

**Executive Limitation 3.E
Asset Protection**

To: Board of Education

From: Will Pierce, 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 23, 2025

Will Pierce

Superintendent, 27J Schools



Policy 3.E – ASSET PROTECTION

Date Adopted/Last Revised: August 23, 2023

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 6
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Reporting: Compliance

- 2. Subject facilities and equipment to improper wear and tear or insufficient maintenance. Page 7
 - Buildings and Values
 - School Sites
 - Capital Reserve Expenditures
 - Security
 - Facility Leasing
 - Data Processing Equipment
 - Vehicles
 - 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 21
 - 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 22

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 23

Reporting: Compliance

6. Engage in design, construction or any other aspect related to development of real property without having obtained comparative prices. Page 24
- Reporting: Compliance
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 25
- Reporting: Compliance
8. Fail to protect intellectual property, information, and files from loss, improper access, or significant damage. Page 25
- Reporting: Compliance
9. Receive, process, or disburse funds under controls insufficient to meet the Board-appointed auditor's standards. Page 27
- Reporting: Compliance
10. Compromise the independence of the board's audit or other external monitors or advisors. Engaging parties already chosen by the board as consultants or advisors is not permitted. Page 27
- Reporting: Compliance
11. Invest or hold operating capital in unsecure instruments or in non-interest-bearing accounts except where necessary to facilitate ease in operational transaction. Page 28
- Investments
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12. Endanger the organization's public image, its credibility, or its ability to accomplish goals. Page 30
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- Reporting: Compliance
13. Will not allow the unauthorized use of the District's name or likeness in a manner that will endanger the organization's public image, its credibility or its ability to accomplish goals. Page 33
- Reporting: Compliance

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

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- Board-directed Unofficial Name Change

Reporting: Compliance



Policy 3.E – ASSET PROTECTION

Date Adopted/Last Revised: August 23, 2023

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 Superintendent, through and in conjunction with District staff, has taken reasonable actions to protect, maintain and insure all District assets and has taken similar actions to ensure that they are not unnecessarily risked.

While it is extremely difficult to identify all of the tangible and intangible assets of the District, this report will identify a number of assets, as defined by Board Policy 3.E - Asset Protection, and demonstrate the efforts to protect them.

Compliance with this policy requires the committed and continuous efforts of all staff and elected officials associated with the District.

Every effort is made to protect assets according to applicable statutes, regulatory guidelines and industry specifications, however 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

The District relies primarily on the Rocky Mountain Risk Insurance Group (the Pool) for its insurance coverages. The Pool 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 amounts. 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.

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, including employment practices liability and educators' professional liability.

In 2023, the Insurance Pool added Malicious Attack insurance to its array of coverage as the result of the escalated number of acts of violence towards schools.

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.

Rocky Mountain Risk Insurance Group

2024-2025

HEIRARCHY OF COVERAGE BY LINE

	PROPERTY (BUILDINGS, & CONTENTS)	AUTO PHYSICAL DAMAGE	E & O	LIABILITY	WORKERS' COMPENSATION	BOILER & MACHINERY	EMPLOYEE DISHONESTY (CRIME)	CYBER LIABILITY	MALICIOUS ATTACK
District Responsibility	\$0 - \$5,000	\$0 - \$5,000	\$0 - \$10,000	\$0	\$0	\$0 - \$5,000	\$0 - \$25,000	\$0 - \$125,000	\$0 - \$5,000
Pool Retention	\$5,000 - \$250,000	\$5,000 - \$250,000	\$10,000 - \$150,000	\$0 - \$150,000	\$0 - \$550,000	None	None	None	None
Excess Coverage	\$250,000 to \$750,000	\$250,000 to \$750,000	\$150,000 to \$4,850,000 Educator's Legal Liability, \$4,850,000 Sexual Abuse (claims-made)	\$150,000 to \$4,850,000 Auto Liability, \$4,850,000 General Liability, Law Enforcement Liability	Statutory Workers Comp Benefits \$1,000,000 Employers Liability	\$5,000 to \$100,000,000	\$25,000 to \$1,000,000	\$125,000 to \$3,000,000 (\$1,000,000 Aggregate per Member)	\$5,000 to \$3,000,000
Carrier	LLOYDS OF LONDON (AMBRIDGE)	LLOYDS OF LONDON (AMBRIDGE)	LLOYDS OF LONDON (AMBRIDGE)	LLOYDS OF LONDON (AMBRIDGE)	SAFETY NATIONAL	TRAVELERS	TRAVELERS	SKYWARD SPECIALTY (COWBELL)	LLOYDS OF LONDON
District Responsibility Deductible	10.0% per location for wind and hail only; Minimum of \$5,000,000 per location								
Attachment Point	\$1,000,000 to	\$1,000,000 to	\$5,000,000 to	\$5,000,000 to					
Excess Limit	\$100,000,000	\$2,000,000	\$5,000,000	\$5,000,000 for General Liability, Law Enforcement Liability, and Sexual Abuse					
Carrier	LIBERTY MUTUAL INSURANCE CO.	LLOYDS OF LONDON	GEMINI INS. CO.	GEMINI INS. CO.					

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.

The data presented supports a finding of compliance.

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 summarizes 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	25	2,304,230	\$640,535,500	\$57,111,800	\$38,885,100	\$736,532,400
CTE Centers	3	149,282	\$43,495,000	\$0	\$0	\$43,495,000
Modulars	38	83,542	\$13,041,119	\$1,464,744	\$0	\$14,505,863
Other Buildings	23	163,884	\$27,994,057	\$7,445,815	\$1,014,000	\$36,453,872
Total	89	2,700,938	\$725,065,676	\$66,022,359	\$39,899,100	\$830,987,135

The District owns and maintains approximately 454 acres at 31 developed sites as described in the chart below:

SD27J DEVELOPED SITES

Site	Year Opened	Subsequent Renovations	Acres	Building Square Footage	Address
BLARC - finished space				20,650	1850 Egbert St, Brighton
BLARC - unfinished space				6,800	
Brantner PK-5	2012	2016	14.92	66,064	7800 E 133rd Ave, Thornton
Brighton Heritage Academy	1926	1955, 1965, 1970, 1994, 1998, 2000, 2001, 2002, 2008, 2016	3.6	43,125	830 E Bridge St, Brighton
Network Operations Center			↓	4,337	849 Bush St, Brighton

Brighton HS 9-12	1953	1961, 1967, 1981, 1992, 1994, 1999, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2009, 2013, 2017, 2023	27.978	280,020	270 S 8th Ave, Brighton
CLC	1973		↓		360 S 8th Ave, Brighton
Nutrition Services Center			1	8,240	630 S 8th Ave, Brighton
Leased Lot			11.9		S 8th Ave and Voiles St, Brighton
Educational Service Center	2005		13.282	26,605	88 North 40 th Avenue
Discovery Magnet School K-8	2023		10.1348	68,014	4949 E 147th Ave, Thornton
Henderson PK-5	1968	1973, 1998, 2000, 2002, 2007, 2009, 2018	14.52	56,338	12301 E 124th Ave, Henderson
Natatorium	1970		3.1506	16,517	565 Southern St, Brighton
Northeast PK-5	1968	1998, 2007, 2017	9.437	65,761	1605 Longs Peak St, Brighton
Overland Trail MS 6-8	1984	1988, 2000, 2001, 2005, 2008, 2009, 2012, 2018	15	58,714	455 N 19th Ave, Brighton
Padilla PK-5	2021		10	64,922	5505 Longspeak St, Brighton
Pennock PK-5	2003	2009	7.83	70,525	3707 Estrella St, Brighton
Prairie View HS 9-12 (incl. STEM/CTE)	2006	2007, 2008, 2009, 2020, 2023	53.4874	275,248	12909 E 120th Ave, Henderson
Prairie View MS 6-8	2008		22.6	135,803	12915 E 120th Ave, Henderson
Quist MS 6-8	2020		23.4532	140,556	13451 Yosemite St, Thornton
Reunion PK-5	2017		10.0016	68,952	11021 Landmark Ave, Commerce City
Riverdale Ridge HS 9-12 (incl. STEM/CTE)	2018	2023	70.1312	301,757	13380 Yosemite St, Thornton
Sakata Education Campus	1998		2.18	49,737	89 N 6th Ave, Brighton
Second Creek PK-5	2003	2008	14.7268	70,525	9950 Laredo Dr, Commerce City
South PK-5	1953	1973, 1998	3.67	53,049	305 S 5th Ave, Brighton
Southeast PK-5	1962	1994, 2005, 2009	11.58	68,125	1595 Southern St, Brighton
Southlawn PK-5	2022		10.6142	62,416	10075 Walden St, Commerce City

Stuart MS 6-8	2009		21.0009	139,626	15955 E 101st Way, Commerce City
Thimmig PK-5	2002	2009	6.4163	70,525	11453 Oswego St, Henderson
Transportation Facility	2001		19.9	11,212	11701 Potomac St, Brighton
Turnberry PK-5	2008		10.38	68,095	13069 E 106th Pl, Commerce City
Vikan MS 6-8	1962	1973, 1987, 2000, 2001, 2002, 2016	20.6	91,248	879 Jessup St, Brighton
West Ridge PK-5	2007		10.091	67,586	13102 Monaco St, Thornton
Total Acres			453.585		

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.

More than 80 significant deferred maintenance projects at locations across the District have been completed since the last report in order to maintain or repair facilities and equipment. These projects are primarily funded by a \$28.5 million allocation from the 2021 bond program and supplemented by an allocation of \$1.75 million from the General Fund for smaller Capital Reserve Projects. A list of projects is as follows:

Project Location	Fund	Description
BLARC	Cap Reserve	Garbage Disposal Repair
Brantner Elementary School	2021 Bond	Asphalt
Brighton Heritage Academy / Innovations and Options	Cap Reserve	Sewer & Waterline Repairs
Brighton High School	2021 Bond	ADA Ramp
Brighton High School	2021 Bond	Chiller/Cooling Repairs
Brighton High School	2021 Bond	HVAC & Mechanical Repairs
Brighton High School	2021 Bond	Fire Alarm Upgrades
Brighton High School	2021 Bond	Kitchen Renovation
Brighton High School	Cap Reserve	Replace Four Water Tanks
Brighton High School	Cap Reserve	Gym Floor Refinishing
Districtwide	Cap Reserve	HVAC Filters
Districtwide	Cap Reserve	Landscape Maintenance
Districtwide	Cap Reserve	T12 Lightbulbs
Districtwide-Palowski Park	Cap Reserve	Land Appraisal
Educational Services Center	Cap Reserve	Storage Racks
Educational Services Center	Cap Reserve	Signage due to Address Changes
Educational Services Center	Cap Reserve	ADA Accessible Door Hardware
Educational Services Center	Cap Reserve	Pump house and backflow
Educational Services Center / DTR	Cap Reserve	Sound System Repairs
ESC	2021 Bond	Carpet Replacement
ESC	2021 Bond	Cooler and Boiler Replacement
ESC	2021 Bond	Roof Repair
Facilities / Grounds	Cap Reserve	New Truck & Truck Accessories

Henderson Elementary School	2021 Bond	Asphalt
Henderson Elementary School	2021 Bond	HVAC Controls
Henderson Elementary School	2021 Bond	HVAC Repairs
Henderson Elementary School	2021 Bond	Gym Floor Refinishing
Henderson Elementary School	2021 Bond	Cafeteria Floor Refinishing
Henderson Elementary School	Cap Reserve	Classroom Repairs
Henderson Elementary School	Cap Reserve	Conex for Grounds Equipment
Northeast Elementary School	2021 Bond	HVAC Controls
Northeast Elementary School	2021 Bond	Kitchen Renovation
Nutrition Services	Cap Reserve	Replace Bathroom Floor
Overland Trail Middle School	2021 Bond	HVAC Controls
Overland Trail Middle School	2021 Bond	HVAC Repairs
Overland Trail Middle School	2021 Bond	Kitchen Renovation
Overland Trail Middle School	Cap Reserve	Replace Water Tanks
Pennock Elementary School	2021 Bond	Asphalt
Pennock Elementary School	2021 Bond	Boiler
Pool Building	2021 Bond	Structural Assessment
Pool Building	Cap Reserve	Stabilization and Monitoring
Prairie View High School	2021 Bond	ADA Ramp
Prairie View High School	2021 Bond	Asphalt
Prairie View High School	2021 Bond	Compressor Replacement
Prairie View High School	2021 Bond	HVAC Controls
Prairie View High School	2021 Bond	Gym Floor Refinishing
Prairie View High School	Cap Reserve	Irrigation Repairs
Prairie View Middle School	2021 Bond	HVAC Controls
Prairie View Middle School	Cap Reserve	Irrigation Repairs
Riverdale Ridge High School	2021 Bond	Turf Repair
Second Creek Elementary	2021 Bond	Asphalt
Second Creek Elementary School	Cap Reserve	Modular Repairs
Second Creek Elementary School	Cap Reserve	Water Leak Repairs
South Elementary School	2021 Bond	Playground Improvements
South Elementary School	Cap Reserve	New Cafeteria Tables
South Elementary School	Cap Reserve	Repair Waterline
South Elementary School	Cap Reserve	SSN Classroom Remodel
South Elementary School	Cap Reserve	Repair Cafeteria Doors
Southeast Elementary School	2021 Bond	Boiler Replacement
Southeast Elementary School	2021 Bond	HVAC Maintenance
Southeast Elementary School	2021 Bond	Playground Improvements
Stuart Middle School	2021 Bond	Asphalt
Stuart Middle School	2021 Bond	HVAC Controls
Technology Building	2021 Bond	Asphalt
Thimmig Elementary School	2021 Bond	Asphalt
Thimmig Elementary School	2021 Bond	Turf Installation
Thimmig Elementary School	Cap Reserve	Replace Water Tanks
Transportation	2021 Bond	Shade Structure
Transportation	2021 Bond	Floor Replacement
Transportation	Cap Reserve	Lift & Power Washer Repairs

Turnberry Elementary School	2021 Bond	Asphalt
Turnberry Elementary School	2021 Bond	HVAC Maintenance
Turnberry Elementary School	2021 Bond	HVAC Controls
Turnberry Elementary School	Cap Reserve	HVAC/Chiller Repairs
Vikan Middle School	2021 Bond	Fire Alarm Upgrades
Vikan Middle School	2021 Bond	Kitchen Renovation
Vikan Middle School	2021 Bond	Parking Lot
West Ridge Elementary School	2021 Bond	Asphalt
West Ridge Elementary School	2021 Bond	Fire Alarm Upgrades
West Ridge Elementary School	2021 Bond	Sealant Replacement
West Ridge Elementary School	Cap Reserve	Chiller Repair
West Ridge Elementary School	Cap Reserve	Water Softener Replacement

Recently, a \$3 million increase to the original bond deferred maintenance allocation has been recommended by the Bond Oversight Committee and approved by the superintendent. This increase demonstrates the continuing, and increasing need for resources to maintain existing facilities.

Indoor Pool Building

The Districts’ Indoor Pool, originally constructed in the 1970s, has had numerous additions, renovations and repairs made since that time. The costs of additional repairs would likely exceed the useful value of the facility.

Swimming is no longer a part of the high school physical education curriculum. The facility is used only in conjunction with the high schools’ boys and girls swim and dive teams and community-based competitive swim teams.

In 2024 an analysis identified deteriorating structural elements caused by the long-term exposure to water and humidity typically associated with pools constructed in that era. A sophisticated monitoring system has been put in place to detect any minute structural movements that might endanger the safety or integrity of the building.

While efforts will continue to be made to extend the life of the building, 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.

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. It is updated regularly by all parties that have a role in emergency response for their school.

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.

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.

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.

The District currently has 964 radios in inventory. Each spring, radios are checked for required maintenance and monthly radio checks are conducted to test the systems’ effectiveness.

Access Control

All schools have main entrances that require visitors 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.

Permitting and construction for secure entry vestibules is currently underway at five schools: Henderson Elementary, Sakata Educational Campus, South Elementary, Southeast Elementary and Brighton High School. Construction is expected to be complete by August 2025 and at that time all school locations will meet District access security standards.

All school sites have electronic key access for employees and are operating within an enterprise system that is implemented District-wide for staff badging and access control.

First responders have access to key cards via secured lock boxes at school sites.

All district-managed schools use a visitor management and screening system licensed from Raptor Technologies. Visitors present their identification card, which is scanned and screened against public record databases that 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. There are 34 raptor systems spread throughout District facilities.

Video Surveillance

All schools have video surveillance systems with continuous recording. The District has 1,244 active cameras. 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. Authorized personnel, including School Resource Officers, District staff, administrators and other school staff utilize video.

Every bus used for student transportation is also equipped with a 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. These systems are managed with a web-based interface for users and a contracted firm remotely monitors the alarms for appropriate dispatching.

Fire Protection

All schools have remotely monitored fire alarm panels to ensure rapid notification to emergency responders when alarm systems are activated. 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 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.

Back-Up Power

Fifteen schools have emergency natural-gas generators to provide long-term backup 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.

Grounds

In addition to the properties identified on pages 8-10, the District owns and maintains approximately 139 acres on eight parcels of vacant land for future school sites.

SD27J FUTURE SCHOOL SITES – OWNED

Jur*	Site	Acres	Potential Usage
BR	Brighton East Farms Filing 2	15	ES
BR	ESC - 18551 E 160th Ave	6.5	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	10.0012	ES
BR	Prairie Center – ½ mi S of Bromley Ln, E of Buckley Rd, N of 144th Ave	9.6716	ES
CC	Rocky Vista HS Site - 96th Ave & Reunion Pkwy (under construction)	48.6	HS
TH	Talon Pointe – Monaco St & 156th Ave	9.8855	ES
TH	Talon Ridge MS Site -E 152 nd Ave & Holly St (under construction)	25.92	MS
	Total Acres	138.758	
*The jurisdiction in which the property exists. AC=Adams County; BR=Brighton; CC=Commerce City; TH=Thornton			

Although not presently deeded to the District, there are 10 parcels encompassing approximately 139 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 FUTURE SCHOOL SITES – IN PROCESS OF ACQUISITION

Jur*	Site Location	Acres	Potential Usage
BR	Farmlore/Brighton Lakes–Between 136th Ave & 144th Ave; Sable Blvd & Buckley Rd	10	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 Ridge - 100th Ave & Potomac St	10	ES
CC	Anderson Ranch - W of Sable Blvd & S of 100th 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	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
	Total Acres	139.7	
* The jurisdiction in which the property exists. AC = Adams County; BR = Brighton; CC = Commerce City; TH = Thornton			

The District is involved in land use conversations with the City of Commerce City. The following unplatted properties have been identified 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 Hayesmout Rd between 128th Ave and 136th Ave	10	ES
CC	N of DIA; E of Hayesmout Rd between 128th Ave and 136th Ave	10	ES

Facility Leasing

A number of entities use District facilities 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 is currently allowing the use of these facilities on a limited basis with priority given to District activities. The District also allows for the use of its facilities on a fee basis for other for-profit and not-for-profit organizations.

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 10th Avenue and Southern Street in Brighton. The agreement has been in place for one year and is currently being reevaluated. The City of Brighton uses these two fields extensively during the summer months.

Commerce City 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 the City of Commerce City.

Energy Conservation

In January 2025, the District employed its first ever Energy Manager. Early data analysis related to the use of electricity, natural gas and water indicates that significant savings can be realized through concerted conservation efforts, system repairs and design improvements. Strategic efforts are currently being developed to prioritize and implement these improvements.

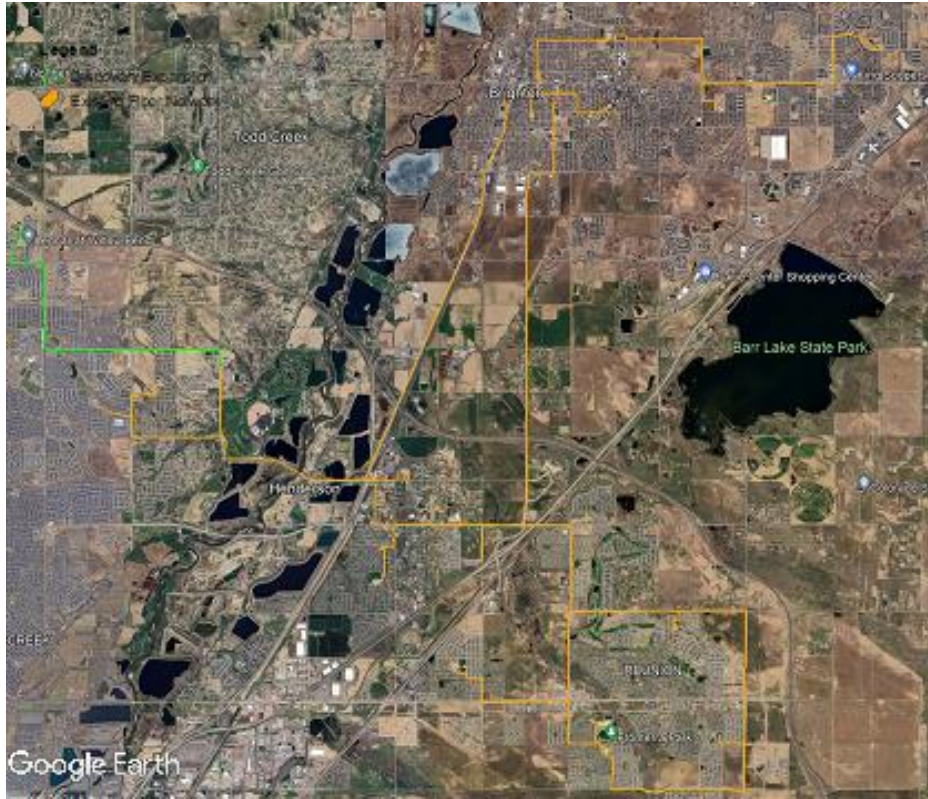
Data Processing Equipment

The District owns and operates a fiber-based switch network to provide broadband voice and data communications between facilities. The recently mapped network currently contains approximately 36 miles of active 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.

There is also an undetermined amount of inactive fiber yet to be mapped.

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 57 phone switches, 506 data switches and 1,064 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 monitored, either via automation or manually, and have a 99.5% average operational availability this year.

The District has maintenance contracts in place on the building level switches and phone equipment. A parts inventory is 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

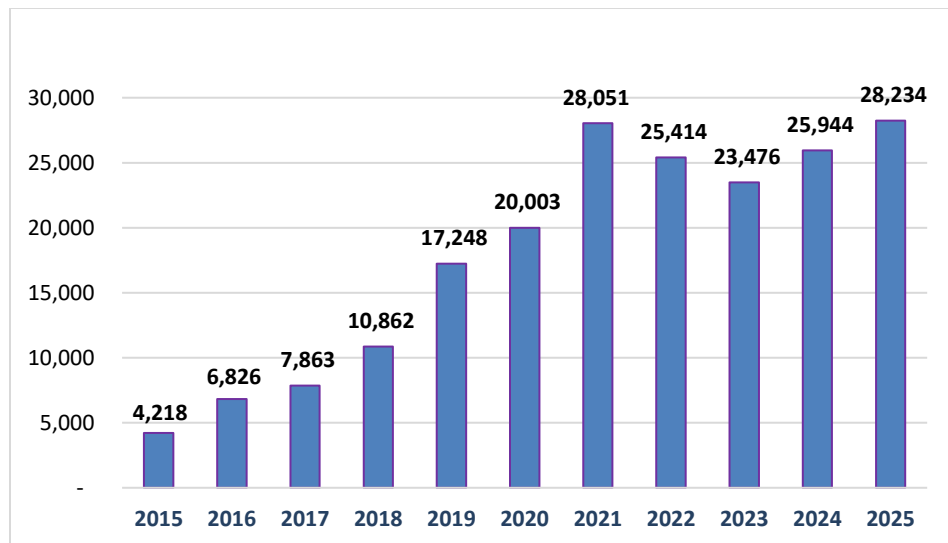
occur. Established relationships with multiple vendors expedite any repair work that may be needed.

Computers

There are 28,234 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 2025	To Be Replaced in 2026	To Be Replaced in 2027	To Be Replaced in 2028	To Be Replaced in 2029
PC	1,104	200	124	419	205	156
Laptop	1,959	1,376	91	237	65	190
Surface	10	10	0	0	0	0
Chromebox	1,238	0	701	301	186	50
Chromebook	23,298	5,400	3,129	9,535	2,234	3,000
iPad	625	170	33	214	16	192
Total	28,234	7,156	4,078	10,706	2,706	3,588

Devices in District – 2015-2025



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.

Telephone Systems

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

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 145 pieces of motorized equipment, including pickups (43), tractors, mowers, etc., and 138 student 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.

Certified technicians at the Main Transportation Terminal perform maintenance services, inspections and repairs on all vehicles.

A current review of the mileage of the transportation fleet indicates that there are 47 buses have mileage in excess of 200,000 miles and two buses that have mileage that exceeds 300,000 miles. There are no buses that have mileage that exceeds 400,000 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 because Colorado is not considered a high rust state. However, according to the CDE Minimum Standards (CCR 301-25) Rule 7.12, it states that districts are discouraged from operating school buses older than 25 years of age. Currently, the fleet has three buses that meet the 25-year replacement recommendation.

Industry best practices suggest replacing a diesel engine bus at 350,000 miles, primarily due to new emission standards, 250,000 miles for propane engines and 150,000 miles for gas engines.

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

	2020	2021	2023	2024	2025
Mileage	Number of Buses	Number of Buses	Number of Buses	Number of Buses	Number of Buses
400,000+	0	0	0	0	0
300,000-399,999	2	2	2	2	2
200,000-299,999	26	31	34	44	45
100,000-199,999	28	50	41	46	49
50,000-99,999	21	17	15	24	24
0-49,999	49	25	22	13	18
Total Number of Buses	126	125	125	129	138
Average Miles per Bus	127,965	138,753	141,680	148,715	151,596

The increasing demand for transportation services caused by enrollment growth and the increasing number of students requiring transportation as part of their Individualized Education Plans will require the District to continue investing in transportation vehicles or consider reducing service levels. Staff continues 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.

Nutrition Services

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.

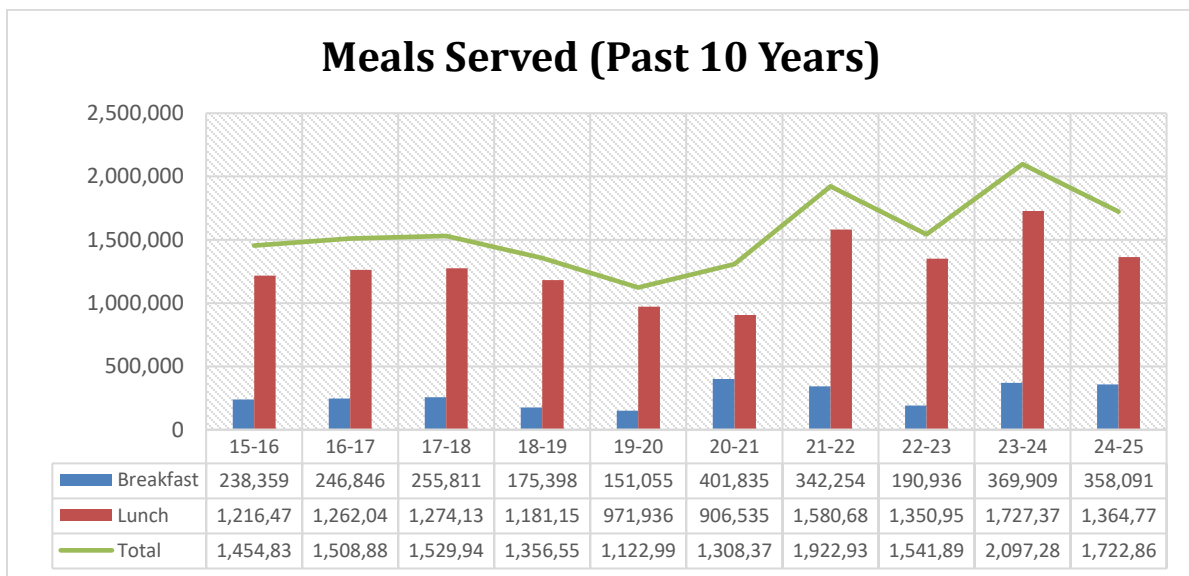
New equipment is typically purchased and installed at our new schools as part of the construction process. The replacement of food service equipment is primarily funded by the Nutrition Services Department. Proper maintenance and care is taken to maintain existing equipment to extend the life of equipment. Staff is 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.

The Nutrition Services Department operates without any revenue subsidy from the District’s General Fund. Nearly 90% of the Nutrition Services revenues are tied to state and federal sources. To ensure that the District continues to receive those revenues, strict rules regarding nutrition, procurement, free and reduced processing, and claiming must be followed. The program is subject to internal and state audits to assure that program regulations are followed. School kitchens are also subject to food safety inspections by the Adams County Health Department on an annual basis.

The recent pandemic and other issues have exposed flaws in the District’s food and supply chain.

It is staff’s recommendation that in the future, there is consideration for funding a District-owned warehouse for the nutrition services program via an up-coming bond election. Districts that own and distribute from their own warehouse can more easily absorb short-term distribution challenges by utilizing other foods that they already have in stock. A warehouse can also be used to more effectively procure and distribute locally produced items, which would allow the District to take advantage of additional facets of the Healthy School Meals For All program, as well as more effectively invest our financial resources back in to the local community.



Summary

As the insured value of the District's buildings now exceeds \$800 million and many schools now exceed 20 years of age, it is imperative that school construction bond requests in the future 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 Center 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

In addition to the insurance coverages discussed in section one of this report 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.

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

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. A non-inclusive list of those training opportunities taken by District staff are as follows:

Training Name	Training Name
Adams County Crisis Response	Hazard Communication: Right to Understand (GHS)
Administrative Supervision of Students	Ladder Safety
Asbestos Awareness	Making Schools Safe and Inclusive for LGBTQ+ Students
Back Injury and Lifting	Making Schools Safe and Inclusive for Transgender Students
Blood-borne Pathogen Exposure Prevention	Online Safety: What Every Educator Needs to Know
Bullying: Recognition and Response	Playground Maintenance & Inspection
Chemical Spills Overview	Prescription Drug and Opioid Abuse: Impact on Students
Child Abuse: Identification & Intervention	Return to Learn Following a Concussion: Tier 1 Classroom Supports
Child Abuse: Mandatory Reporting	Science Laboratory Chemical Spills
Classroom Safety	Sexual Harassment: Staff-to-Staff
Communication Styles and Skills	Sexual Harassment: Student Issues & Response
Concussion Awareness: Athletics	Sexual Misconduct: Staff-to-Student
Conflict Management: Staff-to-Staff	Slips, Trips and Falls
Cultural Competence and Racial Bias	Special Education: Safety in the Classroom
Customer Service Overview	Sport Supervision and Safety
De-Escalation Strategies	Stress Management
Digital Citizenship for Secondary Teachers	Student Alcohol & Substance Misuse
Disruptive Student Behavior	Student Mental Health: Awareness, Intervention and Referral
Electrical Safety	Title IX Compliance Overview
General Ethics in the Workplace	Youth Suicide: Awareness, Prevention and Post-vention

As of March 3, 2025 there are:

- 56 outstanding claims related to workers' compensation injuries
- 4 outstanding claims related to general liability

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 11, 2024, 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

On August 14, 2024 the Board of Education approved an intergovernmental agreement between the District and the City of Thornton for the purchase of 9.382 acres of land in the amount of \$938,200. The property is for the construction of Talon Ridge Middle School.

Disposal of Real Estate

The District did not enter into any contracts to dispose of real estate since the last report.

Lease of Real Estate

The District entered into one lease contract with Phoenix Capital Group Holdings, LLC on May 31, 2024 for the mineral interests located under the Main Transportation Terminal.

Supplemental Information

Since the last report, the District has received \$2,233,920 in oil and gas bonus and royalty interests.

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

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.

2025 Bid Services

Type	Location / Project	# of Bids / Proposals	Date
RFP	Commissioning Services for North Transportation Terminal	6	April 2024
IFB	Vikan Middle School Parking Lot	3	April 2024
RFP	Secure Vestibule Installation for Elementary Schools	1	April 2024
RFP	Talon Ridge Middle School Construction Observation, Material Testing & Third-Party Inspections	4	April 2024
RFP	Talon Ridge Middle School Commissioning Services	9	April 2024
RFP	West Ridge Elementary Caulking	3	May 2024
IFB	Pennock Elementary Boiler Replacements	3	June 2024
IFB	ESC Cooling Tower and Boiler Replacements	3	June 2024
RFP	Construction Observation & Material Testing for Vikan Parking Lot	N/A	July 2024
RFP	Rocky Vista High School - Commissioning Services	5	July 2024
RFP	Talon Ridge Middle School Roofing Consultant	1	July 2024
RFP	Southeast Elementary Playground Design & Drainage Issue	3	Aug. 2024
RFP	Riverdale Ridge HS Doors and Expansion Joint Issue	1	Sept. 2024
RFP	CMGC Services for South Elementary School Site Improvement	5	Sept. 2024
RFP	Secure Vestibules - CMGC	3	Sept. 2024
IFB	Southeast Elementary Hallway Flooring Replacement	8	Nov. 2024
IFB	South Elementary Gym Floor Replacement	6	Nov. 2024
RFP	Rocky Vista High School Construction Observation, Material Testing & Third-Party Inspections	5	Nov. 2024
IFB	Pennock Elementary Re-Roof	10	Jan. 2025
IFB	West Ridge Elementary Re-Roof	10	Jan. 2025
IFB	Modular Move - Quist Middle School to Padilla Elementary School	3	Feb. 2025
IFB	Brighton High School Student Parking Lot Replacement	13	Feb. 2025

For solicitations over \$20,000, the District publicly posts opportunities for all vendors and contractors to see available work on Rocky Mountain BidNet and the District website.

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

District staff keeps the Board informed of any potential acquisitions, leases or disposals of real property, providing the Board with information for discussion prior to a final decision.

This information is provided via Board Updates or information provided during Study Sessions, Executive Sessions and Regular Meetings.

A non-inclusive list of these notifications are as follows:

Date	Meeting Type	Subject	Status
June 12, 2024	Regular	Land Acceptance - Rocky Vista HS	Complete
April 24, 2024	Regular	Oil and Gas Lease to Phoenix Capital Group Holdings, LLC	Approved
August 14, 2024	Regular	IGA - City of Thornton - Purchase of Property for Talon Ridge MS	Complete
February 26, 2025	Executive	Land Negotiations - Ascent Charter School of Northern Colorado	Advisement

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.

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. 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. Two-factor authentication is in place for all staff members.

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

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

File Retention

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

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

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

The District 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 Annual Comprehensive Financial Report (ACFR) 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 ACFR, 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 2024 audit at the December 11, 2024 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 was with RubinBrown, LLP for the District’s annual audit. The second was with Oblique View Consulting, LLC for Director District Reapportionment. 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 instrument for funds consist of:

Investment	Amount at January 31, 2025	Interest Rate at January 31, 2025
ColoTrust	62,781,264	4.52%
CSAFE	1,523,051	4.48%
Wells Fargo Trust	33,772,193	0.00%
UMB Construction Escrow	1,262,807	3.69%
PFM : 2015 Issuance	993,334	4.54%
PFM : 2017 Issuance	108,093,711	4.54%
PFM : 2022 Issuance	137,099,152	4.54%
PFM : Bond Redemption	6,933,993	4.54%
PFM : TABOR	3,463,237	4.54%
Total Investment	\$ 355,922,742	

Investments by fund per type:

January 31, 2025	Amount	
ColoTrust Agency & Trust Fund 72	48,747	
ColoTrust General Fund 10	55,259,564	
ColoTrust Nutrition Services	7,472,953	
ColoTrust Total	\$ 62,781,264	4.52%
CSAFE Pupil Activity Agency Fund 74	328,584	
CSAFE Nutrition Fund 21	1,194,467	
CSAFE Total	\$ 1,523,051	4.48%
Wells Fargo Trust Debt Fund 31 Total	\$ 33,772,193	0.00%
UMB Construction Escrow Fund 41*	\$ 1,262,807	3.69%
PFM : Series 2015 GO Bonds 41	993,334	4.54%
PFM : Series 2022 GO Bonds 41	108,093,711	4.54%
PFM : Series 2024 GO Bonds 41	137,099,152	4.54%
PFM : TABOR Fund 10	3,463,237	4.54%
PFM : Bond Redemption Fund 31	6,933,993	4.54%
PFM Asset Management Total	\$ 256,583,427	
PFM Asset Management Subtotal	\$ 355,922,742	

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

Fund	Amount
UMB Construction Escrow Series 2016	
Money Market	1,262,807
Subtotal	\$ 1,262,807
PFM Asset Management: 2015 Issuance	

Government Select, Colorado Investments CSIP LGIP	993,334
Subtotal	\$ 993,334
PFM Asset Management: 2021 Issuance	
Federal Agency Bonds and Notes	\$ -
Corporate Notes	-
Money Market Mutual Funds CSIP LGIP	108,093,711
Certificates of Deposit	-
Subtotal	\$ 108,093,711
PFM Asset Management: 2024 Issuance	
Federal Agency Bonds and Notes	\$ 90,825,091
Term Pooled Investment	26,700,000
Money Market Mutual Funds CSIP LGIP	19,574,061
Certificates of Deposit	-
Subtotal	\$ 137,099,152
Total Building Fund 41	\$ 247,449,004
Interest Rate	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

All of the Superintendent’s staff share the protection of the District’s public image and credibility as it relates to its ability to accomplish its goals. The data reported in this report will focus on surveys conducted with vendors and governmental officials related to the maintenance, protection and development of the District’s capital assets and efforts by the District’s Communications Department.

Surveys

Two confidential online surveys were conducted. The information received through these survey will be reported to the Bond Oversight Committee directly and to the Board through this report.

The first survey was initiated on March 14, 2025 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.

One-hundred and seventeen surveys were e-mailed to private contractors who submitted bids to perform services for a variety of construction projects. Thirty-nine responses were received. The survey questions and results are as follows:

Did you receive adequate notice to bid District projects?

Yes - 35 No - 3 N/A - 1

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

Yes - 35 No - 2 N/A - 2

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

Yes - 34 No - 3 N/A - 2

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

Yes - 36 No - 3 N/A - 0

The second survey, initiated on March 21, 2025, was e-mailed to 44 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. Twelve responses were received and 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 - 7 No - 5 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 - 4
- Website – 2
- Did not receive information related to the 2015 and/or 2021 Bond Program - 5

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

Yes - 10 No - 0 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 - 9 No - 1 N/A - 2

Communications

The Communications Department regularly engages the community through polls, surveys, task forces, and focus groups to stay abreast of public opinion and detect changes in perceptions. 27J uses this direct feedback from the community to shape engagement with voters in order to continue to reflect their values and priorities from the lens of their schools and district.

In recent focus groups, the community expressed a need for more proactive, clear, accurate and timely information from the district.

Overall, parents want to be involved in district decisions, they want information sooner and messages that are very clear to the reader/viewer. It should be concise and direct. If there is more information they need, they want a link to a webpage with additional details.

During focus groups, most parents reported not knowing enough about state tests, what they measured, and how that information was reported and used. Because parents didn't get information from their school or district, they assumed the tests were not important and had no value for the school, district or students.

At elementary schools, the district shifted from a traditional report card to more of a student skills report that reflected changes in instruction and outcomes. Parents received a summary of the new skills report with explanations of the difference between the traditional report card content to the new focus on skills development. This shift will take place at middle schools in the future.

In 2024, a communications campaign addressed state testing, changes in student report cards and CTE programs. Goals for the campaigns include parents gaining understanding of the district's new student skills report; increasing the participation rate on state assessments at the high school level; and increasing the confidence ratings for use of bond/mill funds to support CTE programs. Preliminary results show:

- A 6% increase in the percentage of CMAS test participation compared to the same time last year in the comprehensive high schools.
- High parent approval ratings of the clarity and usefulness of information sent to them regarding the new students' skills reports being used at elementary schools.
- High approval ratings from community groups touring high school STEM/CTE centers regarding the district's use of community funds to build the programs and how they produce quality results.

These communication and marketing campaigns remain active.

Community polling showed that 27J voters want to better support teachers and support staff. This included increasing their pay so more teachers were enticed to work in 27J and so the district could be

more successful in retaining great teachers.

The district increased its reporting to its constituents about how the community's investment in the 2022 Mill Levy Override is being put to use and the outcomes it has created so far.

As promised to voters, no MLO funds are used for administrative salary increases.

The people living in 27J Schools communities continue to be strong proponents of student safety and Career Technical Education/STEM Centers.

The community told the district through its engagement process what it wanted to know about specific programs and how the district used tax dollars to improve education. By reporting back to voters how their investments have been put to use has increased the community's trust in the district and enhanced 27J's public image. Residents can see that 27J has delivered on its promises to voters.

Conclusion: I report compliance.

The Superintendent will not:

13. Allow the unauthorized use of the District's name or likeness in a manner that will endanger the organization's public image, its credibility, or its ability to accomplish goals.

I interpret will not allow as not providing permission without prior Board approval.

I interpret unauthorized use as any use by any external entity without prior Board approval.

I interpret the District's name as the District's legal or common names including Adams County School District 27J, Adams/Weld School District 27J, Brighton School District 27J, School District 27J or any other derivative of such names commonly used to identify the District.

I interpret the District's likeness as any image, logo or brand identification previously used and approved by the District to identify the District.

I interpret public image as inclusive of the opinions and perceptions of the taxpaying public at large, governmental entities, and private companies 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 goals.

Data Reported

This policy was adopted by the Board of Education on August 23, 2023.

In the past year, the district has had no evidence of any entity having unauthorized use of the district's name or likeness in a way that would endanger the organization's public image, its credibility, or its

ability to accomplish goals.

Conclusion: I report compliance.

The Superintendent will not:

14. 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.