

**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 the report on 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: 

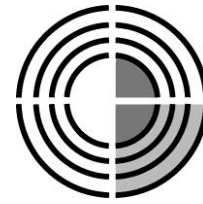
Date: April 27, 2021

Dr. Chris Fiedler

Superintendent, 27J Schools



**COLORADO SCHOOL DISTRICT 27J  
GOVERNING POLICY OF  
THE BOARD OF EDUCATION**



*Management Limitations*

**Policy 3.E – ASSET PROTECTION**

*Date Adopted/Last Revised: September 26, 2017*

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

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2. Subject facilities and equipment to improper wear and tear or insufficient maintenance. Page 7
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  - School Sites
  - Capital Reserve Expenditures
  - Security
  - Facility Leasing
  - Data Processing Equipment
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Reporting: Compliance

3. Operate without employing risk management practices to minimize exposure of the organization, its Board, or staff to claims of liability. Page 23
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Reporting: Compliance

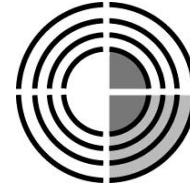
4. Allow any purchase wherein normally prudent protection has not been given against conflict of interest. Page 24

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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. Page 25

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## Policy 3.E – ASSET PROTECTION

Date Adopted/Last Revised: September 26, 2017

Management Limitations

**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 Rocky Mountain Risk Insurance Group includes 27J Schools, Adams 1 (Mapleton) and Adams 50. Premiums and claim payments are within industry standards for a district the size of 27J Schools. 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 Management Advisory Council (MAC) 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. The Board of Directors consists of a Board of Education member from each district, including a Superintendent Representative and a MAC Representative.

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 27J Schools, 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 that insures the districts against wrongful acts committed by the districts. 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 are performed in order to measure compliance.

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

In November 2015, the District passed a School Construction Bond in the principal amount of \$248 million. As of January 31, 2021, the addition of premiums earned at the time of sale of the bonds, and interest earned on the investment of these funds, have increased the total dollars available for capital related projects to nearly \$297 million. As of March 3, 2020, \$265 million has been expended for the construction of new facilities, renovations and expansions, deferred maintenance, technology and safety and security. The vast majority of the remaining funds will be utilized to construct Phase 1 of Elementary School #14 to be located in the South Planning Area of the District in the Reunion Southlawn subdivision. The project is currently in the early design phases with an anticipated completion in time to accept students in the fall of 2022.

The 2015 School Construction Bond community investment has helped the District to temporarily resolve student capacity issues, improve the student-learning environment and extend the life of previous community investments. However, continuing enrollment growth and the deferred maintenance costs associated with aging buildings will likely require the District to seek approval from the voters for additional capital funding in the near future.

**Conclusion: I report compliance.**

**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 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.

The Hierarchy of Coverage Chart below reflects three changes: 1.) As a result of Colorado being listed as a catastrophic wind and hail state by the Colorado Division of Insurance, property damage deductibles increased from 2% to 3%; 2.) The deductible for Auto Physical Damage increased from \$1,000 to \$5,000; and 3.) The Additional Excess Coverage for Auto Physical Damage increased from \$1,000,000 to \$3,000,000.

### Rocky Mountain Risk Insurance Group 2020 - 2021

#### *Hierarchy of Coverage By Line*

	Property (Buildings, & Contents)	Auto Physical Damage	E & O	Liability	Workers' Compensation	Boiler & Machinery	Employee Dishonesty (Crime)	Cyber Liability
District Responsibility Building and Contents	\$0 - \$1,000	\$0 - \$5,000	\$0 - \$10,000	\$0	\$0	\$0 - \$5,000	\$0 - \$25,000	\$0 - \$50,000
Pool Retention	\$1,000 - \$100,000	\$5,000 - \$100,000	\$10,000 - \$150,000	\$0 - \$150,000	\$0 - \$550,000	None	None	None
Excess Coverage	\$100,000 to  \$900,000  BRIT	\$100,000 to  \$900,000  BRIT	\$150,000 to  \$9,850,000  BRIT	\$150,000 to  \$4,850,000 Auto Liability \$9,850,000 General Liability BRIT	\$550,000  Statutory  Safety National	\$5,000 to  \$100,000,000  Travelers	\$25,000 to  \$1,000,000  Travelers	\$50,000 to  1,000,000 - 5,000,000  ACE
Deductible	3.0% per building for wind and hail only Minimum of 100,000 per occurrence							
Additional Excess Coverage	\$1,000,000 to \$100,000,000 Travelers	1,000,000 to \$3,000,000 Lloyds of London						

\*Student Sexual Abuse has a sub-limit of \$10,000,000 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 as reported by the Rocky Mountain Risk Insurance Group:

Type	Number of Buildings	Square Footage	Value of Buildings	Value of Contents	Site Improvements	Total Value
School Facilities	23	2,176,182	\$469,494,800	\$43,607,500	\$27,625,100	\$540,727,400
Modulars	36	74,720	\$9,289,700	\$1,090,700	\$0	\$10,380,400
Other Buildings	23	163,709	\$21,300,200	\$5,952,600	\$776,100	\$28,028,900
<b>Total</b>	<b>82</b>	<b>2,414,611</b>	<b>\$500,084,700</b>	<b>\$50,650,800</b>	<b>\$28,401,200</b>	<b>\$579,136,700</b>

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.

The successful 2015 School Construction Bond has provided the financial resources necessary to build new schools, renovate and/or expand others, and make significant improvements to many deferred maintenance projects.

The following is a non-inclusive list of projects that have been completed or are in progress with the use

of 2015 School Construction Bond funds:

<b>New Schools</b>	<b>Year</b>
Reunion Elementary	2017
Riverdale Ridge High	2018
Quist Middle	2020
Padilla Elementary	2020
<b>Renovations/Additions</b>	<b>Year</b>
Brantner Elementary	2016
Brighton Heritage Academy-Phase I & II	2016/2017
Bromley East Charter School	2016
Eagle Ridge Academy	2016
Vikan Middle	2017
Brighton High	2017
Northeast Elementary	2019
Overland Trail Middle	2018
Prairie View High	2020
<b>Roof Replacement/Repair</b>	<b>Year</b>
Brighton Heritage Academy	2016
Brighton High	2017
Educational Service Center	2017
Overland Trail Middle	2017
South Elementary	2017
Indoor Pool	2017
Vikan Middle	2017
Network Operations Center (NOC)	2018
Southeast Elementary	2018
<b>Mechanical Systems Repairs/Upgrades</b>	<b>Year</b>
Southeast Elementary chiller/water heater	2016
Second Creek Elementary controls	2016
Second Creek Elementary water heater	2016
Thimmig Elementary controls	2016
Stuart Middle boiler repair	2016
Brighton High heating coil and chiller	2016
Educational Service Center heating coil	2017
<b>Asphalt/Concrete Repairs</b>	<b>Year</b>
South Elementary	2016
Southeast Elementary	2016
Henderson Elementary	2016
West Ridge Elementary	2016
Overland Trail Middle	2016
Brighton High	2016
Prairie View Middle sidewalk	2016
Prairie View High	2016
Pennock Elementary	2017
North Elementary	2017
Nutrition Services Building parking lot	2017
<b>Lighting Upgrades</b>	<b>Year</b>
Henderson Elementary	2017
North Elementary	2017
Southeast Elementary	2017
Thimmig Elementary	2017
Pennock Elementary	2017

Second Creek Elementary	2017
Prairie View Middle	2017
Stuart Middle	2017
<b>Artificial Turf Fields</b>	<b>Year</b>
South Elementary	2016
Brighton High	2016
Prairie View High	2016
Stuart Middle	2020
<b>Technology Repairs/Upgrades</b>	<b>Year</b>
Transportation Building	2018
Fiber-District Wide	2019
North Elementary clocks & bells	2019
<b>Miscellaneous Repairs</b>	<b>Year</b>
Prairie View High bathroom repairs	2018
The Learning Center ADA upgrades	2018

Other smaller and previously unidentified projects were remedied and vehicle replacements were made with the Capital Reserve Fund. Examples of these projects are as follows:

Site	Description	Amount
Brighton High School	Track Restriping	<b>\$1,500</b>
Brighton High School	Connex Rentals for Athletic Programs	<b>\$1,000</b>
Facilities	Facilities Truck 705	<b>\$500</b>
Facilities	Garage Door Maintenance	<b>\$10,849</b>
Grounds	Pickup Replacement	<b>\$50,541</b>
North Elementary School	HVAC Compressor	<b>\$4,633</b>
Overland Trail Middle School	HVAC Compressor (parts)	<b>\$923</b>
Pennock Elementary School	Water Heater	<b>\$10,341</b>
Planning	Second Creek Farm Appraisal	<b>\$3,000</b>
Prairie View High School	Water Softener System	<b>\$61,276</b>
Prairie View High School	Track Restriping	<b>\$1,500</b>
Riverdale Ridge High School	Track Restriping	<b>\$1,500</b>
South Elementary School	HVAC Compressor	<b>\$4,708</b>
Southeast Elementary School	Floor Refinish	<b>\$844</b>
Stuart Middle School	Chiller	<b>\$3,988</b>
Transportation	Micro Bird Bus 191	<b>\$63,363</b>
Transportation	Bus Body Repairs to date	<b>\$4,328</b>
Transportation	Garage Door Maintenance	<b>\$1,104</b>
Turnberry Elementary School	HVAC Compressor Replacement	<b>\$12,276</b>

### Indoor Pool Building

The District's Indoor Pool was designed and constructed in the 1970s. A dive pool was added in the 1990s. In the early years, the pool provided a venue for swimming instruction as part of the District's physical education curriculum across many grades, a home for the high school swim, dive and water polo teams, as well as the location for community recreation programs in conjunction with the City of Brighton.

Utilizing 2004 School Construction Bond funds, a variety of repairs were made to the pool in the 2008-2009 school year related to improvements and repairs to the building's structure and HVAC system. The pool itself was also resurfaced at this time. A decision was made not to proceed with any additional

required improvements, but rather to opt for a short-term fix that might extend the life of the building another 5-10 years. The roof was replaced in the summer of 2017.

In 2004, the Colorado Community College System, acting on the authority of the Office of Civil Rights (OCR), conducted a study of many components of the Brighton High School Career and Technical Education programs including the physical accessibility of the facilities. Included within the findings were a number of accessibility violations at the Indoor Pool building, which must be met as Physical Education credits are required for graduation and swimming is part of the curriculum for those credits. Swimming is no longer part of the high school physical education curriculum and therefore is no longer within the scope of the OCR compliance. The estimated cost to come into compliance is estimated at approximately \$1,000,000. While the repairs would bring us into OCR compliance, they would not include any repairs required to extend the life of the building. Costs to extend the life of the building now are estimated in the \$2,000,000 to \$5,000,000 range.

The Indoor Pool's use is now limited to the high schools' unified boys and girls swim and dive teams and the community-based Bullfrogs competitive swim team. Over the past several years, participation by the two groups includes 50-60 students per year.

Based on the aforementioned information, it is not the current intention of District staff to invest significant additional dollars into the building. The outcome of this decision will likely result in the loss of this facility for its intended purpose in the next several years. District staff is actively involved in conversations with our local municipal partners to determine the financial viability of a jointly operated facility.

### **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 many systems in place to protect people and assets, and the projects currently being implemented throughout the District with bond funding will greatly enhance school security and safety.

### **Security Personnel**

School Resource Officers (SROs) are assigned to secondary schools through a variety of cost-sharing agreements with our local police departments. Through these agreements, Brighton Police Department provides officers at Brighton High School (1), Brighton Heritage Academy (1), Prairie View High School (1), Prairie View Middle School (1), Overland Trail Middle School (1) and Vikan Middle School (1). Thornton Police Department provides officers at Riverdale Ridge High School (1) and Quist Middle School (1). As a result of staffing shortages during the COVID-19 pandemic, the Commerce City Police Department temporarily withdrew their SRO support at Stuart Middle School for the first semester of the 2020-2021 school year. During this period, Commerce City Police Department has continued to provide support as needed to all 27J schools located in the Commerce City municipality.

SROs are also provided to a number of charter schools in the District through separate contractual arrangements with those schools.

While the original goals of Police Youth Services programs were related to proactive work through community policing, SROs are trained to respond and assist schools in a variety of situations.

Recent national and local events and proposed legislation are causing concerns to local police departments regarding their ability to continue providing SRO services. District staff will continue to monitor this evolving situation and report any potential changes to the Board of Education via the Superintendent's Update process.

All three comprehensive District-managed high schools also employ Campus Supervisors, as do three of the District's five middle schools. Campus Supervisors are 27J employees who work as unarmed security monitors on their campuses.

### School Emergency Response Team

Every school in 27J is responsible for creating a School Emergency Response Team (SERT) that responds during an on campus emergency. When an incident requires activation of the Standard Response Protocol (SRP), the SERT carries out the essential functions necessary to provide safety and security to students and staff.

Generally, based on the size of the school, SERTs consist of four to fifteen staff members. Across the district, 178 employees serve on these teams. Staff members on a SERT may include principals, assistant principals, secretaries, custodians, counselors, and SROs.

To ensure schools comply with the Safe Schools Act of Colorado and safety plan best practices, each member of the SERT is required to complete the online, independent study course IS 100 Introduction to the Incident Command System, ICS 100. This free course teaches the basics of the Incident Command System, the national standard used by all levels of government, schools, and organizations, when responding to an emergency. It is offered by the Emergency Management Institute (EMI) as part of the Federal Emergency Management Agency (FEMA).

All staff members involved in writing and revising Emergency Operations Plans (EOPs) will complete an additional online, independent study course, IS 362 Multi-hazard Planning for Schools. In this training, school leaders learn the fundamentals of writing and developing an EOP.

In addition to IS 100 and IS 362, the district's School Safety and Crisis Team will also work with school leaders to provide training and guidance on EOP revisions, SERT development, and ICS principles.

### Threats and Hazards Drills and Exercises

In all 27J Schools, the process of preparation for safe schools for students, teachers and staff include the planning of drills and exercises every month while students are in-person learning. Regardless of the recent COVID-19 pandemic, potential threats and hazards may still exist; therefore, it is extremely important to continue with the district-required guidance for Emergency Drills. In addition, all schools actively participate in the requirements set forth by the Colorado Department of Public Safety Division of Fire Prevention & Control on fire evacuation drills. In all, Fire Code requires monthly fire evacuation drills for all schools and six All Hazard Drills per year, which include HOLD, SECURE (replaced LockOUT), LockDOWN, EVACUATE and SHELTER.

### Personal Protective Equipment

In order to support the District's Layers of Protection response to the COVID-19 pandemic, two separate efforts were made to provide all staff with personal protective equipment (PPE).

In the first effort, all staff were provided with a \$50 personal stipend to purchase the specific PPE items they felt were necessary and were comfortable using. In total, nearly \$100,000 was spent in this effort.

In the second effort, the District, utilizing Coronavirus Aid, Relief and Economic Security (CARES) Act funding, purchased over \$950,000 in PPE and cleaning supplies in order to comply with local, state, and federal health and safety regulations. Over the course of the school year, there have been twelve PPE distributions to schools; one additional distribution is planned for May. The delivery of PPE has provided protection against exposure to staff and students as well as allowing schools to remain safely open. In addition to providing PPE for this year, there is a reserve available to provide schools supplies for possible summer programs as well as an initial distribution for the fall of 2021. Below is a non-inclusive list of remaining PPE.

<b>Item</b>	<b>Amount Available as of 4/9/2021</b>
Plexiglass barriers	30
Disposable Adult Masks	54,100
Disposable Child Masks	5,700
KN95 Masks	19,704
Thermometers	168
Face Shields	487
Safety Glasses	67
Nitrile Gloves	128,700 pairs in various sizes
Washable Gowns	135
Disposable Gowns	2,090
Disposable Disinfectant Wipes	2,895
Hand Sanitizer	8,000 bottles of various sizes and types

### Interoperable Radios

27J Schools provide SchoolSAFE communication radios to all of its campuses, which allows 911 Dispatchers to “bridge” a single schools’ or multiple schools’ radios to public safety radios via a web-based process. All staff with a SchoolSAFE radio at a site may speak with others within the school and can bridge to other schools and district emergency operations staff.

The system allows 27J designated personnel (including district-level staff and at least three Safety Team members at each school designated by the principal) to bridge district level radios to individual schools or multiple schools for drills or an actual incident response. This capability is tested district-wide every month while school is in session with a bridging test of all schools (including the charter schools that are part of the system). Front Range Community College and the Adams County Head Start at the Brighton Learning and Resource Campus in Brighton (BLARC) have purchased compatible radios with the 27J BLARC channels and are included in the tests. They also have designated staff who can bridge to other 27J sites for tests or in an emergency. (District staff cannot bridge to public safety – that must be done by the 911-dispatch center.)

All communications during bridging with police, fire or other public responders will be on the existing Adams County School Mutual Aid Channel. The only access to this channel is for testing, drills, or emergency communications.

School Resource Officers carry school radios in addition to their police radios.

In 2019, the school district received two grants totaling \$870,000. The first grant received was the School Security Disbursement Grant (SSD) in the amount of \$350,000. The School District utilized the grant money to provide all schools additional radios and on-going radio training. It also includes an Exercise Plan (ExPlan) which will allow community emergency response partners and school district safety teams continuous collaboration for emergency planning and capabilities.

The ExPlan is an ongoing performance plan which consists of (4) tabletop exercises, (2) functional exercises, (1) multi-agency exercise. Tabletop exercises were scheduled for spring of 2020 and functional exercises were scheduled for the summer of 2020. However, due to the pandemic all exercises were postponed. Efforts to resume activities continue.

The second grant was the School Access for Emergency Response (SAFER) Grant in the amount of \$520,000. The SAFER grant funds were used to enhance the interoperable radio communication software in each school, between schools and across the district. Each school is equipped with a radio model that will allow remote bridging to district personnel and emergency responder supervisors by a push of a button. SchoolSAFE communication radios and software were upgraded to digital capabilities, which will increase effective operability and radio coverage across the entire district during an emergency.

### Access Control

All elementary and middle schools have main entrances that require visitors to be screened prior to entry during school hours. These systems allow staff to view and talk to entrants before remotely unlocking the access door. Second entry stations were added at a few schools where access from modular classrooms through another school entrance is controlled. Cafeterias at some sites have similar equipment that is used for after-hours childcare programs.

All school sites have electronic key access for employees. First responders have access to key cards via secured lock boxes at school sites. Currently all schools are operating within an enterprise system that is implemented District-wide for staff badging and access control.

All 21 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 public record databases that will issue site-specific alerts for restraining orders and other security issues. Entrants receive a badge that includes their photo, date, and destination. Written procedures have been issued for the District to standardize school access controls.

### Video Surveillance

All schools have video surveillance systems with continuous recording. The number of cameras varies by the size of the school. Dedicated servers will be available for video recording for all sites, as well as a web-based video management system. A key feature of the system will be to allow law enforcement direct access to cameras during an incident.

Proactive use of live video at schools on dedicated monitors in the office area is an important use of the cameras since it can help prevent or detect a security threat. Authorized personnel, including School Resource Officers, district staff, administrators and other school staff utilize video.

Every bus used for student transportation is equipped with a functional camera and recording system.

#### After-Hours Security/Intrusion Detection

All school buildings have intrusion detection systems that include motion detection in the main corridors to provide after-hours protection from theft and vandalism. A number of other district buildings are also protected through intrusion detection, including the Network Operations Center, the Nutrition Services building, the Indoor Pool building, and the Main Transportation Terminal. Intrusion panels are being replaced throughout the District. They are managed with a web-based interface for users, and alarms are centrally monitored by a contracted firm for appropriate dispatching.

#### Emergency Actions

School safety depends on quickly implementing emergency protocols, such as HOLD, SECURE, LockDOWN (capitalization intentional), EVACUATE, or SHELTER for a tornado warning or outside hazardous material release. All sites have the capability to use electronic controls to quickly lock exterior doors or shut interior corridor doors to restrict the movement of an intruder. All schools have received duress systems that include technologies for quick implementation and notification for LockDOWN actions.

Remodeled schools receive new door hardware with locksets that are keyed on both sides to facilitate LockDOWN.

#### Fire Protection

All schools have remotely monitored fire alarm panels to ensure rapid notification of emergency responders in case the system alarms. Fire Code requires new schools to have systems with audible announcements. Fire protection 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.

Effective in 2009, building codes require that all new schools and schools that have been renovated contain carbon monoxide (CO) detection devices. All schools covered by the aforementioned requirement are in compliance. As additional schools are renovated, carbon monoxide systems will be added and tied into the school's fire alarm panels to ensure that the appropriate personnel are notified.

#### Back-Up Power

Eleven schools have emergency natural-gas generators to provide long-term back-up power for critical functions such as emergency lighting and fire panels. Short-term UPS battery backup prevents interruption in service while the generators automatically start during an outage. UPS battery backup is the sole source of back-up power for critical systems at sites without generators. The generator at the Network Operations Center has the capacity to back up power for the entire technology building and protects District network services equipment in that building, including the phone system, servers, and internet connectivity.

## **Summary**

It is notable that security and safety were key considerations in the design of the new 27J schools.

Protocols for how the new security technologies will be operated at each site are being developed with initial installations. Capacity is being added to all security systems to accommodate growth and to provide a secure operating environment.

It is important to recognize that physical security depends on vigorous implementation of consistent management systems in order to ensure school security.

## **Grounds**

The District owns and maintains 29 developed sites containing approximately 433 acres. The District also owns five parcels of vacant land consisting of approximately 59 acres for future school sites that must be maintained as well.

Although not presently deeded to the District, there are another 17 parcels containing approximately 283 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.

### **SD27J DEVELOPED SITES**

Site	Acres	Address
BLARC* - finished space	20,650 sqft	1850 Egbert St, Brighton
BLARC* - unfinished space	6,800 sqft	
Brantner PK-5	14.92	7800 E 133rd Ave, Thornton
Brighton Heritage Academy	3.6	830 E Bridge St, Brighton
Network Operations Center	↓	849 Bush St, Brighton
Brighton HS 9-12	27.978	270 S 8th Ave, Brighton
CLC	↓	360 S 8th Ave, Brighton
Nutrition Services Center	1	630 S 8th Ave, Brighton
Leased Lot	11.9	S 8th Ave and Voiles St, Brighton
Educational Service Center	13.282	18551 E 160th Ave, Brighton
Henderson PK-5	14.52	12301 E 124th Ave, Henderson
North PK-5	2.18	89 N 6th Ave, Brighton
Northeast PK-5	9.437	1605 Longs Peak St, Brighton
Overland Trail MS 6-8	15	455 N 19th Ave, Brighton
Padilla PK-5	10	5505 Longspeak St, Brighton
Pennock PK-5	7.83	3707 Estrella St, Brighton
Prairie View HS 9-12	53.4874	12909 E 120th Ave, Henderson
Prairie View MS 6-8	22.6	12915 E 120th Ave, Henderson
Quist MS 6-8	23.4532	13451 Yosemite St, Thornton
Reunion PK-5	10.0016	11021 Landmark Ave, Commerce City

Riverdale Ridge HS 9-12	70.1312	13380 Yosemite St, Thornton
Second Creek PK-5	14.7268	9950 Laredo Dr, Commerce City
South PK-5	3.67	305 S 5th Ave, Brighton
Southeast PK-5	11.58	1595 Southern St, Brighton
Stuart MS 6-8	21.0009	15955 E 101st Way, Commerce City
Natatorium	3.1506	565 Southern St, Brighton
Thimmig PK-5	6.4163	11453 Oswego St, Henderson
Transportation Facility	19.9	11701 Potomac St, Brighton
Turnberry PK-5	10.38	13069 E 106th Pl, Commerce City
Vikan MS 6-8	20.6	879 Jessup St, Brighton
West Ridge PK-5	10.091	13102 Monaco St, Thornton
Total Acres	432.836	

\*Condominiumized space purchased August 1, 2019.

### SD27J FUTURE SCHOOL SITES – OWNED

Jur*	Site	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	13.18	ES
BR	Mountain View Estates – N of Denver St, E of 27th Ave, W of Telluride St	10	ES
TH	Talon Pointe – Monaco St & 156th Ave	11.11	ES
	<b>Total Acres</b>	<b>59.29</b>	
<p>*The jurisdiction in which the property exists. AC=Adams County; BR=Brighton; CC=Commerce City; TH=Thornton</p>			

## SD27J FUTURE SCHOOL SITES – IN PROCESS OF ACQUISITION

Jur	Site Location	Acres	Potential Usage
BR	Brighton Lakes – Between 136th Ave & 144th Ave; Sable Blvd & Buckley Rd <sup>2</sup>	10	ES
BR	Prairie Center – ½ mi S of Bromley Ln, E of Buckley Rd, N of 144th Ave <sup>2</sup>	9.672	ES
BR	Prairie Center - Sec 20 T1S, R66W <sup>2</sup>	20	MS
CC	Buckley Crossing – ½ mi N of 112th Ave between Buckley Rd & Tower Rd <sup>2</sup>	15	MS
CC	Legato (previously Prime Sites) - 96th Ave & Tower Rd <sup>2</sup>	25	MS
CC	Reunion – NE of 96th Ave & Buckley Rd <sup>2,4</sup>	48	HS
CC	Reunion Ridge - 100th Ave & Potomac St <sup>2</sup>	10	ES
CC	Reunion Southlawn – S of 104th Ave, E of Buckley Rd <sup>1,5</sup>	10.6142	ES
CC	Second Creek Farm – W of Tower Rd, ½ mi S of 96th Ave <sup>1</sup>	10	ES
CC	Third Creek - E of E470 between 96th Ave and 112th Ave <sup>2</sup>	10	ES
CC	Third Creek - E of E470 between 96th Ave and 112th Ave <sup>2</sup>	10	ES
CC	Third Creek - E of E470 between 96th Ave and 112th Ave <sup>2</sup>	50	HS
CC	Villages at Buffalo Run East – E of Chambers Rd, ½ mi N of 112th Ave <sup>2,3</sup>	5	ES
TH	North End Station – N Hwy 7 between Holly St & Colorado Blvd <sup>2</sup>	10	ES
TH	The Parterre – N of E470, E of Quebec St <sup>2</sup>	20.29	MS
TH	The Parterre – S of E470, W of Quebec St <sup>2</sup>	9.7	ES
TH	Willow Bend – W of Holly St, N of 144th Ave <sup>1,6</sup>	10.1348	ES
	<b>Total Acres</b>	<b>283.411</b>	

<sup>1</sup>Title held by local jurisdiction

<sup>2</sup>Dedication held via some form of legal document with local jurisdiction.

<sup>3</sup>This property was dedicated as a school site by the developer, however, a clause in the PUD Zone document states that if a permanent elementary school facility has not been constructed by the latter of July 17, 2010 or a date that 80% or more single family units in The Villages at Buffalo Run East and West have been sold, then the school site will revert to the developer. Through December 2020, approximately 80% have been sold, and in all likelihood the property will revert to the developer.

<sup>4</sup>The District has issued a formal request to the developer, Oakwood Homes., to convey this parcel to the District.

<sup>5</sup>The District has issued a formal request to the City of Commerce City for the conveyance of the property to the District.

<sup>6</sup>The District has issued a formal request to the City of Thornton for the conveyance of the property to the District.

The District is involved in land use conversations with the City of Commerce City and has identified the following unplatted properties as potential school sites.

## SD27J FUTURE SCHOOL SITES – COMMERCE CITY FUTURE LAND USE

Jur*	Site Location	Acres	Potential Usage
CC	NE corner of 96th Ave and Himalaya	10	ES
CC	N of DIA; W of Hayesmount Rd between 128th Ave and 136th Ave	10	ES
CC	N of DIA; E of Hayesmount Rd between 128th Ave and 136th Ave	10	ES

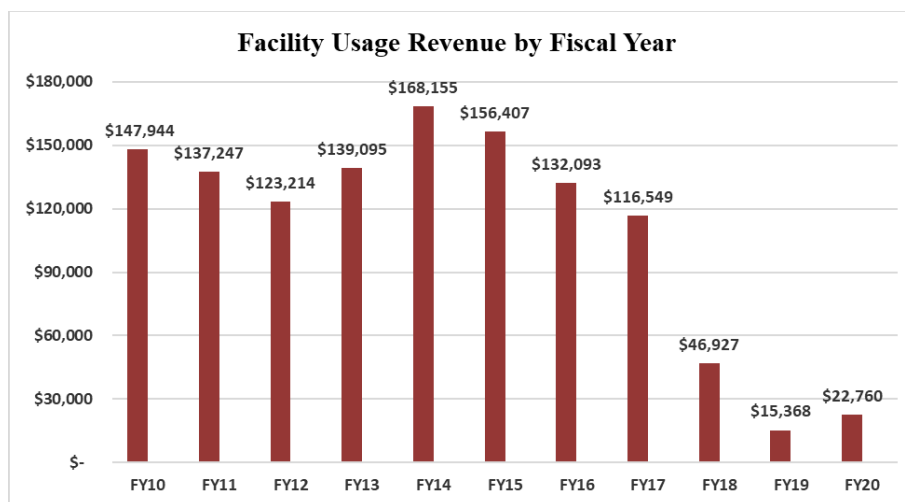
### Facility Leasing

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. IGAs regarding this issue are in place between the District and the City of Brighton and the City of Commerce City,

respectively. There is no agreement in place with the City of Thornton.

The District also allows for the use of its facilities on a fee basis for other for 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 IGAs 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 slight increase during FY20 reflects the lease of facilities to one additional non-exempt group.

As a result of the COVID-19 pandemic, all schools were closed to use by external groups starting in March 2020 and remain closed to the date of this report. In the last few weeks one external group has been allowed to return to regular usage at the Indoor Pool.

The significant reduction of fees charged for the use of District facilities is a reflection of the increased use of the facilities by exempt groups and the growing lack of availability of these facilities for use by non-exempt groups. This trend is likely to continue until additional schools and/or community facilities are built opening additional opportunities for usage by non-exempt groups, or until the existing intergovernmental agreements are amended.

There are currently no charges associated with the leasing of District fields and other outdoor spaces. All uses of District fields and other outdoor spaces by entities external to the District were suspended from March 2020 through March 2021 due to the COVID-19 pandemic. The District is currently allowing the use of these facilities on a limited basis with priority given to District activities. Given the growing demand for the use of these spaces for high school related activities, the opportunity for use by external entities is becoming limited and may soon exist primarily on middle school and elementary school sites.

Staff will continue to monitor revenues from the lease and use of District facilities and will work to maintain a balance between community use of facilities and the financial burden of such leases on the District and/or its instructional process.

## **Data Processing Equipment**

The District operates a fiber-based switch network to provide broadband voice and data communications between facilities. With the addition of the fiber optic cable required to serve Padilla Elementary, the District now owns and operates approximately 123 miles of fiber optic cable.

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 46 phone switches and 352 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 97.9% 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 99.4% average operational availability this year.

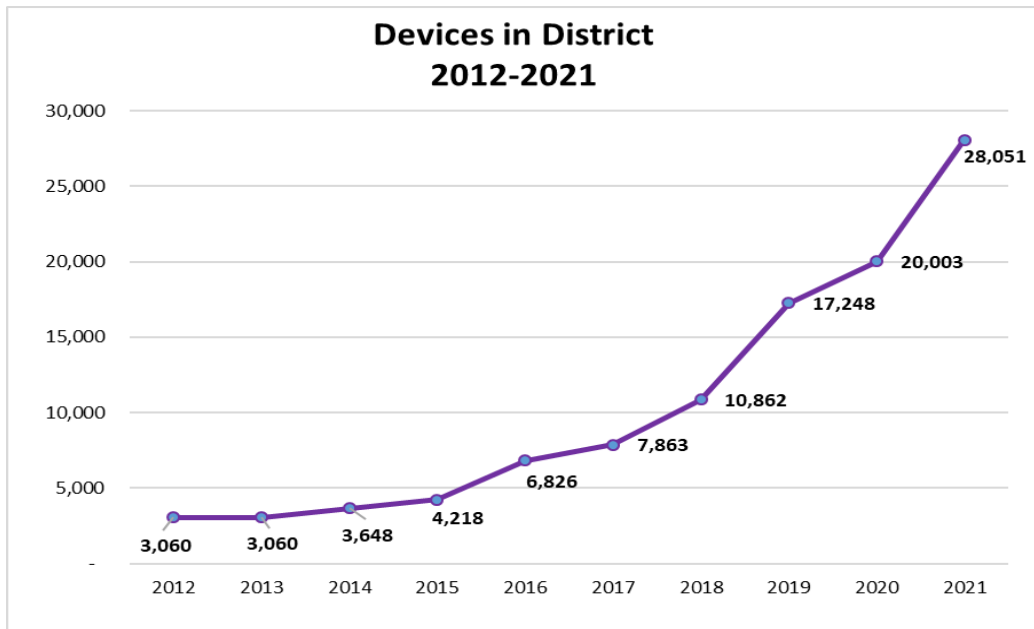
The District has in place maintenance contracts on the building level switches and phone equipment installed in the District. The District also keeps a parts inventory to be able to make repairs and replace damaged equipment in a timely manner.

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 28,051 devices within the District. The following chart illustrates the total number of computers within the District and their expected replacement dates.

Type of Device	Total	To Be Replaced in 2021	To Be Replaced in 2022	To Be Replaced in 2023	To Be Replaced in 2024	To Be Replaced in 2025
PC	1,392	429	490	47	226	200
Laptop	1,700	50	123	59	92	1,376
Surface	122	18	28	28	48	0
Chromebox	1,144	868	276	0	0	0
Chromebook	23,245	0	5,340	7,910	4,595	5,400
iPad	448	78	100	100	0	170
<b>Total</b>	<b>28,051</b>	<b>1,443</b>	<b>6,357</b>	<b>8,144</b>	<b>4,961</b>	<b>7,146</b>



This plan will ensure that no computer within the District will exceed five years of age. This plan requires full and continuous implementation. Failure to do so may result in the loss of access to fully operable computers for students and staff.

Utilizing CARES Act funding all teachers were provided laptops; these devices are in addition to the Chromebox devices previously issued. The CARES funds were also used to provide Chromebooks to all Pre-K through second grade students completing the roll out of devices to all students, and to support the replacement of aging devices in schools.

### Telephone Systems

Currently the District operates on one telephone system. This system continues to receive updates on a quarterly basis and is supported under current maintenance agreements.

### 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 white fleet consists of 117 pieces of motorized equipment including pickups, tractors, mowers, etc., and 126 transportation vehicles including full-size buses and Micro Birds. The District also maintains a bus for Bromley East Charter School and a bus for Belle Creek Charter School.

Maintenance services and inspections are performed by certified technicians on all vehicles at the Main Transportation Terminal.

The vast majority of District-owned vehicles are required to provide transportation services to students. According to reports filed with the Colorado Department of Education for the 2019-2020 school year, a total of 1,002,958 miles were traveled to support students. This is a decrease from the previous year due

to the COVID-19 pandemic and transportation services being suspended effective March 13, 2020 through the end of the school year. For the 2020-2021 school year, eligible elementary and middle school students have access to busing and high school students with an Individual Education Plan (IEP) qualify for busing services. Of those three groups, there are 5,913 students eligible for transportation services by their home address or qualifying condition and 1,964 students have utilized transportation during the current year. The significant decrease in bus ridership is a reflection of measures initiated due to health guidelines promoting/requiring social distancing.

A current review of the mileage of the transportation fleet indicates that two of the buses have mileage that exceeds 300,000 miles, and zero buses have mileage in excess of 400,000 miles. An additional 26 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.

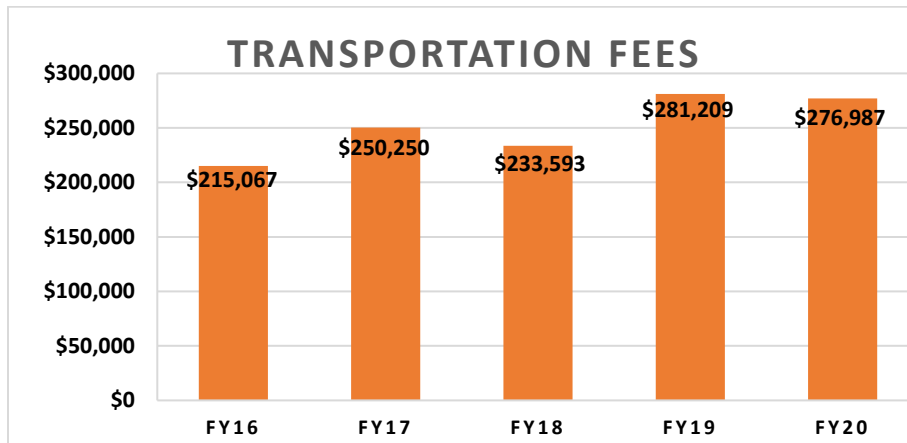
The chart below compares the mileage of the fleet over the past five years:

	2017	2018	2019	2020	2021
Mileage	Number of Buses	Number of Buses	Number of Buses	Number of Buses	Number of Buses
400,000+	2	2	2	0	0
300,000-399,999	8	6	7	2	2
200,000-299,999	17	23	27	30	26
100,000-199,999	35	31	28	47	28
50,000-99,999	23	38	14	19	21
0-49,999	27	19	42	26	49
Total Number of Buses	112	119	120	124	126
Average Miles per Bus	136,072	138,753	131,758	128,984	107,729

The reduction in average miles per bus is a reflection of three factors: 1.) The replacement of nine high mileage vehicles with new buses; 2.) The addition of two new buses; and 3.) The lower number of miles traveled in 2020 as a result of the closure of schools to students and the elimination of activity related trips in March 2020 due to the COVID-19 pandemic.

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 continue its investment in transportation vehicles or consider reducing service levels. District staff continuously evaluates and creates service options and routing strategies to maximize efficiency.

The District initiated the collection of transportation fees in the fall of 2011. As illustrated by the chart below the amount collected has remained relatively flat on a year-to-year basis. The funds collected are used to offset a portion of the Transportation department's operating costs.



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 technician 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 technician 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 technician must pass a written and hands-on performance test initially, and is re-tested every three years. Technicians participate in a variety of training opportunities to assist in their certification efforts. Documentation regarding technician certification is maintained at the Main Transportation Terminal.

### **Nutrition Services**

The Nutrition Services department actively participates in asset protection in order to provide healthy, safe meals that are appealing and a value to students each year. During the 2019-2020 school year (August-March), 158,722 breakfast meals and 992,918 lunch meals were served. Meals served to students who qualify for free and reduced lunch accounted for 54.2 percent of the total meals served.

Because of COVID-related closures throughout the District beginning on March 13, 2020, the Nutrition Services program pivoted their service to a curbside grab and go program. Grab and go services began on March 17, 2020. Initial pick up sites were located at Overland Trail Middle School and Vikan Middle School. As the pandemic continued, an additional site at Thimmig Elementary School was included for students to pick up free meals. Any community member up to age 18 was invited to participate in the grab and go program. As a result, 120,927 breakfast and 120,927 lunch meals were provided through June 2020.

Asset protection is an important element of Nutrition Services' business model, which includes factors such as proper procurement of food, supplies, and equipment, employee training, and the use of internal electronic and accounting controls.

Equipment is typically purchased and installed at new schools as part of the construction process. Replacement of food service equipment is funded by the Nutrition Services department and proper maintenance, and care is taken to maintain existing equipment to extend the life of equipment as long as possible. Staff is also trained on the proper upkeep and safe use of all equipment in our kitchens. The District owns and maintains the Nutrition Service equipment that exists in all District schools. The Nutrition Services department, via separate operating agreements, provides services to all of the District's charter schools and maintains the equipment in those facilities.

Food and other operating supplies are purchased following federal, state, and District procurement regulations. The Nutrition Services Department is part of a purchasing co-operative consisting of seven districts across the Front Range. The co-operative has issued a Request for Proposal (RFP) and is currently awaiting results for a service provider contract for the co-operative to begin services in the fall of 2021. Nearly two-thirds of the Nutrition Services revenues are tied to state and federal sources. The Nutrition Services Department operates without any revenue subsidy from the District's General Fund.

### **Summary**

In addition to the construction of new schools and the significant renovations of others, the 2015 School Construction Bond has provided much needed and significant financial resources to support and expedite the maintenance, repair and/or replacement of many of the District's facilities and/or capital equipment. Many of these deferred maintenance projects were completed as stand-alone projects and others within the scope of larger renovation projects. Others are scheduled for completion in the near future.

The estimated value of the District's buildings now exceeds five hundred million dollars. The District also owns other capital assets worth several million more. All of these assets vary in age and therefore the capital maintenance, repair and replacement schedule required to protect these assets is complex and never-ending. Given these diverse and costly needs, it is highly unlikely that there will ever be a time that all assets are maintained within the high standard of manufacturer's recommended life cycle replacements.

A recently conducted Facility Index Study commissioned through the use of the 2015 School Construction Bond proceeds illustrates the continuing need of investment in District facilities.

The condition of the District's facilities and equipment has improved significantly through the investment of dollars provided by the 2015 School Construction Bond program. The data contained in this report provides adequate evidence of significant improvements and supports a status of compliance in this subsection of the report.

### **Conclusion: I report 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 February 2, 2021, there are eight claims outstanding against the District.

<b>Claim Type</b>	<b>Status</b>	<b>Description</b>	<b>Date</b>
Liability	Open	Due Process Complaint	October 2018
Liability	Open	Slip and Fall on Ice	February 2019
Liability	Open	Bus Accident	September 2019
Liability	Open	Bus Accident-Student Claim	September 2019
Auto	Open	Vehicle Accident	February 2020
Liability	Open	ADA Claim	April 2020
Liability	Open	Student Injury on Playground	November 2020
Property	Open	Car Ran into a School	November 2020

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, 2020, 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**

#### **Purchase of Real Estate**

There have been no purchases of real estate since the last report.

#### **Lease of Real Property or Real Property Rights**

Typically, there are a number of leases of either real property or real property rights presented to the Board on an annual basis. Those leases fall into two major categories: oil and gas mineral rights and other property leases. Information regarding those types of leases are as follows:

##### **Oil and Gas Mineral Rights**

There have been no new requests for mineral leases since the last report.

To date the District has entered into 16 separate leases and received lease and bonus payments in the amount of \$753,948.75. The District has also received an additional \$233,671 in royalty interest payments from those leases.

##### **Other Property Leases**

On April 28, 2020, the Board of Education authorized the execution of a temporary construction lease and permanent easement agreement between 27J Schools and Metro Wastewater Reclamation District

for the construction of the Second Creek Pipeline. The District has received payment in the amount of \$188,669 for the lease and easement at Prairie View High School and the easement at Stuart Middle School. The remaining \$372 for the construction lease at Stuart Middle School will be paid in full at the time of the lease activation as defined in the lease.

### **Disposal of Real Estate**

There have been no disposals of real estate requested since the last report.

Because of the unique nature of the aforementioned transactions, no comparative price bids were obtained prior to the date of the transaction. In all cases, present market values or appraisals were considered in the analysis prior to purchasing or leasing the properties.

### **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:

#### **2021 Bid Services Report**

Southeast ES Fire Alarm Replacement	October 2020
Pennock ES Window Replacement	November 2020
Second Creek ES Window Replacement	November 2020
Thimmig ES Window Replacement	November 2020
North ES Roof Replacement	December 2020
Elementary #14 Owner's Representative RFP/Q	February 2021
Elementary #14 CM/GC Services RFP/Q	February 2021

RFP/Q -Request for Proposal and Qualifications  
CM/GC-Construction Manager/General Contractor

The appropriate departments maintain supporting documentation for the processes.

### **Conclusion: I report compliance.**

#### **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**

1. On April 14, 2020, in an executive session, the Board of Education was provided additional information for discussion related to the temporary construction leases at Prairie View High School and Stuart Middle School as well as an agreement for a permanent easement at both schools. The Board of Education authorized the execution of both leases and agreements on April 28, 2020.
2. On July 28, 2020, in an executive session, the Board of Education was given information for discussion regarding the potential purchase of approximately 7.6 acres adjacent to Prairie View High School from the Orchard Church for use as a potential site for additional parking or as a site for Career Technical Education expansion. On August 31, 2020, staff received notification that the Orchard Church was intending to enter into a contract for the sale of the property with a residential developer. The Board of Education was advised of this development on September 10, 2020 via a Board Update and no further action was taken.
3. On September 10, 2020, the Board of Education received information for discussion via a Board update related to the potential sale of a school site in Second Creek Farm to National Heritage Academies, Inc. for the construction of Capstone Academy. On September 22, 2020 the Board acted by resolution to seek the conveyance of this property from the City of Commerce City for this purpose. The Board has since received additional information regarding this matter in an executive session on October 27, 2020 and via a Board Update on December 3, 2020. The Board was notified on January 12, 2021 by staff that National Heritage Academies would be unable to construct the school according to the terms of the contract. The resolution seeking conveyance from the City of Commerce City remains open and no property has been conveyed as of this date.
4. On January 12, 2021, the Board was provided information for discussion related to the relocation of the proposed National Heritage Academies Charter School to the Willow Bend subdivision in Thornton and the proposed location of the District-managed Elementary School #14 in the Reunion Southlawn subdivision in Commerce City. Based on these discussions, staff prepared and the Board acted on resolutions requesting the conveyance of these properties from the related municipalities on February 23, 2021. Both requests remain open and no property has been conveyed as of this date.
5. The Board also received information for discussion on January 12, 2021 related to the dedication of the Reunion High School site. Staff remains in discussion with Commerce City, Oakwood Homes and the owner of the property as to the schedule and other details of the dedication pursuant to the formal October 15, 2020 request letter from the District.

Based on recent conversations with District legal counsel, all future dedications from municipalities will

be presented to the Board for acceptance.

**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 99.9% 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 configuration, 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 Network Operations Center.

The District also utilizes a system called “Virtual Servers” which helps lower the operational costs of these servers and 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. 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. This is an area that has received more attention; the District continues to take steps to remediate areas of concern

in the form of increased detection and monitoring systems as well as staff and student awareness training. This year we have had no instances of improper access to the system. Since we put in two-factor authentication in mission critical areas to help detour improper access we have had success in lowering the number of unauthorized attempts; we will continue to expand on this area during this and next school year to achieve two-factor authentication to the building level.

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. Additionally, Multi-Factor authentication has been added to accounts that have sensitive data access such as HR, finance, and administrator roles in an effort to help curtail improper access.

### **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 their comments and observations of the FY 2020 audit at the December 8, 2020 Board Meeting. Their management letter stated no audit findings.

**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 27J Schools 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 deposit funds that do not comply with the District’s Investment Policy and applicable State law.**

*I interpret this to mean that all District funds are invested or deposited according to the applicable Colorado Revised Statutes (“CRS”) including:*

*a. CRS 11-10.5-101, et. seq., Public Deposit Protection Act (“PDPA”);*

- b. CRS 24-75-601, et. seq., Funds – Legal Investments;
- c. CRS 24-75-603, Depositories;
- d. CRS 24-75-701, et. seq., Local governments – authority to pool surplus funds.

### **Data Reported**

All funds are deposited or invested according to applicable state law. The District has adopted an Investment Policy that complies with state law but is more restrictive in diversification and credit exposure. Authorized investments include, but are not limited to:

- Obligations of the United States Treasury
- Agencies and Instrumentalities of the federal government
- Bank deposits collateralized according to PDPA
- AA or AAA rated corporate bonds
- A-1 or P-1 rated commercial paper or negotiable certificates of deposit
- A, AA or AAA rated municipal bonds
- Money market mutual funds
- Local government investment pools (“LGIP”)

All securities are held in a bank safekeeping or custodial account. Security transactions are executed on a delivery vs. payment basis. The District receives monthly statements on all investment accounts. Investments in local government investment pools (Colotrust and CSAFE) and money market mutual funds (CSIP) shall be rated AAAM.

### **Data Reported**

Investments organized by investment instrument for funds consist of:

<b>Investment</b>	<b>Amount at January 31, 2021</b>	<b>Interest Rate at January 31, 2021</b>
ColoTrust	\$ 3,324,555	0.11%
CSAFE	1,334,336	0.09%
Wells Fargo Trust	12,693,389	0.08%
UMB Construction Escrow	1,142,377	0.01%
PFM : 2015 Issuance	8,357,127	0.12%
PFM : 2017 Issuance	20,889,392	0.12%
PFM : Bond Redemption	6,115,692	0.12%
PFM : Tabor	3,054,531	0.12%
<b>Total Investment</b>	<b>\$ 56,921,399</b>	

Investments by fund per type:

<b>As of January 31, 2021</b>		
ColoTrust Agency & Trust Fund 72	42,955	
ColoTrust Activity Fund 23	-	
ColoTrust General Fund 10	3,159,959	
ColoTrust GO Bond 2016 Fund 41	-	
ColoTrust GO Bond 2017 Fund 41	-	
ColoTrust Impact Fund 26	65,733	
ColoTrust CRF-CARES Act	55,908	
<b>ColoTrust Total</b>	<b>\$3,324,555</b>	<b>0.11%</b>

CSAFE Pupil Activity Agency Fund 74	290,010	
CSAFE Nutrition Fund 21	1,054,326	
<b>CSAFE Total</b>	<b>\$1,344,336</b>	<b>0.09%</b>
<b>Wells Fargo Trust Debt Fund 31 Total</b>	<b>\$12,693,389</b>	<b>0.08%</b>
<b>UMB Construction Escrow Fund 41*</b>	<b>\$1,142,377</b>	<b>0.01%</b>
PFM : Series 2015 GO Bonds 41	8,357,127	0.12%
PFM : Series 2017 GO Bonds 41	20,889,392	0.12%
PFM : TABOR Fund 10	3,054,531	0.12%
PFM : Bond Redemption Fund 31	6,115,692	0.12%
<b>PFM Asset Management Total</b>	<b>\$38,416,742</b>	
<b>Total Investment</b>	<b>\$56,921,399</b>	

\*To account for City of Thornton: retainage for completion of projects

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

<b>Fund (Interest rate varies by maturity date)</b>	<b>Par Amount</b>
UMB Construction Escrow Series 2016	
Money Market	1,142,377
<b>Subtotal</b>	<b>\$ 1,142,377</b>
PFM Asset Management: 2015 Issuance	
Government Select, Colorado Investments CSIP LGIP	8,357,127
<b>Subtotal</b>	<b>\$ 8,357,127</b>
PFM Asset Management: 2017 Issuance	
Federal Agency Bonds and Notes	\$ 0
Corporate Notes	\$ 0
Money Market Mutual Funds CSIP LGIP	20,899,392
Certificates of Deposit	\$ 0
<b>Subtotal</b>	<b>\$ 20,889,392</b>
<b>Total Building Fund 41</b>	<b>\$ 30,388,896</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**

The protection of the District's public image and credibility as it relates to its ability to accomplish its goals is a responsibility shared by all of the Superintendent's staff. This report will focus primarily on the communication efforts made by staff to support and protect the District's public image as well as two surveys of the entities that assist in the development of District assets. 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.

## **Surveys**

To ascertain private business', government officials' and/or community leaders' perception of the District's public image, credibility, and/or its ability to accomplish goals related to the protection and development of the District's capital assets, two surveys were conducted. The confidential, on-line surveys were conducted under the auspices of the 2015 Bond Oversight Committee consistent with its charge to monitor and communicate to the general public the activities and expenditures of the 2015 School Construction Bond program. The information received through this survey will be reported to the Bond Oversight Committee directly and to the Board through this report.

The surveys were initiated on March 1, 2021 and potential respondents received three reminders to complete their respective survey. While the number of responses received was low and likely inconclusive, it does provide general information relative to the District's credibility and ability to meet its goals as it relates to the development of District assets.

The first survey was directed to private contractors who have submitted bids to perform services in a wide variety of construction projects. The second survey was e-mailed to governmental officials and/or community leaders to ascertain their knowledge of the 2015 School Construction Bond program.

Nineteen surveys were e-mailed to private contractors who submitted bids to perform services in a variety of construction projects. Nineteen responses were received. The survey questions and results are as follows:

Did you receive adequate notice to bid District projects?

Yes - 17    No - 1    N/A – 1

Was the bid information adequate enough for you to submit a bid/proposal?

Yes - 18    No - 1    N/A – 0

Did you receive timely and complete responses to questions about bid submittal information?

Yes - 16    No - 2    N/A – 1

Will your firm be bidding on future projects with 27J Schools?

Yes - 18    No - 1    N/A – 0

Comments:

- We love working for you. Your guys are great.
- We are willing and available to assist in any manner needed.
- 27J is a great client; we have enjoyed the professionalism the District demonstrates. 27J is a valued client; we always desire to support them.
- More time between receiving answers to submitted questions and clarity on future proposal questions would be appreciated.
- Would love to get a debrief on how we could improve on future submissions.
- We are most appreciative of the opportunity to provide comments. We look forward to the next opportunity to work with the staff at 27J.
- We had an excellent working relationship with staff working on the Stuart Middle School synthetic turf project.
- I would suggest providing answers to questions more than the day before the issue date of the RFP. There are adjustments that require re-work from time to time.
- We look forward to the District continuing their efforts to work with new contractors they have not worked with previously.

The second survey was sent to 46 government officials and/or community leaders. Ten responses were received. The survey questions and results are as follows:

Are you aware of the projects and progress made towards completing the projects related to the 2015 Bond Program?

Yes - 5    No - 5    N/A - 0

If so, how did you receive information related to the 2015 Bond Program?

- Received information through e-mails, website, school board - 6
- Received information through on-going correspondence with the city - 1
- Website – 3
- N/A - 0

Do you trust the District to accomplish the goals of the 2015 Bond Program in an ethical manner?

Yes - 7    No - 1    N/A - 2

Does the District build positive relationships with your organization as it relates to the development of the District's capital assets?

Yes - 6    No - 1    N/A - 3

### **Communications**

As in previous years, the Communications Department continues to assist schools and departments with webpage updates, communications campaigns, advertising and marketing, media requests, coverage of programs and events, bond-related events, emergency messaging, and addressing community questions and concerns.

Highlights for the year include:

Supporting District-wide communications regarding the COVID-19 pandemic including:

- Creating and maintaining a stand-alone website to house our district COVID information dashboard and resources. The COVID dashboard regularly provides key COVID figures, in district, school and school level breakdowns, to enhance public transparency of the effectiveness of preventative health measures in 27J.
- Migrated school-to-parent attendance reporting for all district-managed schools to the Blackboard Mass Notification (BbComms) notification system.
  - a. Attendance notification type (in-person or virtual) and message schedules are managed in order to coordinate with student and school-level changes in learning experiences/schedules.
- Utilized BbComms, for the regular messaging of parents, students and staff to: a) inform and remind them of current health-check procedures, and b) coordinate the transitions of cohorts between quarantine and return to buildings.

Publishing a bi-annual newsletter, *The Link*.

- Fall issue - Focused on Perspective, Perseverance, Partnership, Peacefulness
- Spring issue – Scheduled for May 2021 will focus on a look back at the 2015 Bond (accomplishments, promises kept, looking forward)

Collaborating with the Human Resources Department to create innovative ways to recruit new employees to 27J, including:

- Weekly Facebook posts for hard-to-fill positions.
- New ways to communicate with potential hires:
  - Email marketing
  - Videos (<https://youtu.be/rUIRWreO12I>)
- Support in developing a virtual job fair

Introduction of new programs and tools, including:

1. **Smore** - Smore makes it easy to design beautiful and effective online newsletters. Smore has over 4 million users creating over 100,000 newsletters each month.
  - a. Purchased a multi-user license. All schools were given the opportunity to have at least one account.
  - b. Smore works in conjunction with Blackboard Mass Notifications.
2. **Nextdoor** - Nextdoor is a hyperlocal social networking service for neighborhoods.
  - a. All Nextdoor neighborhoods in 27J's boundaries have been added to the District's reach (36,000 members).
3. **Blackboard Mass Notifications (BbComms)** – BbComms is a notification system that replaced InTouch and has the ability to send messages across all channels (email, phone, text, push notification, emergency message, social media).
  - a. As of July 2020, all 27J district-managed schools are using this tool as their main communication tool.

**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.

**Conclusion: I report compliance.**