

2010
POUDRE SCHOOL DISTRICT

annual Sustainability REPORT





A Guide for Our Readers

This **2010 Annual Sustainability Report** shares the district's accomplishments in sustainability management practices since implementing the Sustainability Management System (SMS) in 2006. Information for this report was collected through a review of the SMS and through a series of interviews with district staff to identify both accomplishments in 2010 and goals for 2011. This report also reaffirms the district's commitment to sustainability in five topic areas: resource conservation, greenhouse gas emissions, sustainable education, transportation, and health and wellness.

Table of contents

A Guide for Our Readers	1
The District and Its Commitment to Sustainability	2
Resource Conservation	3
Greenhouse Gas Emissions	6
Sustainable Education	8
Transportation	11
Health and Wellness	13
Looking to the Future	15





The District and Its Commitment to Sustainability

Poudre School District (PSD) is committed to being a responsible steward of natural resources and believes that public institutions should lead the way in developing an ethic of sustainability in all of its practices.

“As a runner-up for the Sustainability Champion Award by CORE (Connected Organizations for a Responsible Economy) through the Colorado Department of Public Health and Environment, PSD continues to be recognized as a leader in energy conservation, innovation, and operational efficiencies. As the district faces future opportunities, the Annual Sustainability Report serves as a business model where departments’ sustainable achievements, streamlining of processes, and ideas to save resources are detailed.”

Dr. Jerry Wilson, superintendent of schools

In November 2010, the PSD community passed a \$120 million bond issue. Over its eight-year timeframe, the bond will provide funding for infrastructure repair projects, which will extend the useful life of facilities and provide an optimal level of efficiency and effectiveness for staff and students. The bond, which contains approximately 850 projects, will allow for innovative solutions to provide opportunities to maximize PSD’s utility cost management.

The following tenets embody the foundation for the district’s SMS:

- Support the district’s educational mission by providing spaces promoting health, productivity, and safety of students and staff.
- Reduce life-cycle costs by conserving energy and natural resources, further supporting the district’s educational mission through fiscal responsibility.
- Balance educational, financial, and environmental issues in its daily decision making.
- Consider and incorporate relevant aspects of sustainability into all future procedures.
- Inspire commitment to sustainability among district employees.
- Serve as a community leader in sustainability and partner with other organizations to further common goals.

ABOUT THE DISTRICT

Poudre School District is the ninth largest school district in the state of Colorado, serving approximately 26,200 pre-k-12th-grade students. PSD encompasses 1,856 square miles in northern Colorado, serving Fort Collins, LaPorte, Timnath, Wellington, Red Feather Lakes, Livermore, Stove Prairie and parts of Windsor. The district owns 950 gross site acres and contains over 4 million square feet of building space. Its facilities include:

- 2 early childhood schools
- 31 elementary schools
- 10 middle schools
- 7 high schools
- 2 charter schools
- 1 online school
- 31 modular classrooms
- 23 other structures housing administrative, maintenance, information technology, warehouse, transportation, and other service departments

Other district facts:

- The Transportation Department transports approximately 10,500 students on 129 buses each day
- Child Nutrition staff prepare, deliver, and serve 300,000 breakfasts and 1.8 million lunches annually
- Information Technology manages and maintains over 700 miles of communications cable
- 99% of PSD teachers are “highly qualified” as defined by the No Child Left Behind federal legislation



Resource Conservation

THE DISTRICT WILL work to reduce its use of natural resources by collaborating with the community, governmental agencies, and businesses to employ common sense reuse, to engage in single stream recycling, to participate in energy conservation, and to implement current trends in green building and operational efficiencies.

What's Been Accomplished

- Retirement packets were made available online by Benefits Services, reducing printed copies of the packet by 4 reams of paper.
- The Purchasing & Materials Management Department donated discarded books to an organization in Africa instead of sending the books to the landfill or to be recycled.
- Styrofoam trays were used by Child Nutrition Department staff in emergencies only. Due to this change, three cases of trays were used instead of 3,000 cases of trays needed in previous years; each case contains 500 trays.
- Medical reports are no longer sent to Risk Management by fax – all reports are received and stored electronically. Workers' compensation reports are typically four pages per employee per visit, with an average of 130 employees injured per year and five visits per injured employee. This resulted in a savings of over 2,700 sheets of paper.
- Artificial turf surfaces at French Field district stadium, Fossil Ridge High School, and Kinard Middle School were utilized as much as possible for athletic games and events by Athletics Services. This practice reduces the wear and tear on grass surfaces, the amount of restorative maintenance (i.e., irrigation, aeration, fertilization) required, and the need for field preparation (i.e., lining, mowing) by Outdoor Services staff. In 2010, over 100 athletic events were held at French Field, and over 50 athletic events were held at Fossil Ridge High School.
- Outdoor Services replaced over 30 irrigation heads at the Fort Collins High School football field. The new heads are designed to allow for a more efficient delivery of water to turf surfaces and to decrease maintenance issues.

AWARDS AND RECOGNITIONS RECEIVED IN 2010

PSD was named a gold partner by the [Colorado Environmental Leadership Program](#). As one of over 50 gold partners and the only school district in Colorado with this distinction, PSD is recognized as an organization committed to continual environmental improvement. [Climate Wise](#), a voluntary group of over 260 businesses and organizations committed to environmental conservation, named PSD a platinum partner in 2010. Partners of Climate Wise saved 136,000 metric tons of greenhouse gas emissions through innovative practices in 2010, which is equivalent to planting 12 million trees.

The Connected Organizations for a Responsible Economy, in association with the Colorado Department of Public Health and Environment, named PSD one of three finalists for a [Sustainability Champion Award](#) in the over 500 employee category. The nomination was based on the creation and implementation of a program or initiative that has made a measurable contribution to the environment, the economy, and society.



Resource Conservation, cont'd.

What's Been Accomplished, cont'd.

- Polaris Expeditionary Learning School repurposed discarded colored paper by shredding the paper and pressing the pieces together to create cards to be used for Senior Presentation of Learning invitations, saving paper and the cost of purchasing new invitations.
- Parts to restore a drill bit sharpener were purchased by the Lock Shop. By restoring the sharpener, the department was able to reuse drill bits and reduce on the number of new bits purchased. The \$172 cost to repair the sharpener was recouped after sharpening 30 drill bits that would have been \$6 each to replace.



What's on the Horizon

- Information Technology will work in partnership with Purchasing & Materials Management to request less packaging material from vendors and to ask for environmental information on equipment, including disposal methods and environmental impact.
- Permitting and inspection materials, including certificates of occupancy, will be sent electronically to the Planning, Design & Construction (PD&C) Department. This will result in a savings in postage costs, in paper usage, and in time for both the State of Colorado and the department.
- The Customer Support Center will work to cut the amount of paper needed for facility use permits by half through the use of a double-sided printer. Over 90,000 events are scheduled each year with an average of 2-3 pages per permit, for an estimated savings of 300 reams of paper.
- Composting programs at seven district sites will continue to be supported by the Utilities & Resource Management Department and Custodial Services. Through these programs, organic material will be diverted from the landfill.

HEATING, VENTILATION, & AIR CONDITIONING (HVAC) FILTER INNOVATION

By changing the replacement schedule for equipment filters from a yearly schedule to an as-needed basis, HVAC has saved over 2,000 filters from the landfill, ranging from small 12"x12"x1" filters to 25"x25"x2" filters. In making this change, the department has saved over \$8,000 during 2010 and will have a continual reduction in filter costs. The change in replacement frequency was made possible by the reduction of runtimes of HVAC equipment. With the equipment running only as scheduled, filters reach the end of their lifecycle at a slower rate.



Resource Conservation, cont'd.

What's on the Horizon

- Graphics Services will increase the use of recycled paper for publication printing as it becomes more affordable and will offer a recycled paper choice to customers when printing publications.
- The following departments - Purchasing & Materials Management, PD&C, Utilities & Resource Management, and Child Nutrition - will collaborate on the repurposing of kitchen equipment scheduled to be replaced within the 2010 bond program instead of reselling or recycling the equipment.
- Trash and recycling audits will continue to be conducted by Custodial Services and the Utilities & Resource Management Department. These assessments will help to reduce the number of trash pickups needed and increase the number of recycling pickups at district sites.
- The Plumbing Department will recycle china fixtures through a program with the City of Fort Collins, which will reuse the fixtures in asphalt recycling. Recycling of the fixtures will save the cost of landfill fees and save the fixtures from the landfill.

SUSTAINABILITY IN POUDRE SCHOOLS

Channel 10, PSD's educational cable access television station, and Facility Services produced four 30-minute sustainability shows focusing on [resource conservation](#), [greenhouse gas emissions](#), [transportation efficiencies](#) and [sustainable education](#). Each show included sustainability public service announcements created by students. These shows and public service announcements provide sustainable outreach to students, staff and community members.





Greenhouse Gas Emissions

AS A MEMBER of the City of Fort Collins Climate Wise program, the district is committed to minimizing greenhouse gas emissions. The district will continue to embrace existing energy conservation procedures, recognizing that reduction in energy consumption has the largest impact on the district's greenhouse gas emission sources.

What's Been Accomplished

- The Customer Support Center worked with the HVAC Department to troubleshoot office temperatures during the winter. The adjustments made resulted in a reduced need for space heaters, which lessened the electrical demand on the office building and reduced the amount of electricity consumed by the department.
- Insulation on the Lopez Elementary roof was increased from R-5 to R-27, a measure of thermal resistance, by the Carpentry Department while the building was reroofed. The added insulation will decrease the heat loss throughout the building, resulting in a reduction in utility costs and increased comfort of students and staff.
- The HVAC Department collaborated with the Utilities & Resource Management Department on the installation of Ethernet thermostats and numerous additions to control systems for parking lot lights and general stop/start controls on HVAC equipment at five elementary schools and one middle school. The installations allowed for equipment to be programmed to run as needed, resulting in more efficient use of the equipment and allowing for a savings in utility costs.
- The Lock Shop educated district site-based staff on issues with weather stripping - areas around doors that may leak heat and potentially increase energy costs. By providing this knowledge, the Lock Shop was able to correct issues as they arose, saving energy by sealing leaking areas. During 2010, door sweeps and thresholds were replaced at 19 school sites to help correct weather stripping issues.



2010 ENERGY STAR REPORT

Introduced by the the Environmental Protection Agency in 1992, [Energy Star](#) is a voluntary, market-based partnership to reduce greenhouse gas emissions through energy efficiency. The district began participation in the program in 2000 and has since earned over 120 Energy Star Awards. During 2010, 31 schools and 2 office buildings received an award, with Rice Elementary earning another score of 100, the highest score possible. In total, district sites receiving an award averaged a score of 79, with nearly 20 sites earning scores of 90 or above during 2010.

LIGHTING FIXTURE RETROFITS

During 2010, the Electrical Department replaced nearly 200 high intensity discharge (HID) fixtures ranging from 175-watt to 400-watt and nearly 20 300-watt incandescent fixtures with T-8 fixtures and 17-watt light-emitting diode (LED) lamps, respectively. These retrofits resulted in an annual savings of nearly 70,000 watts of electricity, which will have a continual reduction in greenhouse gas emissions and will save the district nearly \$4,500 annually.



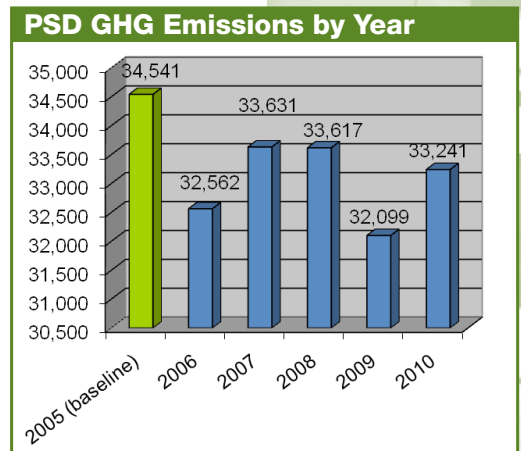
Greenhouse Gas Emissions, cont'd.

What's on the Horizon

- Energy efficient kitchen equipment will be purchased by the Child Nutrition Department through bond fund projects; the department will work with Planning, Design and Construction (PD&C) and Building Maintenance to ensure the equipment is standardized, making the operation and maintenance of the equipment consistent in all school kitchens.
- Rocky Mountain High School worked in partnership with the Utilities & Resource Management Department to become educated on peak electrical usage. The school used this knowledge to better schedule events in order to reduce electrical demand and cost of electricity during peak usage times.
- The integrated design process will be used by PD&C to facilitate energy savings and efficiency in projects within the 2010 bond. By using this approach, all project stakeholders will be able to participate in mutual support and learning as innovative design features are researched and implemented.
- Areas to save water, electricity, and natural gas within the 2010 bond will be investigated by Facility Services and PD&C in order to strive for the Governor's Energy Office's 2050 greenhouse gas reduction goals which aim to slash emissions by 80 percent below 2005 levels.
- The Transportation Department will investigate purchasing seven liquid propane buses to reduce mile per gallon costs and to have clean burning engines that do not require as much oil or expensive filtration.
- The Plumbing Department will replace four existing water heaters with high efficiency water heaters at Poudre High School, Irish Elementary, Putnam Elementary, and Eyestone Elementary. High efficiency water heaters use 10 to 50 percent less energy than standard models and will reduce utility costs over the lifetime of the equipment.

ABOUT GREENHOUSE GASES

The district's greenhouse gas emissions come from several sources, the largest of which is from the electricity and natural gas used to light and heat schools and buildings. Each year the district publishes the [Energy Conservation Update](#), which highlights greenhouse gas emissions reductions and financial savings derived from energy conservation projects. Since 1994, the district has completed 190 energy efficient projects, resulting in a cumulative savings in electrical and natural gas costs of over \$2 million through 2010. Due to these savings, the district has reduced its greenhouse gas emissions 1,300 tons as compared to 2005 baseline figures.





Sustainable Education

WITH STUDENT ACHIEVEMENT as its first priority, district departments will continue to: recognize the intergenerational nature of sustainability; work collaboratively and establish learning opportunities that are brought to life by its teachers and students; and be supported by physical spaces and operations throughout the district.

What's Been Accomplished

- While visiting school sites, the Mentoring Department reinforced positive sustainable behaviors displayed by staff members, such as turning off lights, paperless methods of instruction, and shutting computers off at the end of the day.
- 6th graders at Polaris Expeditionary Learning School helped the City of Fort Collins plan and develop Staley Park in south Fort Collins by learning about and taking into account the city's Sustainable Sites Initiative. The initiative promotes sustainable land development and management practices and addresses concerns such as loss of biodiversity and resource depletion. By participating in the design, students were educated on restoration of streams, protection of wetlands, and the incorporation of low maintenance turf areas, natural grasses, irrigation systems, trees, and landscape beds into day-use parks.
- School Wellness helped to create and establish garden guidelines. These guidelines will help schools utilize the outdoors as a classroom where students can learn about the Earth, the growing process for fruits and vegetables, and the taste of fresh fruits and vegetables.
- The Plumbing Department worked with site custodial staff to increase awareness of dripping and leaking faucets. This education will ensure issues are corrected as soon as they occur, saving water.
- Members of Rice Elementary's We Are Serious About Being Informed (WASABI) environmental club teach other students and staff members about environmental aspects of their green building, the school's recycling efforts, and their hot composting programs.
- The Mentoring Department was an ambassador to teachers and school sites for sustainability by hosting the *Sustainability in Poudre Schools* television series.

“EAT YOUR ENERGY CONSERVATION VEGGIES BEFORE ENJOYING YOUR RENEWABLE ENERGY DESSERT”

Poudre School District and the City of Fort Collins were co-exhibitors in September at the Sustainable Living Fair, an event providing interactive education on sustainable topics including renewable energy, green building and environmental responsibility. Attended by PSD students and Fort Collins community members, sustainable efforts were highlighted, including the annual SMS report. This event educated and challenged students and the community to consider and implement energy conservation measures at their school and home, and provided information on renewable energy technologies, including wind and solar power.



Sustainable Education, cont'd.

What's on the Horizon

- The Curriculum Department will investigate the department's interaction with Future Friday (in connection with the Sustainable Living Fair), a "green field day" connecting sustainability experts with PSD high school students, and with the Environmental Film Festival, a program in connection with the [Rocky Mountain Sustainable Living Association](#). This interaction may increase student participation, which will provide an opportunity for students to learn about sustainable topics and will offer district support to the events.
- Channel 10 will work with Planning, Design and Construction (PD&C) to produce serial communication, such as podcasts, as a communication tool for bond project updates. This communication will help to demonstrate good stewardship of tax dollars and will provide updates on projects to students, staff, and the community on a real-time basis.



PROMOTING SUSTAINABILITY EFFORTS WITHIN PSD

During 2010, Communications wrote and published news stories highlighting sustainable efforts within the district. The articles included:

- ["Eyestone Teams Up with Gallegos, Joins Recycling Efforts"](#)
- ["Earth Day: Solar Panels Warm Bethke"](#)
- ["PSD Tops Energy Star Ratings"](#) and
- ["PSD Recognized for Sustainability Achievements by the Colorado Environmental Leadership Program"](#)

These articles were made available to staff, students, and community members, increasing awareness, understanding, and involvement of sustainable practices.



Sustainable Education, cont'd.

What's on the Horizon, cont'd.

- New staff members at Rice Elementary receive training on sustainable efforts and green aspects of the building. This education allows for staff to teach students ways to be sustainable, including turning off lights, recycling, and hot composting.
- PD&C will collaborate with district departments on the design for projects within the bond program and look at new energy efficient systems. By including departments in the design process, PD&C will be able to integrate ideas and innovations into each project.
- The Customer Support Center will participate in the [Green Team](#), a group established to research sustainable products and design practices to apply to bond projects, by providing outreach to PSD staff and community members on efforts through website updates and distribution of materials and resources.
- Department leaders at Rocky Mountain High School encourage holistic leadership and strive to get buy-in with students on recycling efforts, turning off lights, and engaging in other sustainable practices. Once students become involved, they encourage peers to do the same, increasing student participation in sustainability.
- Staff members from Outdoor Services will attend classes on best management practices (BMPs) and classes for Landscape Industry Certified tests. These classes are intended to promote professionalism within the department and will provide education on new methods and practices.
- Polaris Expeditionary Learning School will partner with Colorado State University's (CSU) Construction Management program to help with the implementation of CSU's Educational Action Research projects focusing on raising community awareness of the benefits of using reclaimed building materials.

HOT COMPOSTING AT RICE ELEMENTARY

Starting in kindergarten, students at Rice Elementary learn hands-on about vermicomposting (composting using worms), hot composting, and recycling. Members of Rice's We Are Serious about Being Involved (WASABI) environmental club educate students and adults on which items can be composted and why diverting waste away from the landfill is good for the environment. Rice's hot composting efforts were highlighted in a video segment that can be viewed here: <http://epresence.psdschools.org/1/watch/518.aspx>



Transportation

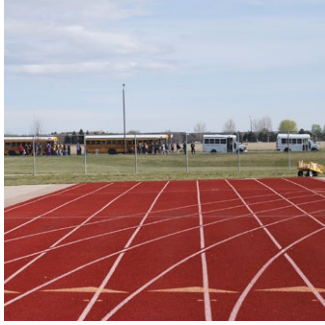
THE DISTRICT WILL continue to implement strategies designed to increase busing efficiency; encourage alternative transportation, including walking and bike riding; and reduce transportation demands, including vehicle miles traveled (VMTs).

What's Been Accomplished

- The Curriculum Department capitalized on virtual conferencing technology to interview out-of-state applicants for the Director of Curriculum position by allowing applicants to use tele-interviews. This practice reduced the need for applicants to travel, saving VMTs and travel expenses.
- Multiple departments, including Professional Development, Curriculum, and Mentoring, held trainings in central district locations in order to reduce VMTs and the cost of renting non-district facilities.
- Alongside the City of Fort Collins, the Transportation Department worked to increase the amount of stops for Transfort, the City's bus service, resulting in greater access for students to public transportation, thus limiting the need for parents to drive students to school.
- The Mentoring Department planned and mapped school visits in order to reduce VMTs, mileage costs, and allow for a better use of time.
- School Wellness participated in the [Bicycle and Pedestrian Education Coalition](#). The coalition encourages walking and biking safely in the community and works to increase the number of bicycle riders and pedestrians in the community. In addition to working to decrease VMTs, the coalition strives to nurture health and wellness through their initiatives.
- To reduce VMTs, Building Maintenance departments shared vehicles when two or more staff members worked on a project instead of having each staff member drive separately.

TRANSPORTATION BELL TIME CHANGES

For the 2010-2011 school year, the Transportation Department worked with schools to change arrival and dismissal times. These changes in schedule allowed the department to reduce the amount of bus routes from 139 to 112 and reduce the number of buses by 26. The reduction in buses and routes had short-term benefits, including a reduction in VMTs, and will have long-term benefits such as a cutback in the need for capital outlay for replacement buses. Due to the changes, seven new buses will be needed each year instead of the 10 buses typically purchased in previous years, and buses will be cycled out every 20 years instead of 30; new buses cost approximately \$100,000.



Transportation, cont'd.

What's on the Horizon

- Information Technology will collaborate with the City of Fort Collins and Larimer County to share resources such as library sustainability programs and Fort Collins Museum presentations and lessons. This collaboration will result in transportation efficiencies by reducing the need for students to travel, as well as engaging students in sustainability.
- Purchasing & Materials Management will combine more orders, thus reducing the number of vendor deliveries. A reduction in the amount of orders will allow for one or two deliveries per week instead of daily deliveries, saving VMTs and the time required to unload deliveries.
- Trips for project visits will be planned and bundled by Planning, Design & Construction project managers in order to reduce VMTs and save time.
- The Lock Shop will identify areas in which after-hours calls can be reduced. This will decrease the amount of multiple trips to district sites, which will save staff time and the cost of overtime for an after-hours call out.



SAFE ROUTES TO SCHOOLS

The district and the City of Fort Collins are dedicated to providing a more walkable environment for staff, students, and community members. [The Safe Routes to Schools \(SRTS\)](#) program uses a comprehensive approach to making routes safe as children walk or bike to school, allowing for children and parents to become more comfortable with and feel safer in their environment. Walking and biking to school: decreases the number of car trips; helps foster a culture of safe modes of travel through the city; allows students and parents to interact with their neighbors and classmates; are available any time of the year to anyone at any skill level; creates less traffic congestion around school sites; and improves pedestrian safety.



Health and Wellness

THE DISTRICT WILL work to make health and wellness an accepted and celebrated part of its culture by integrating student and staff wellness, supporting mental health, and recognizing how district facilities may influence physical and mental wellness as a whole.



What's Been Accomplished

- Site-based Campus Security Officers (CSOs) were encouraged to use bikes to patrol middle and high school campuses instead of using a vehicle. This practice is designed to increase staff wellness and allow for the officers to be more visible and approachable by students.
- In collaboration with the City of Fort Collins, Benefits Services made biometric screenings and health risk assessments available for all staff members. Screenings reduce overall medical expenditures by identifying risk factors.
- Custodial Services has worked to convert to a water-based finish instead of an oil-based finish for wood gym floors. Water-based finishes have less impact on students and staff due to reduced odor and have a shorter dry time than oil-based finishes.
- Nutritional and allergen information for meals is posted online by the Child Nutrition Department. This information allows schools to provide a safe environment for students and staff with food allergies, and the nutritional facts help to educate students on making healthy meal choices and appropriate food portion sizes.
- To enhance both student wellness and the school wide recycling effort, Rocky Mountain High School designated a “brain break” period during which students take recycling bins to selected areas. A class period was chosen each Thursday to remove the recycled materials collected during the “brain break.”

ADDITION OF HEALTH AND WELLNESS TO THE ANNUAL SUSTAINABILITY REPORT

In 2010, this Health and Wellness section was added to the Annual Sustainability Report in order to highlight department achievements and goals relating to student and staff well-being. These goals and achievements help to foster and support sustainability goals by working with departments to assess building safety and environmental issues, to establish partnerships with local public health groups, to encourage walking and biking to school, and to educate students and staff on wellness topics.



Health and Wellness, cont'd.

What's on the Horizon

- Green cleaning products, including sanitizers and disinfectants, will continue to be used by Custodial Services.
- Student Wellness will provide healthy snacks to students during Colorado Student Assessment Program (CSAP) tests, which will support the link between physical health and academic performance.
- The Paint Department will use paint with no volatile organic compounds (VOCs); this paint is also used by Poudre Valley Hospital.
- Outdoor Services will contract with Clean Air Lawn Care, a sustainable lawn care company that uses solar-powered lawn mowers and organic fertilizer, to mow courtyards at high school sites. Use of this equipment will remove emissions as compared to the use of traditional fuel-powered equipment.
- Student Wellness will work to integrate new Physical Education and Health Education Colorado Standards into school physical education programs. The new standards will incorporate healthy lifestyles into life and fitness skill building.





Looking to the Future

Polaris Expeditionary Learning School and Lab School are proud to support PSD in being a leading school district within Colorado and our country with our sustainability efforts. In doing so we are helping students learn the recurring cycles of cause and effect while inspiring them to be stewards of the earth for future generations.

Not only is this important for the health of our local and global community but it is also important for the health of our economy. By reducing our waste, conserving energy, and identifying efficiencies, we are, in turn, saving the district valuable resources. With these resources we can allocate more to classroom instruction. PSD's sustainability efforts provide a "win-win" situation for our schools, students, and the environment. I am optimistic about what our students are learning; as a result, I am equally optimistic about the future.

Joe Gawronski, principal
Lab School and Polaris Expeditionary Learning School



ACKNOWLEDGEMENTS

The district's progress towards sustainability is truly a team effort, with the help and support coming from staff, teachers, students, community members, and outside entities. The following departments have been instrumental in giving their valuable time to provide information and ideas used in preparing this report.

- [Athletics](#)
- [Benefits](#)
- [Building Maintenance](#)
- [Carpentry](#)
- [Channel 10](#)
- [Child Nutrition](#)
- [Communications](#)
- [Curriculum](#)
- [Custodial](#)
- [Customer Support Center](#)
- [Employee Assistance Services](#)
- [Electrical](#)
- [Financial Services](#)
- [Graphics](#)
- [Heating, Ventilation & Air Conditioning](#)
- [Human Resources](#)
- [Information Technology](#)
- [Lock Shop](#)
- [Mentoring](#)
- [Outdoor Services](#)
- [Painting](#)
- [Partnerships & Volunteers](#)
- [Planning, Design & Construction](#)
- [Plumbing](#)
- [Polaris/Lab School](#)
- [Professional Development](#)
- [Purchasing & Materials Management](#)
- [Records](#)
- [Rice Elementary](#)
- [Risk Management](#)
- [Rocky Mountain High School](#)
- [Security](#)
- [School Wellness](#)
- [Superintendent & Board of Education](#)
- [Theater Maintenance](#)
- [Transportation](#)
- [Utilities & Resource Management](#)