

**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

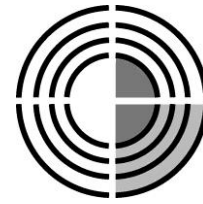
I hereby present the report on Asset Protection Executive Limitation 3.E in accordance with the schedule as set forth in Board policy. I certify the information in this report is true.

Signed: 

Date: April 26, 2023

Dr. Chris Fiedler

Superintendent, 27J Schools



## 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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The Superintendent will not:

1. Allow the organization to be uninsured. Page 5

- Hierarchy of Insurance Coverage

Reporting: Compliance

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

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| • Buildings and Values         | • Facility Leasing          |
| • School Sites                 | • Data Processing Equipment |
| • Capital Reserve Expenditures | • Vehicles                  |
| • Security                     | • Nutrition Services        |

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

- Colorado Governmental Immunity Act Coverage
- Outstanding Claims

Reporting: Compliance

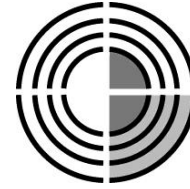
4. Allow any purchase wherein normally prudent protection has not been given against conflict of interest. Page 24

Reporting: Compliance

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 24

Reporting: Compliance

6. Engage in design, construction or any other aspect related to development of real property without having obtained comparative prices. Page 25
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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. Page 27
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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 insurance coverage, the District participates in a number of training opportunities provided by Rocky Mountain Risk Insurance Group to mitigate risks, improve risk management practices 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, a Superintendent Representative and a MAC Representative from each district.

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 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.

As the result of the escalated number of acts of violence towards schools, the Insurance Pool has added Malicious Attack insurance to its array of coverage. A more detailed description of this new coverage is discussed in Section 1 of this report.

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.

The District's physical 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 the manufacturers recommended life cycle replacements. However, for the purposes of this report, the District's assets are deemed to be adequately maintained.

### **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, subject 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.

Malicious Attack Coverage is a new addition to the chart below. The new coverage provides financial protection for events that involve the use of a firearm, hand held weapon or a motor vehicle intended to harm another person or group of persons at a school site. The coverage insures against bodily injury and property damage resulting from a malicious attack, including damage done by law enforcement/security forces responding to the malicious attack. The coverage also provides for crisis management expenses as a result of a malicious attack.

### Rocky Mountain Risk Insurance Group

2022-2023

#### *Hierarchy of Coverage By Line*

	<u>Property</u> (Buildings, Vehicles, & Contents)	<u>Auto</u> Physical Damage	<u>E &amp; O</u>	<u>Liability</u>	<u>Workers'</u> <u>Compensation</u>	<u>Boiler</u> & <u>Machinery</u>	<u>Employee</u> <u>Dishonesty</u> (Crime)	<u>Cyber</u> <u>Liability</u>	<u>Malicious</u> <u>Attack</u>
District Responsibility Building and Contents	\$0 - \$1,000	\$0 - \$5,000	\$0 - \$10,000	\$0	\$0	\$0 - \$5,000	\$0 - \$25,000	\$0 - \$150,000	\$0 - \$5,000
Pool Retention	\$1,000 - \$100,000	\$5,000 - \$100,000	\$10,000 - \$150,000	\$0 - \$150,000	\$0 - \$550,000	None	None	None	None
Excess Coverage	\$100,000 to  \$900,000  AMBRIDGE	\$100,00 to  \$900,000  AMBRIDGE	\$150,000 to  \$4,850,000  AMBRIDGE	\$150,000 to  \$4,850,000 Auto Liability \$4,850,000 General Liability AMBRIDGE	\$550,000  Statutory  Safety National	\$5,000 to  \$100,000,000  Travelers	\$25,000 to  \$1,000,000  Travelers	\$150,000 to  \$3,000,000  ACE	\$5,000 to  \$3,000,000  Lloyds of London
Deductible	2.0% per building for wind and hail only Minimum of 250,000 per occurrence								
Additional Excess Coverage	\$1,000,000 to \$100,000,000 Liberty Mutual	\$1,000,000 to \$2,000,000 Lloyds	\$5,000,000 to \$5,000,000 Gemini	\$5,000,000 to \$5,000,000 Gemini					

\*Student Sexual Abuse has a sub-limit of \$5,000,000 under Educators Legal Liability and \$5,000,000 in the Excess Layer.  
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	24	2,236,276	\$541,286,900	\$50,671,700	\$31,626,300	<b>\$623,584,900</b>
Modulars	36	74,720	\$10,500,800	\$1,267,800	\$0	<b>\$11,768,600</b>
Other Buildings	23	163,709	\$23,984,500	\$6,917,100	\$888,600	<b>\$31,790,200</b>
<b>Total</b>	<b>83</b>	<b>2,474,705</b>	<b>\$575,772,200</b>	<b>\$58,856,600</b>	<b>\$32,514,900</b>	<b>\$667,143,700</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 purpose each day of the past year.

Following is a list of facilities currently under construction that are not included in the total square footage and insurable values report for 2022-2023 by the Rocky Mountain Risk Insurance Group. They are scheduled to be completed by the fall of 2023 and will be included in next year's report.

Type	Number of Buildings	Square Footage	Value of Buildings	Value of Contents	Site Improvements	Total Value
Discovery Magnet	1	68,014	\$34,000,000	\$0	\$0	\$34,000,000
CTE Center-BHS	1	55,950	\$40,000,000	\$0	\$0	\$40,000,000
CTE Center-PVHS	1	47,500	\$31,000,000	\$0	\$0	\$31,000,000
CTE Center-RRHS	1	47,337	\$27,000,000	\$0	\$0	\$27,000,000
<b>Total</b>	<b>4</b>	<b>218,801</b>	<b>\$132,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$132,000,000</b>

The following is a non-inclusive list of projects that are currently in progress since the last report with the use of 2021 Bond funds.

New Schools	Year
Discovery Magnet	2023
Renovations/Additions	Year
Brighton High - STEM/CTE Center and Renovation	2023
Prairie View High – CTE/STEM Center and Renovation	2023
Riverdale Ridge High – CTE/STEM Center	2023
Mechanical Systems Repairs/Upgrades	Year
Southeast Elementary	2023
Asphalt/Concrete Repairs	Year
Natatorium (pool)	2023
HVAC Controls-Replacements	Year
Henderson Elementary	2023
Northeast Elementary	2023
Turnberry Elementary	2023
West Ridge Elementary	2023
Prairie View Middle	2023
Overland Middle	2023
Stuart Middle	2023
Prairie View High	2024
Artificial Turf Fields	Year
Overland Trail Middle	2022
Vikan Middle	2022
Prairie View Middle	2022

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

Site	Description	Amount
Districtwide	Fiber Optic Repairs	\$19,531
Prairie View High School & Prairie View Middle School	Fire Connections	\$5,503
Educational Services Center	Plumbing Repairs	\$20,347
Riverdale Ridge High School	Gym Floor Refinishing	\$4,653



Riverdale Ridge High School	Clay Pipe Repairs	<b>\$6,781</b>
Prairie View High School & Prairie View Middle School	Field Improvements	<b>\$23,472</b>
Vikan Middle School	Classroom Projectors	<b>\$2,500</b>
Natatorium	Waterline Repairs	<b>\$9,500</b>
Districtwide	HVAC Filters	<b>\$35,152</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 and improvements were made to the pool in the 2008-2009 school year related to the building's structure and HVAC system. The pool itself was also resurfaced at this time. The roof on the building 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. Contained in the 2004 report, a number of accessibility violations were found at the Indoor Pool building, which needed to be met as Physical Education credits were required for graduation and swimming was part of the curriculum for those credits. However, swimming is no longer part of the high school physical education curriculum and therefore it is no longer required to meet OCR compliance. The estimated cost to bring the facility into compliance is estimated at approximately \$1,000,000. While the repairs would bring the building 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 to be in the \$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 has grown from 50-60 students to 100-120 students per year.

The maintenance strategy for the building since 2004 has been to conduct the necessary repairs to hopefully extend the life of the building 5 -10 years without undertaking larger and more expensive repairs that might be required.

Having accomplished the short-term goal of extending the life of the building for 5-10 years, the District is reevaluating the long-term strategy for the building.

A structural assessment of the building was conducted in November 2022. The study identified deteriorating structural elements caused by the long-term exposure to water and high humidity conditions within the building. While recommended repairs were suggested the report indicated that the total cost of the repairs to the building will likely exceed the value of the building and that other options should be considered, including the replacement of main structural elements. The report was limited in scope to the structural assessment and did not include mechanical, electrical or other architectural elements. Given the findings of the report and likely other not readily observable conditions, staff will be implementing a structural monitoring system utilizing sophisticated devices to determine any minute structural movements, which might endanger the safety of the structure. While continued efforts will be

made to extend the life of the facility the eventual replacement of the facility is recommended.

The capital investment to replace the facility will be expensive and should be considered for inclusion in a future school construction bond question for the community.

The District will continue to engage our local municipal partners in discussion related to the financial viability of a jointly operated facility.

## **School Security**

### **School Emergency Operations Plan**

Each school has an individualized Emergency Operations Plan (EOP) designed and written for its specific use. The EOP provides guidance to school staff, district personnel, and partner agencies on the policies and procedures that guide the incident response for any emergency, threat, or hazard that may impact a school, its students and/or staff and is updated regularly by all parties that have a role in emergency response for their school.

The EOP document outlines the responsibilities and duties of individual schools' school safety teams during an incident. It is expected that school, district, and partner agencies will work together to exercise the plans in the EOP. The plans have been developed utilizing an all-hazards approach, with site-specific information included in the basic plan, appendices, and annexes. School staff and faculty are expected to be trained on the procedures contained in the EOP on an annual basis.

The EOP document outlines how each individual school is engaged in the implementation of the plan, which includes the actions of PREPAREDNESS, PROTECTION, PREVENTION, RESPONSE, and RECOVERY.

The primary purpose of actions taken during an emergency is to respond to the emergency and minimize its impact on life or property.

The EOP also serves as a legal shield for the District, utilizing best practices and providing a margin of protection against liability.

### **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 one officer at each of the following schools: Brighton High School, Prairie View High School, Prairie View Middle School, Overland Trail Middle School and Vikan Middle School. Thornton Police Department provides one officer at Riverdale Ridge High School and one officer at Quist Middle School. Commerce City Police Department provides two officers performing service to Stuart Middle School, Reunion Elementary School, Second Creek Elementary School, Thimmig Elementary School, Turnberry Elementary School, and Southlawn Elementary School.

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.

All three comprehensive District-managed high schools also employ Campus Supervisors, as do four 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 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) complete IS 362 Multi-hazard Planning for Schools, an additional online, independent study course. 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 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 planning of drills and exercises every month while students are learning in-person. 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. Fire Code requires monthly fire evacuation drills for all schools and six All Hazard Drills per year, which include HOLD, SECURE, LOCKDOWN, EVACUATE and SHELTER.

### Interoperable Radios

27J Schools provide SchoolSAFE communication radios to all of its campuses, which allows 911 Dispatchers to "bridge" radios at a single school or multiple schools, 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). Adams County Head Start at the Brighton Learning and Resource Campus (BLARC) in Brighton has 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 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.

To increase the operating efficacy of our emergency communication radios 2021 Bond Project funds were used to purchase 250 digital XPR 3500 Motorola radios. Each school in the District received 10-12 new radios to increase its overall inventory of digital radios to 30 radios per building. The distribution of these new radios will allow the emergency communication system to move to a complete digital program over the next year. This will allow for clear and consistent communication during regular and emergency usage.

#### Access Control

All 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 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 are available for video recording for all sites, as well as a web-based video management system. A key feature of the system allows 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, 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 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 to emergency responders when alarm systems are triggered. Fire Code requires new schools to have systems with audible announcements. Fire protection systems include smoke detection, 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 renovated schools install 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.

#### 2022 Mill Levy Override Implementation

In November 2022, the District passed a Mill Levy Override (MLO). A significant portion of the funds received as the result of the MLO will be used to strengthen the District's security efforts.

The initial year of the implementation will focus on providing additional armed and unarmed security staff to all schools. In cooperation with the three local police departments that provide service to the District, the MLO funding will allow for the placement of additional School Resource Officers at schools. The funding will also be used to contract with additional armed security firms to provide additional armed security at schools.

MLO funding will also provide for unarmed Campus Supervisors at all schools.

### 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 backup 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.

Security and safety are key considerations in the design of the new 27J schools.

Protocols for operating new security technologies at each site are 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 safety depends on vigorous implementation of consistent management systems in order to ensure school security.

### Grounds

The District owns and maintains approximately 454 acres at 31 developed sites. The District also owns and maintains approximately 75 acres on seven parcels of vacant land for future school sites.

Although not presently deeded to the District, there are 15 parcels containing approximately 220 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
Former Print Shop/Transportation Lot (Leased to City of Brighton)	11.9	S 8th Ave and Voiles St, Brighton
Educational Service Center	13.282	18551 E 160th Ave, Brighton
Discovery Magnet School K-8**	10.1348	4949 E 147th Ave, Thornton
Henderson PK-5	14.52	12301 E 124th Ave, Henderson

Natatorium	3.1506	565 Southern St, 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
Sakata Education Campus	2.18	89 N 6th Ave, Brighton
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
Southlawn PK-5	10.6142	10075 Walden St, Commerce City
Stuart MS 6-8	21.0009	15955 E 101st Way, Commerce City
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
<b>Total Acres</b>	<b>453.585</b>	

\*Condominiumized space purchased August 1, 2019.

\*\*Discovery Magnet School is currently under construction and will be completed in the fall of 2023

## 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
AC	E 152nd Ave and Holly St	15.92	MS
BR	Mountain View Estates – N of Denver St, E of 27th Ave, W of Telluride St	10.0012	ES
TH	Talon Pointe – Monaco St & 156th Ave	9.8855	ES
	<b>Total Acres</b>	<b>73.9867</b>	

\*The jurisdiction in which the property exists.

AC=Adams County; BR=Brighton; CC=Commerce City; TH=Thornton

## SD27J FUTURE SCHOOL SITES – IN PROCESS OF ACQUISITION

<b>Jur*</b>	<b>Site Location</b>	<b>Acres</b>	<b>Potential Usage</b>
BR	Farmlore/Brighton Lakes – Between 136th Ave & 144th Ave; Sable Blvd & Buckley Rd	10	ES
BR	Prairie Center – ½ mi S of Bromley Ln, E of Buckley Rd, N of 144th Ave	9.6716	ES
BR	Prairie Center - SEC of Buckley Rd and Peregrine Dr	20	MS
CC	Buckley Crossing – ½ mi N of 112th Ave between Buckley Rd & Tower Rd	25	MS
CC	Legato - 96th Ave & Tower Rd	25	MS
CC	Reunion – NE of 96th Ave & Buckley Rd <sup>1</sup>	48.6	HS
CC	Reunion Ridge - 100th Ave & Potomac St	10	ES
CC	Anderson Ranch - W of Sable Blvd & S of 100th Ave	10	ES
CC	Second Creek Farm – W of Tower Rd, ½ mi S of 96th Ave	10	ES
CC	Third Creek - E of E470 between 96th Ave and 112th Ave	10	ES
CC	Third Creek - E of E470 between 96th Ave and 112th Ave	10	ES
TH	N of E 152nd Ave and Holly St	10	MS
TH	NEC of E 152nd Ave and Holly St	2	MS
TH	North End Station – N Hwy 7 between Holly St & Colorado Blvd	10	ES
TH	Parterre – S of E470, W of Quebec St	9.7	ES
	<b>Total Acres</b>	<b>219.9716</b>	
<p>* The jurisdiction in which the property exists.  AC = Adams County; BR = Brighton; CC = Commerce City; TH = Thornton</p> <p><sup>1</sup>The District approved a resolution requesting the transfer of this property to the District.</p>			

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

<b>Jur*</b>	<b>Site Location</b>	<b>Acres</b>	<b>Potential Usage</b>
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

The District is also involved in private negotiations for other potential school sites. Information regarding these negotiations are reported to the Board of Education on a case-by-case basis.

### **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 an intergovernmental agreement (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.

Since 2017, there has been a significant reduction of fees charged for the use of District facilities as the result 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 are built, opening opportunities for usage by non-exempt groups or until the existing intergovernmental agreements are amended to allow fees to be charged for municipal use.

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 increasingly limited and may soon exist primarily on middle school and elementary school sites.

There are currently no charges associated with leasing District fields and other outdoor spaces.

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.

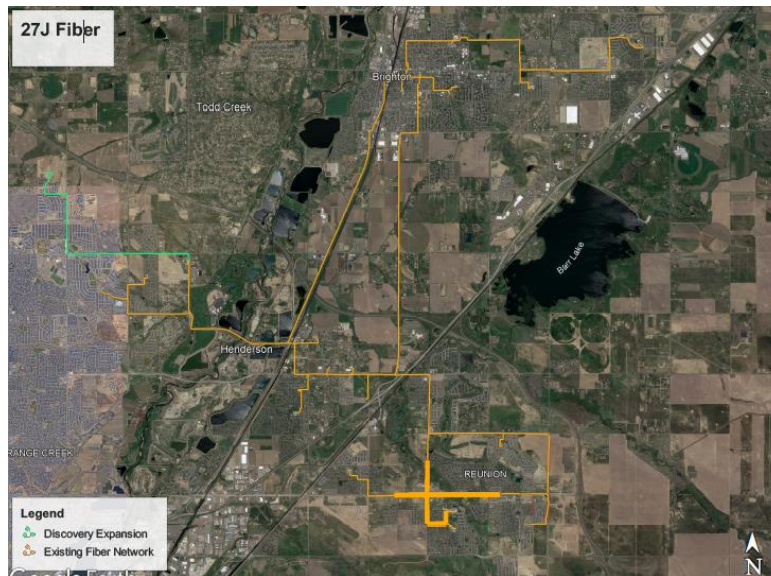
To assist in preserving this balance, the City of Brighton has agreed to assume the responsibility of maintaining District-owned facilities at Ron Cox Field and Rockies Field. These fields are located at South 10<sup>th</sup> Avenue and Southern Street in Brighton. The agreement will remain in place for one year and will be reevaluated at that time. The City of Brighton uses these two fields extensively during the summer months.

Commerce City had previously agreed to utilize \$500,000 from the Joint Use Tax Fund to make improvements to District-owned sports fields located at Second Creek Elementary School, Turnberry Elementary School and Stuart Middle School, all located with Commerce City.

### **Data Processing Equipment**

The District operates a fiber-based switch network to provide broadband voice and data communications between facilities. The network currently contains approximately 50 miles of fiber, providing redundant voice and data to all buildings as well as delivering service to the Adams County Detention Center with a leased line, offering school age detainees access to instructional services.

Below is a map of the fiber located throughout the District.



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 50 phone switches, 442 data switches and 909 Wi-Fi access points.

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 98.3% average operational availability this year. This is lower than previous years due to the District's internet provider Lumen, having a major hub outage in September 2022 when a contractor bored through their main vault destroying two main trunk lines that required repairs.

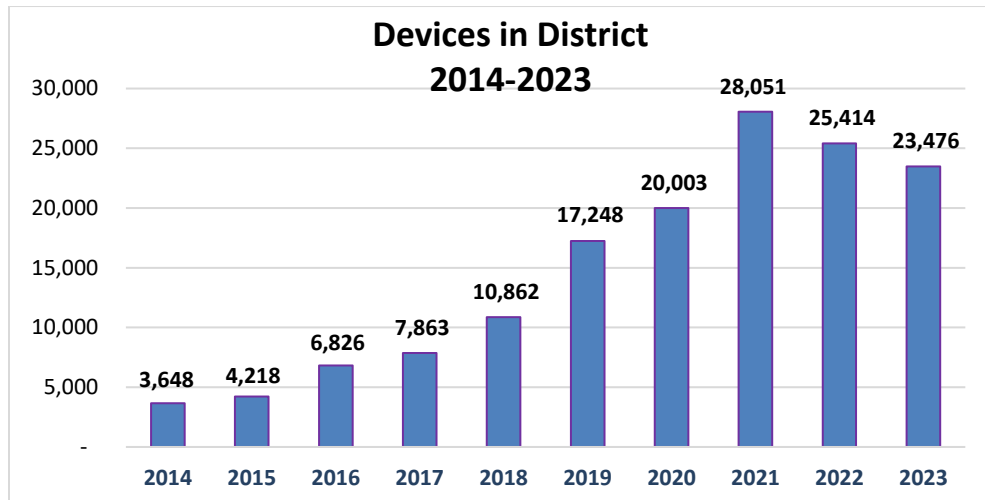
The District has maintenance contracts in place on the building level switches and phone equipment. A parts inventory is also maintained in order to make repairs and replace damaged equipment in a timely manner.

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 23,476 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 2023	To Be Replaced in 2024	To Be Replaced in 2025	To Be Replaced in 2026	To Be Replaced in 2027
PC	1,016	47	226	200	124	419
Laptop	1,841	59	92	1,376	77	237
Surface	86	28	48	10	0	0
Chromebox	1,002	0	0	0	701	301
Chromebook	19,064	0	0	5,400	3,129	10,535
iPad	467	100	0	170	15	182
<b>Total</b>	<b>23,476</b>	<b>234</b>	<b>366</b>	<b>7,156</b>	<b>4,046</b>	<b>11,674</b>



This plan ensures that no computer within the District will exceed five years of age and requires full and continuous implementation. Failure to do so may result in the loss of access to fully operable computers for students and staff. The district conducts a physical inventory of all devices every three years. During the scheduled inventory, 1427 Chromebooks were removed for being out of warranty and fees were assessed for 511 devices that were lost, stolen or damaged.

### 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 and equipment consists of 141 pieces of motorized equipment including pickups, tractors, mowers, etc., and 125 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, inspections and repairs are performed on all vehicles by certified technicians at the Main Transportation Terminal.

According to reports filed with the Colorado Department of Education for the 2021-2022 school year, District vehicles traveled a total of 1,089,183 miles to support students. For the 2022-2023 school year, 9,876 students are eligible for busing services. Of those, 4,165 students have utilized transportation during the current year. Due to driver shortages, there are currently over 400 eligible secondary students on the waiting list.

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 34 buses have mileage in excess of 200,000 miles. High-mileage buses remain in 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 for a diesel engine primarily due to new emission standards, 250,000 miles for propane engines and 150,000 for gas engines.

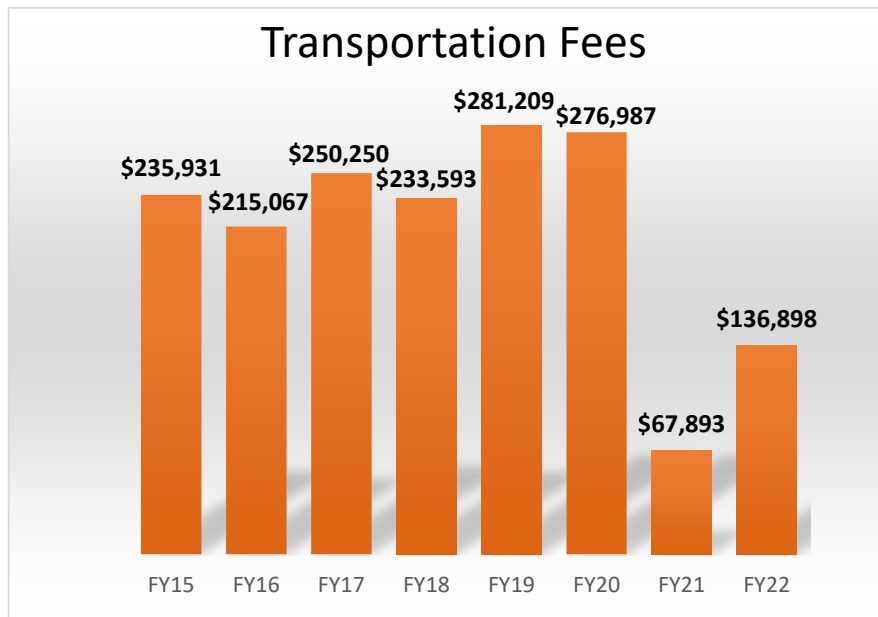
The chart below compares the mileage of the fleet over the past five years:

	2019	2020	2021	2022	2023
Mileage	Number of Buses	Number of Buses	Number of Buses	Number of Buses	Number of Buses
400,000+	2	0	0	0	0
300,000-399,999	7	2	2	2	2
200,000-299,999	27	30	26	31	34
100,000-199,999	28	47	28	50	41
50,000-99,999	14	19	21	17	15
0-49,999	42	26	49	25	22
Total Number of Buses	120	124	126	125	125
Average Miles per Bus	131,758	128,984	127,965	138,753	141,680

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. Staff will continue to seek grant opportunities to replace older diesel buses with cleaner burning energy alternatives.

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. Amounts collected for these fees are illustrated in the chart below:



The decrease in Transportation fees in FY21 is a reflection of the District reducing fees by fifty percent in the 2020-2021 school year to correspond with the fewer number of days students were attending school in person as the result of COVID social distancing measures. Given the uncertainty of the 2021-2022 schedule, fees remained at the \$10 per month/per student level. For the 2022-2023 school year, fees are \$40/month per student with an \$80 per month/per family cap.

Funds collected are used to offset a portion of the Transportation Department's operating costs. It should be noted that the fees collected during this school year will likely amount to less than 4% of the general fund subsidy to the Department's operation and less than 3% of the overall operating budget for the department.

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 2021-2022 school year, 342,254 breakfast meals and 1,580,683 lunch meals were served free to all students.

The number of school meals served is expected to decline during the current year as the free meals program available during the COVID pandemic has been eliminated.

However, with the passing of Proposition FF (Healthy School Meals for All) in November of 2022, all students will once again be able to eat breakfast and lunch meals for free. This change will take effect in the fall of the 2023-2024 school year and an increase in the number of meals served is expected. Numbers should return to or exceed the 2021-2022 levels of meals served.

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. The 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 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 Belle Creek Charter School, Bromley East Charter School, Foundations Academy, Landmark Academy and Eagle Ridge Academy 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 is currently utilizing US Foods as their prime vendor.

Nearly three-fourths of the Nutrition Services revenues are tied to state and federal sources. The Nutrition Services Department currently operates without any revenue subsidy from the District's General Fund. Proposition FF will increase program costs, but additional funds from the State of Colorado should serve to offset those costs. Increased food and supply costs, coupled with uncertain reimbursement rates, may jeopardize the District's ability to operate this program without a General Fund subsidy in the future. Staff is closely monitoring proposed federal legislation that could increase reimbursement rates.

The recent pandemic and other issues have exposed flaws in the Nutrition Program's supply chain. Currently, one vendor supplies the vast majority of all items used. The items are delivered school-to-school by the vendor. Vendors no longer carry large quantities of products in their warehouses, so they are dependent on bringing in foods from manufacturers just in time (JIT) to send back to schools. When there are issues in the supply chain, such as lack of truck drivers, or lack of employees at a manufacturing facility to produce products, supplying schools becomes challenging. Complicating the issues, 27J schools only have enough storage space for approximately one week's worth of food, leaving little time for adjustments when products are not received.

## **Summary**

The District's physical 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 unlikely that there will ever be a time that all assets are maintained within the standard of the manufacturers recommended life cycle replacements.

The recently passed 2021 School Construction Bond provides for the construction of five new schools, three STEM/CTE centers, significant support for the renovation and construction of charter facilities, a new transportation terminal, safety and security and technology improvements. The 2021 School Construction Bond will also provide \$25.5 million for deferred maintenance projects.

However, as the insured value of the District's buildings now exceeds \$600 million, it is imperative that future school construction bond requests contain larger financial commitments for deferred maintenance projects in order to protect the physical assets of the District.

Additionally, while previous bond funding has focused largely on creating additional student capacity, consideration regarding the renovation, repair, expansion and/or replacement of District support facilities has been largely ignored. Specific consideration should be given to the replacement of the District Pool, Nutrition Center, Network Operations and upgrades to other District support facilities including the Educational Services Center and Facilities Building.

Planning and consideration for these items will assist in the continual support of the District's educational mission

## **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 January 31, 2023, there are four claims outstanding against the District.

<b>Claim Type</b>	<b>Status</b>	<b>Description</b>	<b>Date</b>
Liability	Open	Bus Accident	September 2019
Liability	Open	Student/Employee Incident	January 2022

Liability	Open	Accident-Student Claim	March 2022
Collision	Open	Bus Accident	July 2022

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 January 25, 2023, 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**

Since the last report, the District has received \$959,031.59 in royalty interest payments from currently executed leases with oil and gas companies.

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

#### **Other Property Leases**

There have been no new property leases since the last report.

### **Disposal of Real Estate**

A quitclaim deed was executed in March 2023 to reduce the school site at Talon Pointe from 11.12-acres to 9.89-acres pursuant to a Board action taken on December 12, 2017. This correction was requested by the Adams County Assessor's office to conform with a previously filed Final Plat.

There have been no other disposals of real estate since the last 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 2021 School Construction Bond election, staff conducted fair comparative bidding processes related to the financing, design and construction of facilities contained in the bond request.

A list of those processes is as follows:

### **2023 Bid Services**

Brighton High School Furniture, Fixtures, and Equipment / RFQ	March 2022
Prairie View High School Furniture, Fixtures, and Equipment / RFQ	March 2022
Riverdale Ridge High School Furniture, Fixtures, and Equipment / RFQ	March 2022
Discovery Magnet School Furniture, Fixtures, and Equipment / RFQ	March 2022
Brighton High School CTE Specialty Equipment / RFQ	April 2022
Prairie View High School CTE Specialty Equipment / RFQ	April 2022
Riverdale Ridge High School CTE Specialty Equipment / RFQ	April 2022
Contractor/Engineer West Fiber Optic Plant / RFP	April 2022
Pool Building District Pool Building Structural Assessment / RFP	April 2022
Prairie View High School Sanitary Pipe Repairs / RFP	April 2022
Middle School #6 Architectural Services / RFP	May 2022
Prairie View Middle School Intercom (PA) System Infrastructure Upgrade / RFP	May 2022
Overland Trail Middle School Condenser Coil Replacements / RFB	June 2022
South Elementary School Window Pane Replacements / RFP	June 2022
South Elementary School Silicon Masonry Sealant Installation / RFP	June 2022
Quist Middle School-Public Improvements Curb & Gutter Replacement - Yosemite Street / RFP	June 2022
Riverdale Ridge High School-Public Improvements Curb & Gutter Replacement-Yosemite Street / RFP	June 2022
Prairie View High School Flooring Repairs / RFP	July 2022
Eagle Ridge Academy Charter School CMGC Services / RFP	July 2022
Middle School #6 Dam Breach Analysis / RFP	August 2022
Brighton Heritage Academy 27J Parking Lot Paving Design / RFP	September 2022
Vikan Middle School 27J Parking Lot Paving Design / RFP	September 2022
Various Locations 27J Asphalt Assessments / RFP	September 2022
Various Locations 27J Fire Alarm Radio Communications and Monitoring Services / RFP	September 2022
Stuart Middle School 27J Fire Alarm Replacements / RFP	September 2022
Riverdale Ridge High School Cellular Signal Booster / RFP	September 2022
Prairie View High School Cellular Signal Booster / RFP	September 2022
Districtwide Fire Alarm Replacements / RFP	October 2022
Henderson Elementary School Preschool Fence / RFB	November 2022
Northeast Elementary School Kitchen Consulting Services / RFP	November 2022
Overland Trail Middle School Kitchen Consulting Services / RFP	November 2022
Brighton High School Kitchen Consulting Services / RFP	November 2022
Vikan Middle School Kitchen Consulting Services / RFP	November 2022
Prairie View High School Gym Floor / RFP	December 2022
Middle School #6 Traffic Study / RFP	January 2023
Various Locations 27J Hauling Services / RFB	February 2023
Prairie View High School Gym Lighting / RFB	February 2023

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**

Since the last report, the Board of Education was provided information related to the potential sale and/or lease of District properties on a number of occasions. A summary of the status of those sales and/or leases is as follows:

**Comprehensive High School #4 Site**

The District has made a formal request to Commerce City for the conveyance of the site located at approximately 96<sup>th</sup> Avenue and Landmark Parkway. The City has not yet received the dedication of the site from the developer. The District has engaged the services of an architectural firm to assist in the site development efforts in collaboration with the City of Commerce City to determine the actual location of the site. Conveyance of the site from the developer is anticipated in the near future. Once site development efforts are complete it is expected that a specific conveyance for the site will be made to the District.

**Middle School #6 Site**

Efforts to assemble the approximate 25 acres required for the construction of a middle school remains in progress. The site, located in the northeast corner of the intersection of 152<sup>nd</sup> Avenue and Holly Street, will contain 15.9 acres currently owned by the District via a dedication from the developer, 10 acres that will need to be purchased from the City of Thornton and another 2 +/- acres that is owned by a private individual. Agreements are in place securing the 10-acre site from the City of Thornton and the District remains in discussion regarding the 2 +/- acre, privately owned site.

**Talon Pointe Site**

Performance Charter Development, LLC (PCD) has expressed an interest in purchasing this 9.89-acre, District owned site upon which to construct the Ascent Classical Academy Charter School. The site is located at approximately 156<sup>th</sup> Avenue and Holly Street in Thornton. The District and PCD remain in negotiations regarding the specific terms of a potential sale.

**Second Creek Farm Site**

Charter Development, LLC has expressed an interest in purchasing a 10-acre site located at the northeast corner of 88<sup>th</sup> Avenue and Telluride Street in Commerce City upon which to construct the Capstone

Academy Charter School. The site is currently owned by the City. Charter Development, at their own risk, has been working to subdivide the 20-acre school/park site. It is anticipated that once the site is subdivided, the 10-acre parcel will be conveyed to the District. The District and Charter Development remain in negotiations regarding the specific terms of a potential sale.

#### AT&T Cellular Tower Lease

AT&T has expressed an interest in leasing a location for the placement of a cell tower on the Riverdale Ridge High School site. The District and AT&T remain in negotiations regarding the lease.

#### T-Mobile Cellular Tower Lease

T-Mobile has expressed an interest in leasing a location for the placement of a cell tower on the District's Transportation Terminal site. The District and T-Mobile remain in negotiations regarding the lease.

Specific information related to the dates and form of updates provided to the Board of Education are as follows:

April 26, 2022 – Executive Session  
November 2, 2022 – Written Board Update  
November 15, 2022 – Executive Session  
December 19, 2022 – Executive Session  
January 3, 2023 – Written Board Update  
January 11, 2023 – Executive Session

#### **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 “Virtual Servers” to help lower operational cost and to help spread the data over multiple physical servers to ensure data is protected and easier to back-up 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 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 there have been no instances of improper access to the system. Two-factor authentication in mission critical areas has been implemented to deter improper access, which has reduced the number of unauthorized attempts to the system. Efforts continue to expand on this area during this and next school year to achieve two-factor authentication at the school 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 2022 audit at the January 25, 2023 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 two external contractual agreements. The first agreement with Butler Snow LLP was for election advice for the 2022 District ballot measures. The second agreement with RubinBrown LLP was for the District’s annual audit. Staff did not engage 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, 2023</b>	<b>Interest Rate at January 31, 2023</b>
ColoTrust	11,699,251	4.55%
CSAFE	1,367,880	4.46%
Wells Fargo Trust	26,721,182	0.00%
UMB Construction Escrow	1,155,650	3.57%
PFM : 2015 Issuance	6,225,498	4.53%
PFM : 2017 Issuance	413,300	4.53%
PFM : 2022 Issuance	248,511,238	4.53%
PFM : Bond Redemption	6,248,152	4.53%
PFM : TABOR	3,120,689	4.53%
<b>Total Investment</b>	<b>\$305,462,840</b>	

Investments by fund per type:

<b>January 31, 2023</b>	<b>Amount</b>	
ColoTrust Agency & Trust Fund 72	43,723	
ColoTrust Activity Fund 23	-	
ColoTrust General Fund 10	11,588,618	
ColoTrust GO Bond 2016 Fund 41	-	
ColoTrust GO Bond 2017 Fund 41	-	
ColoTrust Impact Fund 26	66,910	
ColoTrust CRF-CARES Act	-	
ColoTrust Total	\$ 11,699,251	4.55%
CSAFE Pupil Activity Agency Fund 74	295,107	
CSAFE Nutrition Fund 21	1,072,773	
CSAFE Total	\$ 1,367,880	4.46%
Wells Fargo Trust Debt Fund 31 Total	\$ 26,721,182	0.00%
UMB Construction Escrow Fund 41*	\$ 1,155,650	3.57%
PFM : Series 2015 GO Bonds 41	6,225,498	4.53%
PFM : Series 2017 GO Bonds 41	413,300	4.53%
PFM : Series 2022 GO Bonds 41	248,511,238	4.53%
PFM : TABOR Fund 10	6,248,152	4.53%
PFM : Bond Redemption Fund 31	3,120,689	4.53%
PFM Asset Management Total	\$ 264,518,877	
Total Investment	<b>\$ 305,462,840</b>	



Investments organized by investment instrument for funds within the Building Fund 41 consist of:

<b>Fund</b>	<b>Amount</b>
UMB Construction Escrow Series 2016	
Money Market	1,155,650
<b>Subtotal</b>	<b>\$ 1,155,650</b>
PFM Asset Management: 2015 Issuance	
Government Select, Colorado Investments CSIP LGIP	6,225,498
<b>Subtotal</b>	<b>\$ 6,225,498</b>
PFM Asset Management: 2017 Issuance	
Federal Agency Bonds and Notes	\$ -
Corporate Notes	-
Money Market Mutual Funds CSIP LGIP	413,300
Certificates of Deposit	-
<b>Subtotal</b>	<b>\$ 413,300</b>
PFM Asset Management: 2021 Issuance	
Federal Agency Bonds and Notes	\$ 169,283,194
Corporate Notes	-
Money Market Mutual Funds CSIP LGIP	55,320,807
Certificates of Deposit	23,907,237
<b>Subtotal</b>	<b>\$ 248,511,238</b>
<b>Total Building Fund 41</b>	<b>\$ 256,305,686</b>
<b>Interest Rate</b>	Varies by maturity date

**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 2021 Bond Oversight Committee consistent with its charge to monitor and communicate to the general public the activities and expenditures of the 2021 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 first survey was initiated on March 10, 2023 and was directed to private contractors who have submitted bids to perform services in a wide variety of construction projects. Potential respondents received three email reminders to complete their survey.

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

Did you receive adequate notice to bid District projects?

Yes - 44 No - 3 N/A - 0

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

Yes - 46 No - 1 N/A - 0

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

Yes - 44 No - 3 N/A -

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

Yes - 47 No - 0 N/A - 0

Comments:

- Advance notification that projects are on BidNet would be appreciated
- RFPs are only known through the BidNet process
- Proposed scope of projects included two systems that required a unique solution based on the scoped fire alarm panel replacement. We suggest that 27J partner with a fire alarm company for feedback on system standardization of systems

- Timely response to awarded projects would be appreciated
- Continual communication regarding projects process and timeline is needed
- A link to 'Bids, RFQs/Ps' on homepage of District's website would make it easier to locate
- Clear and precise wording regarding included costs for General Contractors for RFPs using GMPs
- Enjoy working with 27J
- Timely communication on selection decisions is needed
- Jobs with 27J teams went well
- Would love to continue to support 27J. Spread the opportunities to more firms in town
- 27J staff is great
- The continued business relationship is appreciated and would like to continue to improve communications between the organizations
- Good job
- Correspondence has been prompt and the 27J project team members are helpful and knowledgeable
- Excited for more opportunities with 27J
- The RFP/Qs are well written. When feasible, clarify which qualifications are specific for the prime respondent versus the sub-consultants

The second survey, initiated on March 17, 2023, was e-mailed to 41 governmental officials and/or community leaders to ascertain their knowledge of the 2021 School Construction Bond program. Potential respondents received three email reminders to complete the survey. Five responses were received. 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 survey questions and results are as follows:

Are you aware of the projects and progress made towards completing the projects related to the 2015 and/or 2021 Bond Program?

Yes - 4 No - 1 N/A - 0

If so, how did you receive information related to the 2021 Bond Program?

- Received information through e-mails, website, school board - 3
- Received information through on-going correspondence with the city - 1
- Website – 1
- Did not receive information related to the 2015 and/or 2021 Bond Program - 1

Do you trust the District to accomplish the goals of the 2021 Bond Program in an ethical manner?

Yes - 4 No - 0 N/A - 1

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

Yes - 5 No - 0 N/A - 0

## **Communications Plan**

The role and effectiveness of the Communications Department's efforts to protect the organization's public image and credibility is illustrated by the following information, provided by the department.

### **Goals**

- Increase the community's trust in 27J's process and outcomes in academic achievement.
- Increase the community's trust in 27J's money management and financial accountability through transparency, community involvement, community awareness and demonstrated effectiveness in setting priorities based on the community's input following the MLO election.
- Increase the community's trust in 27J's planning, implementation and outcomes of its safety plan as measured by the indicators the community said it wanted to see as the plan is implemented.

### **Progress of Bond Implementation**

- Increase community's value of bond projects in delivering the environment and equipment required for today's instructional and academic needs of students to meet today's in-demand job training.
- Increase the business and industry sector's awareness and value of 27J's high quality student training as a result of new facilities and equipment that meets their employee training requirements and future leadership needs.
- Increase neighborhood communities' appreciation of the investment they're making in their local schools and the resulting higher quality of instruction and achievement.
- Increase the community's trust that 27J is fully accountable for the community's investment in its schools to meet growth needs and quality of education demands.
- Increase the community's value of having technical and facility enhancements making the learning environment safer.

### **Increased effectiveness of tactics**

- Refine and improve use of data measuring effectiveness of communication tactics
- Seek greater community input on evidence of achievement of goals; report on those measures
- Clarify specific goals and set measurable tactics to reach the goals
- Discard ineffective tactics and exploit effective tactics
- Monitor and measure effectiveness throughout projects and campaigns and make changes when data indicates change is needed
- Stay engaged with international PR industry and national school PR professionals to keep apprised of new and improved strategies and measurements

### **Accountability of Communication and Public Opinion Change Value**

- Clarify campaign goals and expectations of staff leader of the initiative
- Develop plan and measurements
- Provide staff leader of the initiative with a Communication/Public Opinion Change Report Card with data of campaign performance and a reference to comparable industry cost for similar work

### **Results of communication/public opinion change campaigns, 2022-2023**

- Each campaign or project undertaken by the communications department resulted in strong, positive marks from staff leading initiatives.
- Follow-up "client" feedback indicates communications staff clearly understood the goals, clearly explained its work, provided helpful reports, and clients said they were satisfied with the results.

### Changes in Public Opinion of 27J Post 2022 Election

- Communication and campaign efforts from 2021-2022 resulted in:
  - 25% increase in people indicating a favorable opinion of 27J Schools
  - 28% decrease in people indicating no opinion or unsure of their opinion of 27J Schools
  - 29% increase in people indicating approval of the job 27J is doing educating students
  - 23% decrease in people indicating no opinion or unsure of the job 27J is doing educating students

**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.**