. The mechanic must pass a written and hands-on performance test initially, and is re-tested every three years. Mechanics participate in a variety of training opportunities to assist in their certification efforts. Documentation regarding mechanic certification is maintained at the Main Transportation Terminal.

### **Summary**

District staff has made every effort to utilize previously existing resources as efficiently as possible. The lack of financial resources available to support the District's facilities and equipment however, did not allow for reasonable life cycle replacements and/or sufficient maintenance of the District's physical assets. The lack of resources negatively impacted District facilities, vehicles, safety and security items and technology equipment as well as other District infrastructure. Based on the data provided, a report of non-compliance is warranted at this time.

**Conclusion: I report non-compliance.**

**The Superintendent will not:**

**3. Operate without employing risk management practices to minimize exposure of the organization, its Board, or staff to claims of liability.**

*I interpret exposure as potential vulnerability to legal claims.*

*I interpret liability as legal judgments and costs. This is interpreted to mean that the Superintendent shall have in place reasonable processes, policies, and procedures with the intent of mitigating claims of liability against the District or its employees.*

**Data Reported**

The District is protected under the statutes of the Colorado Governmental Immunity Act to a maximum of \$350,000 per individual and \$990,000 per occurrence for liability exposure.

As of March 3, 2016 there are eight claims outstanding for the District.

<b>Claim Type</b>	<b>Status</b>	<b>Description</b>	<b>Date</b>
Bodily Injury	Open	Insured's Vehicle pulled in front of Other Vehicle	4/2/2015
Bodily Injury	Open	Insured's Vehicle rear-ended vehicle 1 into vehicle 2	3/18/2015
Legal	Open	Student injured claimant	10/15/2014
Bodily Injury	Open	Insured Vehicle struck Other Vehicle from behind	4/2/2015
Bodily Injury	Open	Student injured another student	9/23/2015
Property	Open	Bus ran over landscaping	2/8/2016
Property	Open	Bus rear-ended claimant	10/26/2015
Bodily Injury	Open	Bus rear-ended claimant	10/26/2015

In addition to the information garnered from the annual financial audit, the District has in place numerous Superintendent policies designed to mitigate claims of liability against the District. These policies include, but are not limited to, the following examples:

ACE-E1	Notice of Non-Discrimination
BCB	Board Member Conflict of Interest
DJB-R	Purchasing Procedures
EBB	Accident Prevention Safety
GBAA	Sexual Harassment
JLIA	Supervision of Students
KDE	Crisis Management
LC	Conducting Education Research

**Conclusion: I report compliance.**

**The Superintendent will not:**

**4. Allow any purchase wherein normally prudent protection has not been given against conflict of interest.**

*I interpret prudent as shrewd and cautious as applied to action or conduct.*

*I interpret protection as having reliable processes to prevent an undesirable end.*

*I interpret conflict of interest as a financial conflict between the private interests and the official responsibilities of a person in a position of trust.*

### **Data Reported**

In the Comprehensive Annual Financial Report presented to the Board on December 8, 2015, the auditors identified no conflicts of interest in their tests of data in the District. In addition to the information garnered from the annual audit, the District has in place Superintendent Policies designed to eliminate potential conflicts of interest. These policies include:

DJG	Vendor Relations
GBEA/B	Staff Conflicts of Interest and Ethics

**Conclusion: I report compliance.**

**The Superintendent will not:**

**5. Allow the purchase, disposal, or lease of real estate or personal property valued at more than \$20,000 without having obtained comparative prices through a fair vendor bidding process with supporting documentation.**

*I interpret having obtained to mean seeking and acquiring.*

*I interpret comparative prices and quality to mean two or more written bids on all single item or single service purchases.*

### **Data Reported**

No new purchases, disposal or leases of real estate valued in excess of \$20,000 have occurred since last year's report.

**Conclusion: I report compliance**

**The Superintendent will not:**

**6. Engage in design, construction, or any other aspect related to development of real property including financing or payment for such services, without obtaining comparative prices through a fair bidding process with supporting documentation.**

*I interpret comparative prices to mean two or more written bids.*

### **Data Reported**

In preparation for construction projects included in the 2015 School Construction Bond Election, staff conducted fair comparative bidding processes to select parties related to the financing, design and

construction of facilities contained in the bond request.

A list of those processes is as follows:

### FY 2016 Bid Services Report

BHA Owner's Rep Services RFQ/P	September 2015
Brantner Construction Observation and Materials Testing Services RFQ/P	November 2015
Brantner Expansion Owner's Rep Services RFQ/P	December 2015
ES #12 Owner's Rep Services RFQ/P	December 2015
BHA Architect RFQ/P	February 2016
ES #12 CM/GC RFQ	February 2016
BHA CM/GC RFQ/P	March 2016
BHS Renovation Owner's Rep Services RFQ/P	April 2016
OTMS Renovation Owner's Rep Services RFQ/P	April 2016
Vikan Renovation Owner's Rep Services RFQ/P	April 2016
Northeast Renovation Owner's Rep Services RFQ/P	April 2016

RFQ/P-Request for Qualifications and Proposal

CM/GC-Construction Manager/General Contractor

Supporting documentation for the processes is maintained by the appropriate departments.

#### The Superintendent will not:

**7. Allow the Board to be unaware of the acquisition, encumbrance, lease, or disposal of real estate valued at more than \$20,000 without providing the Board with information for discussion prior to a final decision being made.**

*I interpret providing the Board with information to mean distributing relative and pertinent facts to all board members through either verbal or written methods of communication.*

*I interpret for discussion prior to a final decision being made to mean the Board is in receipt of such information prior to the establishment of the next Board agenda.*

#### Data Reported

The Board recently received information of a potential real estate transaction related to the purchase of a middle school site. The information was provided on April 12, 2016 and will be presented as part of the regular Board of Education agenda on April 26, 2016. This purchase will likely take place in the final quarter of the FY 2016 year.

There have been no other acquisitions, encumbrances, or disposal of real estate.

#### Conclusion: I report compliance.

**The Superintendent will not:**

**8. Fail to protect intellectual property, information, and files from loss, improper access, or significant damage.**

**a) The Superintendent shall not fail to maintain records in a manner consistent with a Records Retention Schedule established in accordance with recommendations from legal counsel.**

*I interpret intellectual property, information, and files to mean the electronic data stored on the District servers and hardcopy records retained and used by the District for District administration and school site level purposes both original and not.*

*I interpret significant damage and loss as the inability to utilize the resource.*

*I interpret improper access as access to a resource that is not approved or allowed.*

**Data Reported**

**Significant Damage and Loss**

File backups, including multi-site storage, are conducted on a daily basis. Backup logs show that the automated and manual backups are completed 99.8% of the time. These backups are regularly tested to make sure that the data can be restored if needed in the future.

Industry best practice system redundancies, advanced Redundant Array of Inexpensive Disks (RAID), N+1 configurations, and replication of data have been implemented on all critical servers and systems. The District utilizes a Storage Area Network (SAN) device to protect the data at a rate of over ten times the normal protection of a standard server system and to support a disaster recovery model in case something catastrophic happens to the District data center.

The District also utilizes a system called “Virtual Servers” which helps lower the operational costs of these servers and also to help spread the data out over multiple physical servers to make sure it is more protected and easier to backup and restore.

The District owns an emergency power generator at the data center to protect from power loss for an extended period of time. The generator is powered by natural gas which requires less maintenance than a traditional diesel generator. The generator is tested weekly to confirm it is performing properly.

**Improper Access**

A firewall has been erected around the entire District data network to protect against damage due to unauthorized access. No unauthorized access has been seen on the District network. Regular review and compilation of security logs and automated alert systems notify staff of any unusual activity on the network so that it can be corrected immediately. No security breaches have been detected in the District.

Internet content filters have been deployed to guard against misuse of District computer and network assets. These include standard web-based filters as well as network filters.

User IDs and passwords are required for access to the network and to assign security credentials for

access to sensitive systems.

### **File Retention**

The District's established records retention schedule, based on the recommendation of District legal counsel, is to accept the current Colorado School District Records Management Manual as prepared by the Colorado State Archives on September 25, 2007.

The District has obtained approval from the Colorado State Archives to use this retention schedule. This schedule is based on federal and state laws.

The District records retention schedule includes multiple sections that are audited on a regular basis, both hardcopy and electronic, to make sure that the District is maintaining records according to this schedule. The District is currently in compliance with the records retention schedule.

The District also utilizes an industry best practice email archive system to make sure that all emails, both incoming and outgoing, sent through the District email system are stored for electronic discovery requests.

**Conclusion: I report compliance.**

**The Superintendent will not:**

**9. Receive, process, or disburse funds under controls insufficient to meet the Board-appointed auditor's standards.**

*I interpret this to mean that the District manages money and money-related transactions using a system of internal controls, which provide for separation of duties, fraud protection, and an authorization process providing reasonable assurance that appropriate controls exist. This is reasonable because independent auditors review these controls on an annual basis and report their findings to District administration and the Board of Education.*

### **Data Reported**

The Local Government Audit Law (C.R.S. 29-1-601 et seq) requires the District to have an annual audit of its financial statements. The law states that the audit must be performed by an independent Certified Public Accountant (CPA) and be in accordance with generally accepted auditing standards. The Comprehensive Annual Financial Report (CAFR) is published to fulfill that requirement, and according to Section 29-1-606, C.R.S., financial statements must be approved, published, and submitted to the state auditor within six months of the close of each fiscal year. The District management assumes full responsibility for the completeness and reliability of the information contained in the CAFR, based upon a comprehensive framework of internal controls that it has established for this purpose. The independent CPA publishes a management letter providing additional information on internal control and suggestions for improvement.

The auditors presented no additional findings in the FY 2015 financial and A-133 audit which was presented to the Board of Education at the December 8, 2015 meeting.

**Conclusion: I report compliance.**

**The Superintendent will not:**

**10. Compromise the independence of the Board’s audit or other external monitors or advisors. Engaging parties already chosen by the Board as consultants or advisers is not permitted.**

*I interpret audit or other external monitors or advisers to mean entities which are independent of School District 27J who perform a professional service to the Board of Education in a contractual or informal manner.*

*I interpret engaging parties already chosen by the Board as consultants or advisers is not permitted to mean that the Superintendent or his designees are forbidden from entering into any relationship that would diminish the integrity of the Board’s prerogative to independently seek input.*

*I interpret this to mean that the Superintendent of schools will put into place policies and protections that would prohibit internal processes which would directly or inferentially compromise the integrity of external information being presented to the Board of Education for the purposes of substantiation of presented data.*

**Data Reported**

This past year the Board of Education of School District 27J entered into only one external contractual agreement. This agreement was with RubinBrown LLP for the District’s annual audit. Staff did not engage RubinBrown LLP or any other consultants or advisers used by the Board of Education.

**Conclusion: I report compliance.**

**The Superintendent will not:**

**11. Invest or hold operating capital in unsecure instruments or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.**

*I interpret this to mean all cash owned by the District is deposited in accounts with the highest levels of safety as follows:*

*a. Cash is deposited in accounts where the District holds title to market value collateral representing obligations of the US Government; or*

*b. Cash is deposited in institutions participating in a pooled US Government security collateral arrangement in accordance with the Colorado Public Deposit Protection Act (CPDPA); or*

*c. Cash is held in a local government investment pool organized under authorizing Colorado law or a money market fund having the highest credit rating assigned by a nationally recognized credit rating agency.*

**Data Reported**

Investments organized by investment instrument for funds within the General Fund consist of:

Investment	Amount on 2/29/2016	Interest Rate on 2/29/2016
ColoTrust	\$19,519,162	.13%
CSAFE	\$ 1,261,517	.13%
Wells Fargo Trust	\$ 2,040,019	.01%
<b>Total</b>	<b>\$22,820,698</b>	

Investments organized by investment instrument for funds within the Construction Fund consist of:

Fund	Par Amount	Interest Rate
Colorado Statewide Investment Program	\$ 35,359,475	<b>Varies by maturity date</b>
Federal Agency Note	\$ 115,630,000	
U.S. Treasury Note	\$ 30,375,000	
<b>Totals</b>	<b>\$ 181,364,475</b>	

**Conclusion: I report compliance.**

**The Superintendent will not:**

**12. Endanger the organization’s public image, its credibility, or its ability to accomplish goals.**

*I interpret public image as inclusive of the opinions and perceptions of the taxpaying public at large, governmental entities, and private companies that assist in the development of District assets, including facilities and equipment.*

*I interpret credibility as maintaining high public trust as ethical stewards for the community.*

*I interpret to accomplish goals as meaning the District's image will not detract from the organization’s ability to meet the goals.*

**Data Reported**

Within the realm of Asset Protection, the entities that assist in the development of District assets enter the system primarily through Facilities, Construction Management, and Technology. There are many other entities that provide services or supplies to the District (curriculum, office supplies, consultants, etc.) that do not necessarily fall under Asset Protection. Other data related to the organization’s public image, credibility, and ability to accomplish goals will be reported in Report 3.A – Treatment of Students/Public.

To ascertain private business and government officials’ perception of the District’s public image, credibility, and/or its ability to accomplish goals, a survey of each group was conducted. A confidential on-line survey service was used to survey private businesses, government officials, and other community leaders that may have had contact with our Facilities, Construction, and/or Technology Departments.



Thirty-three surveys were e-mailed to private contractors who submitted bids to perform services in a variety of construction projects. Eighteen responses were received.

The survey questions and results are as follows:

Do you feel you were treated fairly in the opportunity to bid?

Yes - 17      No - 1

Do you feel you were treated equitably (with impartial treatment) once the bids were received?

Yes - 17      No - 1

If you were awarded the project, do you feel you were treated well while doing business with School District 27J?

Yes - 9      No - 0      N/A - 9

Comments:

- We definitely were treated fairly. We unfortunately felt like we got an unlucky draw. The format of the interview we were to follow was pretty dry and since we were the last presentation we felt like the audience was pretty much toast from hearing the same info over and over. We are awaiting our debrief so that we can improve. We really look forward to the next opportunity.
- Our team put a lot of work into responding to two separate RFPs with no feedback as to why we were not included on the shortlist, even after multiple attempts to follow up.
- Yes. Our main concern is an extremely competitive market at the moment. A by-product of this is the attempt by some to lower fees in order to win the work. This helps to lower the project costs but service and quality may suffer.
- Yes, the District's Owners Representative was able to provide us with a debriefing of our proposal which was very helpful. It will allow us to improve the quality of our next submittal.

An email survey was sent to 36 government officials and/or community leaders. Twelve responses were received. The survey questions and results are as follows:

Does the District maintain a positive public image?

Yes - 11      No - 1

Does the District build positive relationships with your organization?

Yes - 11      No - 1

### **Communications**

The School District 27J Communications Department continues to grow and expand both its tools and staff to meet the growing communication needs of the District. In February 2016, Tonja Castaneda was hired as a communications specialist. Her 30-hour per week position is partially funded through bond administrative funding and her role is split between communicating information and updates on bond projects and sharing general interest district stories and information.

There have been multiple enhancements during the 2015-2016 school year to elevate how we communicate with our students, families, staff and community. This past school year has also been

notable for the district's ability to leverage community partnerships to continue to add valuable communications tools:

- The launch of a downloadable mobile app through ParentLink that allows the District to send phone notifications to app users and also gives parents and community members a central location to access school and district information. The launch of this app was bolstered by the support of regional energy cooperative United Power who agreed to be a financial sponsor of the mobile app.
- A cost-sharing agreement with the City of Commerce City that allowed the District to access contract video production services through a Denver-based firm, 7CO Productions. This partnership has resulted in several high-quality video pieces including an August District Welcome Back Video and a video on the groundbreaking of Brantner Elementary.
- A partnership with the Brighton Standard Blade newspaper where we purchase the back page of the paper once a month throughout the school year to spotlight the positive stories and events happening in our district.
- A partnership with National Cinemedia where district-produced ads appear at the Brighton Pavilions AMC movie theater prior to the start of feature films.

Ongoing communication and outreach efforts include:

- Regular news updates on the School District 27J website
- The 27J Compass – a twice-a-month e-newsletter sent to 27J parents and a list of community subscribers.
- The 27J Educator – a bi-annual publication, printed in English and Spanish, sent home with elementary and middle school students, emailed to district high school parents and distributed in the community.
- Active social media presence on Facebook, Twitter, Instagram and YouTube
- The Silver Pass Program – a program where district residents, 55 and over, can receive a free reusable card that gives them access to district sporting and athletic events.

The passage of the 2015 school construction bond has brought an increased need for communication to keep community members aware of the status of bond projects and how bond money is being spent. Bond communication efforts underway or in the process of being developed include:

- A dedicated bond program web page where community members can find project details, updates and progress reports.
- An annual bond report publication mailed to district residents updating them on projects completed or in progress.
- Live web cams at new construction sites (High School No. 3 and Elementary School No. 12) where web users can monitor the progress of these projects.

Over the next year, we will continue to seek out opportunities to improve and expand our communication with the goal of keeping our entire school community informed.

**Conclusion: I report compliance.**

**The Superintendent will not:**

**13. Change the organization's name or substantially alter its identity.**

*I interpret the organization's legal name to be Adams County School District 27J, Adams/Weld School District 27J, and Brighton School District 27J commonly referenced as School District 27J. I interpret this to mean that the Superintendent of Schools is prohibited from the initiation of any organizational process or the direction of any staff member to put into place any procedure that would substantively alter the District's common and/or legal name. I interpret this to mean the Superintendent shall not put into place or implement any strategy which would subsequently modify the historical or local identity of the school District as a public K-12 system within the state of Colorado.*

**Data Reported**

During the past calendar year the Superintendent took no action to change the organization's name or alter its identity.

However, it should be noted that the Board of Education, on August 27, 2013, approved a resolution adopting School District 27J as the unofficial name of the District. The action was taken to provide clarity and consistency in publicly released reports, documents and in communication with its various communities.

This action was endorsed by the Superintendent, and it would be his further recommendation that any potential future initiatives to change the identity of the District remain within the purview the Board of Education and subject to an official vote of the Board of Education to avoid any report of non-compliance in this area.

**Conclusion: I report compliance.**