

# RMMR

RISK MANAGEMENT REVIEW // SPRING 2025

## THE PFAS CRISIS

*Mitigating Escalating Wildfires  
and Chemical Contamination*

Page 8



Colorado Special Districts  
Property and Liability Pool



**Spring 2025 // LEGACY #72**

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2,118,669 pages printed = 254 trees planted since 2018

# SPRING 2025

ON THE COVER:

## The PFAS Crisis: Escalating Wildfires and Chemical Contamination

The increasing prevalence of wildfires in the United States and the widespread use of polyfluoroalkyl substances (PFAs) to fight them reveal a troubling intersection between environmental hazards and public health risks. PFAs, often called “forever chemicals” because of their persistence in the environment, are commonly found in fire fighting foams, industrial products, and even household items. Understanding this relationship is critical to addressing the environmental and health challenges of our time. **Page 8**

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### SLEEP DEPRIVATION AND WORKPLACE ACCIDENTS

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### THE FINANCIAL BENEFITS OF A SAFETY PROGRAM

A focus on safety and risk management can positively affect your district's ROI. **Page 14**

### JEFFCOM 911 OPS MANAGER LEADS AS SAFETY HERO

Our latest Safety Hero oversees operations with a passion for education, training, and preparedness. **Page 16**

### LESSER-KNOWN THREATS TO INFRASTRUCTURE

Solar flares and EMPs may seem like science-fiction, but these high-risk threats are all too real. **Page 17**

### PREPARING FOR INTERACTIONS WITH IMMIGRATION

Developing procedures in advance can help with uncertainties around the new Executive Order. **Page 18**



# WHAT'S HAPPENING

## Attend This Year's SDA Conference for Free



We're now accepting scholarship applications to attend this year's SDA Conference in Keystone, CO on September 16 - 18 for free.

Each year, the SDA Annual Conference provides numerous workshop sessions on subjects vital to special district governance and management as well as inspiration, entertainment, and networking opportunities.

Over 1,000 representatives of districts and associate members attend to take advantage of the networking and educational opportunities this annual event provides.

We encourage new staff, supervisors, and Board members who have never attended to apply. Applications are now being received and reviewed, and recipients will be notified that they have been selected in mid-July.

The scholarship program includes:

- A \$900 scholarship available for attending the SDA Annual Conference
- Reimbursement for mileage, food, lodging, and

admissions fees

- Preference for Board members, district managers, key supervisors, and employees that have never attended an SDA Conference

If you are interested in a conference scholarship, apply today. We will begin notifying recipients who have been selected in July 2025.



**Apply today!**

## Visitor and Employee Sign-In Service Available at Discounted Rate



The CSD Pool has partnered with Sign In Solutions to offer members access to their visitor and employee security software at a discounted rate.

### About Sign In Solutions

Sign In Solutions is a powerful risk mitigation tool that can be tailored to the unique visitor management needs of the public sector. Designed to enhance security, ensure compliance, and improve operational efficiency, it helps organizations seamlessly manage visitors, contractors, and employees.

With customizable workflows, robust reporting tools, and integrations with key systems, Sign In Solutions ensures your facility stays secure while meeting the highest standards of compliance.

Whether it's screening for authorized access, capturing critical visitor data, or automating tedious administrative tasks, Sign In Solutions enables public sector organizations to focus on their mission while keeping their facilities safe and efficient.

### Visitor and Employee Security

- Automate visitor security and streamline sign ins
- Faster employee sign ins that ensure secure, compliant entry
- Keep contractors compliant and secure with full oversight

- Automate compliance and prevent security breaches

### Additional Features and Member Benefits

- Specialized member pricing below retail price
- Implementation, equipment, service set-up, and maintenance included in pricing
- Required background checks paid for by the CSD Pool
- Eligible for 50% reimbursement of total cost via Safety and Loss Prevention Grant Program

### Getting Started

Learn more about Sign In Solutions and see special member pricing by scanning the QR code below. If you would like to request a demo, email us at [info@csdpool.org](mailto:info@csdpool.org).



**Scan to learn more.**

# UPCOMING EVENTS

## SKIDTRUCK DRIVER TRAINING

April and May SKIDTRUCK and SKIDCAR trainings will be held in **Loveland, CO**

For more info or to register for any of these events, email [safety@csdpool.org](mailto:safety@csdpool.org).

All information is subject to change. Visit [csdpool.org](http://csdpool.org) to view additional training dates.

# APRIL

Su	Mo	Tu	We	Th	Fr	Sa
					4	5
6	7	8	9	10	11	12
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20	21	22	23	24	25	26
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# UPCOMING EVENTS

## CSD Pool Webinar Series

Sign up for any of our webinars by scanning the QR code. All webinars are free to attend and take place at 10 am.

To view our entire calendar of events and webinars, visit [csdpool.org/events](https://csdpool.org/events).



**APRIL 15**

### **HR SERIES: Attracting the Right Job Candidates**

Brian Haggerty // CPS HR Consulting

Learn selection planning and developing a recruitment plan, improving your organization's image, recruitment techniques, and retaining talent.

**MAY 20**

### **Managing the Claims Reporting Process**

Paula Lowder // Colorado Special Districts Pool

Learn the ins and outs of reporting claims to make sure you understand how it works when the time comes to file.

**JUNE 24**

### **Improving Your Safety Program with Data Analytics**

Kyle Brown and Lei Shi // Colorado Special Districts Pool

Learn how to effectively utilize stewardship report, loss runs, and incident analytics to understand your district's loss prevention program performance.

**JULY 21**

### **HR SERIES: Organizing and Prioritizing for Professional Success**

Antoinette Joy // CPS HR Consulting

Explore strategies for managing multiple priorities to ensure you remain productive in attaining your personal and professional goals

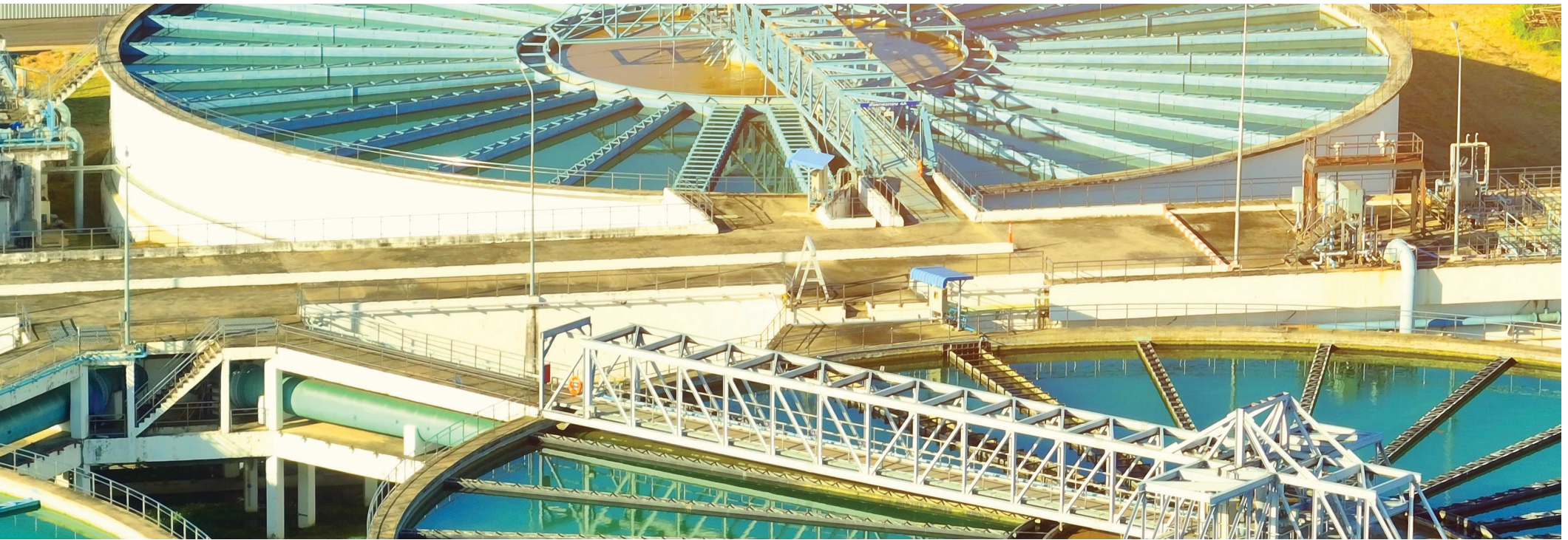
**AUGUST 19**

### **2026 Renewal Ramp-Up and Q&A**

Colorado Special Districts Pool

Renewal is a lot of work and takes time away from your real job. This year we hope to make things easier by walking you through the process step by step.

# MEMBER SPOTLIGHT



## Metro Water Recovery Commits to a Culture of Safety

From health fairs to accident prevention, Metro excels in dedication to staff health and wellness.

CATEGORY:  
**MEMBER SPOTLIGHT**

TAGS:  
**RISK MANAGEMENT  
SAFETY**

AUDIENCE:  
**RISK MANAGERS  
SAFETY COORDINATORS**



*by Charmaine Skoubo*

Metro Water Recovery has long been recognized for its dedication to safety and employee well-being. Through innovative programs, proactive training, and a strong safety culture, Metro ensures that employees and contractors work in an environment where safety is second nature. We explored the key safety challenges Metro faces, the measures in place to mitigate risks, and the impact of their wellness initiatives—including a powerful success story that underscores the life-changing value of their health fair.

### Building a Strong Safety Culture

One of the biggest challenges Metro Water Recovery faces is fostering an environment where safety becomes second nature. This means ensuring that employees instinctively follow safe practices without hesitation—whether it's choosing the correct ladder, wearing gloves for a task, or buckling a seatbelt.

To achieve this, Metro's Safety Team continuously refines company-wide goals that prioritize simplicity, clarity, and engagement. By embedding safety into daily operations, the organization strives to make safety effortless and automatic for everyone.

### Addressing Contractor and Employee Safety

Metro's operations involve multiple ongoing construction projects, bringing a high volume of contractors to its sites. Keeping both employees and contractors safe is a priority. Metro's approach includes:

- Partnering with the Engineering department and front desk personnel to ensure all contractors receive necessary safety information.
- Having Environmental Health and Safety (EHS) team members attend preconstruction meetings to set clear safety expectations.
- Expanding the requirement for unescorted contractors and vendors to complete a 13-minute Safety Awareness video before receiving a badge.

Additionally, ensuring employees receive up-to-date safety training is a continuous effort. Metro has taken significant steps, including:

- Adding a full-time training position dedicated to safety in 2024.
- Creating a robust training calendar for easier scheduling.

- Moving equipment training offsite to accommodate more employees.
- Implementing diverse training methods, including hands-on sessions, interactive lessons, and coaching.

### Proactive Safety Protocols to Reduce Workplace Accidents

Metro operates in both administrative and industrial environments, each presenting unique hazards. To address these, Metro developed a Dynamic Safety System in 2021, moving beyond static, compliance-driven safety programs. This system focuses on real workplace risks rather than just meeting regulatory standards, ensuring that safety measures are both practical and effective.

One example of Metro's proactive approach is its back and upper body strain prevention program:

- 100% of employees completed site-specific Back Injury Prevention training.
- Metro partnered with Backsafe® to provide hands-on lifting training tailored to real job tasks.

These measures have significantly reduced workplace strains and injuries, demonstrating Metro's commitment to employee safety.

### Health Fairs: A Long-Standing Commitment to Employee Wellness

Metro Water Recovery has hosted an annual health fair for more than 25 years, offering employees and their significant others access to free or low-cost health screenings. What began as a simple blood test has expanded to include:

- Lung function, bone density, and skin analysis screenings.
- Mammograms and hearing tests.
- Immunizations, including flu, TDAP, and pneumonia vaccines.

The health fair provides a critical opportunity for early detection of serious health conditions. Employees who might not otherwise schedule regular check-ups can receive essential screenings conveniently at work.

### A Life-Saving Success Story

One of the most compelling testaments to the

impact of Metro's wellness initiatives comes from Ruth Kedzior, Senior Administrative Manager. At a past health fair, a phlebotomist discovered that Ruth had dangerously high blood pressure and urged her to seek medical attention immediately. Ruth recalls:

"The words he used were haunting. 'Your blood pressure is so dangerously high it is like having a heart attack in the emergency room high,' he said. I was stunned."

Unable to secure a doctor's appointment for a month, Ruth eventually sought urgent care after experiencing a vague but persistent "funny" feeling. When an EKG was performed at the ER, it confirmed she was having a heart attack.

Thanks to the early warning provided by Metro's health fair, Ruth took the symptoms seriously and sought care in time. Today, she is enrolled in a three-month cardiac rehab program and adjusting to life post-heart attack. She expresses deep gratitude for Metro's investment in employee health:

"Without the information I received through Metro's wellness program, I would have dismissed an intuitive feeling that something wasn't right."

### A Model Return-to-Work Program

Metro's commitment to safety extends beyond accident prevention—helping injured employees return to work safely and efficiently is also a priority. Studies show that maintaining a regular work schedule shortens recovery time, so Metro has redesigned its return-to-work program to offer light-duty positions in any department when needed.

Key improvements include:

- Encourage employees to create a restful sleep environment by reducing noise and screen exposure.
- Provide access to relaxation and mindfulness programs to improve sleep quality.
- Developing a task database that can be filtered by physical restrictions (e.g., seated tasks, one-handed tasks).
- Assigning injured employees productive tasks, such as creating Safety Talks for team meetings.
- Ensuring that no lost-time claim exceeds 24

hours in recent years.

By closely collaborating with healthcare providers and supervisors, Metro ensures that injured employees stay engaged and reintegrate smoothly. Open communication with medical providers helps keep employees at work under safe, modified-duty conditions whenever possible.

### A Holistic Approach to Safety and Wellness

What truly sets Metro Water Recovery apart is its Total Worker Health (TWH) philosophy—an approach that integrates safety, health, and well-being into workplace culture. Recognizing that employee safety is linked to overall health, Metro partners with Health Links® from the Colorado Center for Health, Work & Environment to continuously improve its wellness offerings.

By combining physical, mental, nutritional, and financial wellness initiatives with traditional safety programs, Metro ensures that employees are not only protected from hazards but also supported in their overall well-being.


### Advice for Other Districts

Metro's success in safety, wellness, and return-to-work programs can serve as a model for other organizations. Their key recommendations include:

- Engage employees in hazard identification and program development.
- Leverage external resources such as networking events and safety organizations.
- Ensure leadership buy-in to foster a strong safety culture.
- Use innovative training methods to keep safety education engaging and accessible.

As an industry leader in workplace safety and employee wellness, Metro Water Recovery continues to set the bar high, proving that a proactive, people-first approach creates a safer, healthier, and more productive workforce.

For organizations looking to enhance their safety programs, Metro's success is a testament to the power of investing in employee well-being—a commitment that, as Ruth's story illustrates, can truly save lives.



# Mitigating Dueling Crises:

## *Escalating Wildfires and Chemical Contamination*

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by Charmaine Skoubo

Together, the increasing prevalence of wildfires in the United States and the widespread use of polyfluoroalkyl substances (PFAS) to fight them reveal a troubling intersection between environmental hazards and public health risks. PFAS, often called “forever chemicals” because of their persistence in the environment, are commonly found in fire fighting foams, industrial products, and even household items.

While these chemicals play a role in combatting fires, their toxic legacy is contributing to long-term contamination of water, soil, and ecosystems. Coupled with the surge in wildfires fueled by the climate and human activity, the United States faces a dual crisis: escalating fire destruction and the pervasive health risks of PFAS exposure. Understanding this relationship is critical to addressing the environmental and health challenges of our time.

### Wildfire Risks to Firefighters and the Public

Wildfires have increased dramatically over the last twenty years with over ten million acres being burned in 2020 and almost nine million acres being burned in 2024.

As firefighters battle these blazes, they also face numerous threats to their health which can exacerbate their risk of cancer—an already major problem in that profession. Around 70 percent of line-of-duty deaths in the fire service were from cancer in 2016, according to federal data.

In 2022, the World Health Organization’s International Agency for Research on Cancer went so far as to categorize firefighting itself as “carcinogenic to humans” due to the sheer volume of chemicals encountered on the job.<sup>1</sup>

Firefighters also encounter carcinogens in the foam they use to suppress flames, and even in some of their protective gear.<sup>2</sup> The International Association of Fire Fighters union says that using SCBA respirators is “the single most protective voluntary activity” a firefighter can take.<sup>3</sup>

However, they aren’t typically available to wildland

firefighters. Instead, many departments rely on neck gaiters or scarves to try and limit smoke inhalation. Even when SCBAs are available, their weight and short lifespan make them impractical for wildfire fighting, when firefighters are often battling blazes for 10 to 24 hours at a time.

“Wildland firefighters are exposed to many of the same respiratory hazards that structural firefighters avoid by using self-contained breathing apparatuses,” warned the U.S. Department of Homeland Security.<sup>4</sup>

Wildland firefighters aren’t the only ones at risk. After recent events in Los Angeles, California, residents are slowly making their way back to their homes and are being warned to wear protective gear, not to drink the water or shower in it, and not to go into the ocean.

Once in the disaster zone, you’ll find residents wearing HAZMAT suits as they dig through debris, or at the very least, wearing N-95 masks and chemical-resistant gloves. Amidst a disaster, it may be hard to remember these small, but vital, health measures to take.

### Air and Water Contamination After Wildfires

A 2024 study of the Marshall Fire in the Boulder, Colorado, area showed that bad air hung around inside homes even after the smoke had cleared.<sup>5</sup> Researchers found elevated levels of metals and polycyclic aromatic hydrocarbons (PAHs) in ash, in addition to volatile organic compounds (VOCs) in air samples inside people’s homes.<sup>6</sup>

VOCs can be toxic to humans, and at least one VOC, benzene, is known to cause cancer.<sup>7</sup> Exposure to PAHs is also associated with increased cancer incidence, according to the World Health Organization.<sup>8</sup>

These chemicals aren’t only found in the air. After wildfire burns through a building, vegetation, and other infrastructure, the same hazardous materials and chemicals also deposit on the ground and enter the soil. Soil testing after a fire is

4 [https://www.dhs.gov/sites/default/files/2024-05/24\\_0517\\_ST\\_Wildland\\_Firefighter\\_Respirator\\_May\\_2024.pdf](https://www.dhs.gov/sites/default/files/2024-05/24_0517_ST_Wildland_Firefighter_Respirator_May_2024.pdf)

5 <https://pubs.acs.org/doi/full/10.1021/acsestair.4c00258>

6 <https://www.cnn.com/2025/01/13/health/la-wildfires-air-pollution-symptoms-safety/index.html>

7 <https://www.sciencedirect.com/science/article/abs/pii/S147020451730832X?via%3Dihub>

8 <https://www.who.int/europe/publications/item/9789289056533>

1 <https://publications.iarc.fr/Book-And-Report-Series/Iarc-Monographs-On-The-Identification-Of-Carcinogenic-Hazards-To-Humans/Occupational-Exposure-As-A-Fire-fighter-2023>

2 <https://www.eenews.net/articles/firefighters-catch-22-protective-gear-full-of-carcinogens/>

3 [https://www.iaff.org/wp-content/uploads/FFCancer\\_ReduceExposure.pdf](https://www.iaff.org/wp-content/uploads/FFCancer_ReduceExposure.pdf)

# Mitigating PFAS Exposure for Firefighters



- Properly handle & clean turnout gear
- Don't take into firehouse living areas
- Wash hands after handling gear



- Where possible, do not use PFAS-laden firefighting foams
- Require PFAS-awareness labels on new gear and equipment



- Let your doctor know about your exposure to PFAS
- Get health tests early and often

highly recommended to check the levels of heavy metals and other toxins, as is coming up with a plan for soil remediation if necessary.<sup>9</sup>

As the soil becomes contaminated, so do water systems. High levels of benzene were found in the drinking water after large wildfire disasters in the 2017 Tubbs Fire in Santa Rosa, California and the 2018 Camp Fire in Paradise, California.

Other volatile organic compounds are also known to contaminate tap water after fires. After the 2023 wildfires on Maui, the water was contaminated, but less so: It was "unsafe for drinking water, but it wasn't at a level that would cause health effects in the shower," says Purdue's Whelton.<sup>10</sup>

During wildfires, drinking water can get contaminated via the water source and the system that delivers it. So far, it seems that the water in the reservoirs that serve the Los Angeles area may be largely spared, since much of LA's water comes from places far north and east of the county.

"There might be some 'atmospheric deposition' of ash on drinking water reservoirs, but this is generally not a serious concern" since it can be cleaned through water treatment, Randy Dahlgren, a professor of soil science at UC Davis, wrote in an email.<sup>11</sup>

The biggest concern comes from the water delivery system and how water is distributed to local water treatment plants, water storage tanks, and through the pipes that bring water to homes and businesses. When parts of it are malfunctioning, burned or broken, the water system is vulnerable to contamination.<sup>12</sup>

The infrastructure of the water system itself can melt and contaminate the water too, especially when the distribution channels are made from plastic. Webster points to examples from past fires in northern California: In the 2020 North Complex Fire, plastic liners in the water tanks melted. In the 2018 Camp Fire, plastic pipes and water meters melted. In all cases, melting plastic residue got pulled back into the water supply,

9 <https://funguyinspections.com/why-soil-testing-is-crucial-before-rebuilding-after-wildfires/>

10 <https://www.npr.org/sections/shots-health-news/2025/01/11/nx-s1-5254227/la-fires-palisades-water-advisories>

11 <https://lawr.ucdavis.edu/people/emeriti/dahlgren-randy>

12 <https://www.npr.org/sections/shots-health-news/2025/01/11/nx-s1-5254227/la-fires-palisades-water-advisories>

causing contamination.<sup>13</sup>

### Escalating Wildfires and Wildland Management

Most of us can attest to the beauty of the forests around us, but with human activity (89% of forest fires are caused by humans), a warming climate, and lack of forest management, these forests can quickly start disappearing.<sup>14</sup> For the general public remember to take steps to reduce risks associated with the aftermath of a wildfire. This includes how we can prevent them in the future.

Prescribed burns are a commonly known way to prevent wildfires and help the health of forests around us. However, in some states, controlled burns can be difficult to get started.

Tahra Jirari, the director of economic analysis at the Chamber of Progress, told Newsweek: "While the National Environmental Protection Act (NEPA) and other environmental laws were designed to protect the environment, they created a challenging timeline for forest management projects. Which is increasingly difficult because Mother Nature cannot wait for legal proceedings to play out. There have been several instances where project areas have burned while waiting to receive the correct permit or approval."<sup>15</sup>

These approvals can take several years to get. The Clean Air Act also poses an obstacle, as the particulates that are released from controlled burns can violate it, despite their long-term benefits of preventing catastrophic wildfire events.

Other ways to help manage forests can include creating fire breaks, which are wide, open areas that can stop fire spread by the removal of the vegetation that fuels it. This is done with tractors or other heavy equipment. Also consider properly spacing planted trees, reducing vegetation which, if left unchecked, acts as fuel for a fire, and choosing root rot resistant trees, which are less susceptible to fire than diseased trees.

Landowners living in a forested area can work to thin forested areas, which means removing weak and diseased trees to give healthy trees more space, and monitor the forest for pests and

13 [https://engineering.purdue.edu/CCE/AboutUs/News/Environmental\\_Features/to-mitigate-impact-of-wildfires-on-communities-water-report-fills-gaps-in-guidance-to-public-drinking-water-system-staff](https://engineering.purdue.edu/CCE/AboutUs/News/Environmental_Features/to-mitigate-impact-of-wildfires-on-communities-water-report-fills-gaps-in-guidance-to-public-drinking-water-system-staff)

14 <https://sgp.fas.org/crs/misc/IF10244.pdf>

15 <https://www.newsweek.com/controlled-burns-california-forest-management-los-angeles-fires-2012492>

diseases while also diversifying tree species.<sup>16</sup> Often, when wildfires come to healthy trees, the fire will slow down as well-managed forests retain more moisture and resist damage from insects and disease.

While some of us can't do much in terms of forest management or fighting the fires ourselves, we can stay prepared for the aftermath of wildfires.

Smoldering materials in buildings may produce a variety of pollutants. Many adverse health conditions can be caused by inhaling or ingesting even small amounts of these pollutants. Use a respirator to limit your exposure, and wet debris to minimize breathing dust particles. When indoors, use an air purifier with a HEPA filter to clear the air from particles inside your home or building.

Check for advisories from your local water utility. If you use a private well, have the water professionally tested for contaminants such as benzene, heavy metals, and VOCs. Carbon filters are effective at removing many VOCs and chemicals, including benzene. Boiling your water will not remove contaminants after wildfires.

### Final Thoughts

As the increasing prevalence of wildfires and the widespread use of PFAS in firefighting present serious environmental and health risks to both firefighters and the general public, being aware of the risks and mitigation tools available can make a big difference when it comes to health and safety.

For the general public and firefighters, it's increasingly important to get tested early and frequently for cancer. Early detection can help prevent cancer and other diseases from progressing further by treating it at an earlier stage.

Firefighters, in particular, can stay prepared with proper gear, by knowing the risks and how to handle their gear, and by getting health tests early and often. For more information and resources on PFAS and Firefighting, visit the International Association of Fire Fighters website: [iaff.org/pfas](http://iaff.org/pfas).

Unfortunately, the toxic legacy of wildfires extends far beyond the immediate destruction, contaminating air, soil, and water, with long-term consequences that not only demand urgent action but careful attention, too.

16 <https://www.rayonier.com/stories/how-forest-management-prevents-forest-fires/>

# Common Sources of PFAS

PFAS are a group of manufactured chemicals that have been used in industry and consumer products since the 1940s because of their useful properties. There are thousands of different PFAS, some of which have been more widely used and studied than others.

One common characteristic of concern of PFAS is that many break down very slowly and can build up in people, animals, and the environment over time. Here is a list of the most common sources of these toxic chemicals.

Source: epa.gov

## Drinking Water

Found in public drinking water systems and private drinking water wells.

## Production Facilities

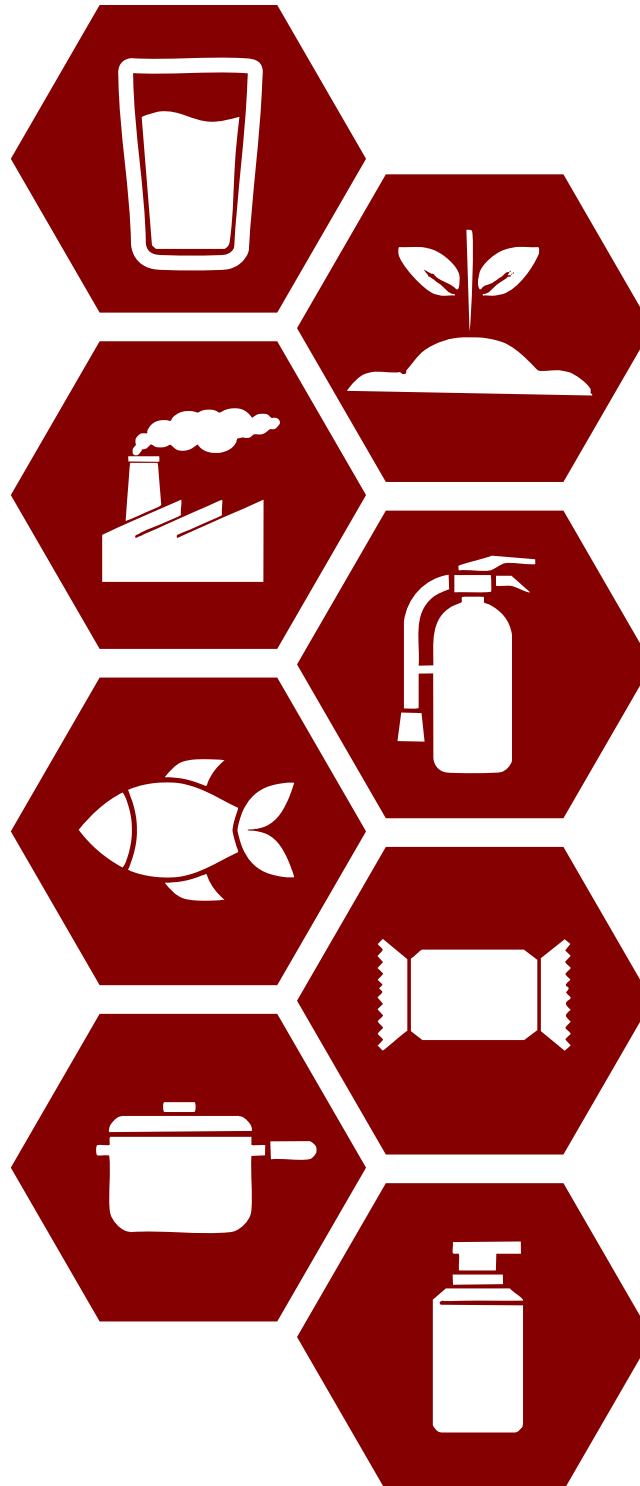
Found in factories that produce or use PFAS such as in electronics, and certain textile and paper.

## Food

Found in fish caught from water contaminated by PFAS and dairy products from livestock exposed to PFAS.

## Household Products

Found in stain and water-repellent used on fabrics; cleaning products; non-stick cookware; paints, varnishes, and sealants.



## Soil and Water

Found at or near waste sites such as at landfills, disposal sites, and hazardous waste sites.

## Fire Extinguisher Foam

Found in aqueous film-forming foams (or AFFFs) used to extinguish flammable liquid-based fires.

## Food Packaging

Found in fast food containers/wrappers, microwave popcorn bags, pizza boxes, and candy wrappers.

## Personal Care Products

Found in certain shampoo, dental floss, and cosmetics.

# HEALTH & WELLNESS



## Linking Sleep Deprivation and Workplace Accidents

Fatigue management, healthy sleep habits, and more can save your workplace from a loss.

CATEGORY:  
**HEALTH & WELLNESS**

TAGS:  
**SLEEP  
RISK MANAGEMENT  
SAFETY**

AUDIENCE:  
**ALL**

by Charmaine Skoubo

The year was 1959 and radio DJ, Peter Tripp, was going to pull a publicity stunt people would be talking about for years to come. His goal was to stay awake while also collecting pledges for March for Dimes. Sleep researchers came to make sure he was safe, but also study what would happen after so many hours of sleep deprivation.

After 120 hours of no sleep, he began to hallucinate and his body went into REM sleep, while still appearing awake. Tripp claims this stunt affected the rest of his life, citing his divorce, recurring headaches, and anger problems.

While most of us are not trying to stay up for days at a time, even minimal sleep deprivation can have a lasting effect on your health. After several nights of losing sleep—even a loss of just 1 to 2 hours per night—your ability to function suffers as if you haven't slept at all for a day or two.<sup>1</sup>

### Daytime Performance and Safety

One major issue associated with the lack of sleep is that it may lead to episodes of microsleep. Microsleep refers to brief moments of sleep that happen when you're normally awake. You can't control microsleep, and you might not be aware of

<sup>1</sup> <https://www.nhlbi.nih.gov/health/sleep-deprivation/health-effects>

it. For example, have you ever driven somewhere and then not remembered part of the trip? If so, you may have experienced microsleep. According to the AAA Foundation for Traffic Safety, sleepy drivers are said to have caused 328,000 accidents annually, 6,400 of those accidents being fatal.<sup>2</sup>

Even if you're not driving, microsleep can affect how you function. If you're listening to a lecture, for example, you might miss some of the information or feel like you don't understand the point. You may have slept through part of the lecture and not realized it.

One area of the brain that suffers dramatically from sleep deprivation is the hippocampus. This is a region critical for the storing of new memories. When people are deprived of sleep for even one night, their ability to memorize new information drops significantly.<sup>3</sup>

Sleep deprivation appears to cause the amygdala, also known as the emotional control center of the brain, to overreact to negative stimuli because it becomes disconnected from brain areas that normally moderate its response. This is why Peter Tripp, a normally happy and upbeat guy, was lashing out at friends during the wake-a-thon. It's even said his negativity

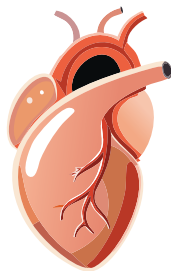
<sup>2</sup> <https://www.nsc.org/road/safety-topics/fatigued-driver>

<sup>3</sup> <https://theconversation.com/how-a-lack-of-sleep-affects-your-brain-and-personality-66604>

# Health Benefits of a Good Night's Sleep



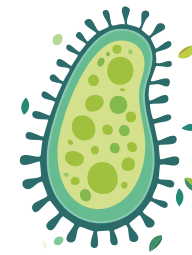
Supports a healthy balance of the hormones that make you feel hungry or full.



Heals and repairs your heart and blood vessels



Controls how the body reacts to insulin, the hormone that controls your blood sugar level.



Affects your body's ability to fight germs and sickness.

continued long after the event.

## Preventing Workplace Accidents

Many people aren't getting enough sleep as people sacrifice rest time to work, especially on devices which emit blue light.<sup>4</sup> This light makes falling asleep more difficult, further eroding the quantity and quality of sleep.

We know that we need to eat healthy, drink water, and exercise regularly, adding a good night's sleep is also part of being healthy. For your overall health, adults should be getting at least seven hours of sleep every night.<sup>5</sup>

Sleep deprivation is a growing concern in modern workplaces as well, affecting employees' productivity, decision-making, and overall safety. Insufficient sleep leads to reduced cognitive function, increased accident risks, and long-term health problems.

Sleep deprivation has been linked to some of the most catastrophic workplace accidents in history, including the Chernobyl disaster, the Exxon Valdez oil spill, and major transportation accidents. Workers operating heavy machinery, driving vehicles, or handling hazardous materials are especially vulnerable when they are sleep-deprived, making fatigue management a critical component of workplace safety.<sup>6</sup>

Here is a list of ways employers can help their workers stay safe and reduce workplace accidents due to a lack of sleep:

<sup>4</sup> <http://www.telegraph.co.uk/news/science/science-news/10742179/Six-in-10-Brits-now-sleep-deprived-because-of-smartphones-and-computers.html>

<sup>5</sup> <https://www.sleepfoundation.org/how-sleep-works/how-much-sleep-do-we-really-need>

<sup>6</sup> <https://ohse.ca/sleep-deprivation/>

## 1. Implement a Fatigue Management Program

- Educate employees on the importance of sleep and proper rest schedules
- Introduce mandatory rest breaks and limit excessive overtime
- Encourage employees to report fatigue-related concerns
- Establish clear policies to prevent overwork and burnout

## 2. Promoting Healthy Sleep Habits

- Provide resources on sleep hygiene, including maintaining a consistent sleep schedule and avoiding caffeine before bedtime
- Encourage employees to create a restful sleep environment by reducing noise and screen exposure
- Provide access to relaxation and mindfulness programs to improve sleep quality

## 3. Adjusting Work Schedules for Better Sleep

- Rotate shifts fairly to allow employees sufficient recovery time
- Avoid scheduling consecutive night shifts whenever possible
- Allow flexible work arrangements when feasible
- Implement workplace napping areas for employees working long shifts

## 4. Using Technology to Monitor Fatigue

- Implement wearables or alertness tracking tools to monitor fatigue levels
- Utilize AI-driven scheduling software to optimize shift patterns

- Conduct periodic health and wellness assessments

- Use fatigue detection systems in industries such as transportation and manufacturing

## 5. Encouraging a Culture of Safety and Support

- Foster an open workplace environment where employees feel comfortable discussing fatigue-related issues
- Train supervisors to recognize signs of sleep deprivation and take appropriate action
- Offer access to employee wellness programs, including mental health support
- Provide incentives for employees who follow good sleep and wellness practices

Sleep deprivation is far more than just an occasional inconvenience; it poses serious risks to our health, safety, and productivity. Whether at home or in the workplace, prioritizing sleep is essential. Employers must foster environments that support rest, and individuals should make sleep a non-negotiable part of their routine.

From Peter Tripp's infamous wake-a-thon to the daily struggles of modern workers, the consequences of insufficient sleep are clear. Sleep is not a luxury—it is a biological necessity, crucial for memory, emotional regulation, physical health, and overall well-being.

By understanding the profound impact of sleep deprivation and taking proactive steps to improve sleep hygiene, we can safeguard our health and create safer, more productive communities.

Remember: a good night's sleep isn't just a personal investment—it's a foundation for a better life.

# SAFETY SOLUTIONS



## The Financial Benefits of Developing a Safety Program

A focus on safety can result in a ROI that positively affects your district's bottom line.

CATEGORY:  
**SAFETY**

TAGS:  
**LOSS PREVENTION**

AUDIENCE:  
**MANAGEMENT  
SAFETY COMMITTEES**

*by Kyle Brown*

At first glance, the prospect of developing and implementing a safety program to comply with regulations and ensure employee safety can seem daunting and expensive.

However, a well-structured safety program goes beyond mere compliance—it can significantly impact the company's bottom line, resulting in a compelling return on investment (ROI). Understanding this ROI involves analyzing both the direct and indirect benefits that a safety program brings to an organization.

### Direct Financial Benefits

One key benefit to a safety program is the reduction in workplace injuries and illnesses. In my experience, having a productive safety program will lead to a healthy safety culture. This is because all employees on staff are following preestablished safety protocols and taking the time to assess risk. Even if they are not directly part of the safety program, they are still engaged in best practices developed and implemented by those who are.

One example I like to give involves imagining an icy walkway leading to the building. Let's say there are 30 employees at this organization, and all of them walk on this icy walkway. Statistically speaking, out of those 30 employees, a portion

are likely to slip. Out of that portion of slips, another smaller portion are likely to be injured.

However, if a safety program is in place that created a policy instructing employees to remove ice on sight, and if there is a good safety culture in place which motivates the team to follow the safety policy, then the first employee who walks on or past the ice will remove it. What's the result? The other 29 employees who represent 29 possible chances of an injury are no longer at risk.

This is just one scenario, but it can be applied to a wide variety of risks that arise from hazardous work, office tasks, or driving a district vehicle.

But how does this improve the district's bottom line?

Simply put, a reduction in injuries means a reduction in claims, which means a reduction in your coverage contributions. This also means reduced costs incurred via medical expenses.

If your deductible for a workers' compensation claim is \$5,000, then any injury below that amount will have to be paid for by your organization, and those cost can add up quickly.

Finally, a reduction in injuries can reduce the legal cost associated with injuries and injury settlement. The takeaway here is the same as it is for injury and claims reduction: the

best way to mitigate legal cost is to make sure the event never occurs.

From my time working in loss prevention, I have noticed that as injuries decrease, productivity will often improve.

This is due to a number of variables, including a reduced number of employees being on leave for injury, a reduced strain of having to train someone to do the injured employees' tasks, and an increase in morale when employees see their organization taking steps to protect their health and safety and are not putting them in situations that will cause them to be injured this will lead them to be more.

Overall, there is more to be gained from developing and implementing a safety program than dealing with the consequences that result from being without one.

#### Measuring ROI

To quantify the ROI of a safety program, companies should track specific metrics before and after implementation. These may include:

- Incident Rates: Frequency of workplace injuries and illnesses
- Workers' Compensation Costs: Amount spent on workers' compensation claims and current vs past experience modifiers (EMODS)
- Medical cost: Injuries not submitted to insurance and deductible cost
- Employee Turnover Rates: Percentage of employees leaving the company
- Productivity Metrics: Output per employee or per hour worked

By comparing these metrics, companies can determine the financial impact of their safety programs. For instance, a significant drop in incident rates and workers' compensation costs post-implementation can be directly attributed to the safety program, showcasing a positive ROI.

#### Case Study #1: A Practical Example

For this hypothetical example, let's pretend that you work at an organization in a position that requires lifting a 40 lb. box three times an hour for four hours, twice a week.

Over the past years there have been three lower back injuries, each resulting in a \$8,000 claim.

One proposed solution to mitigate the costs associated with this injury is to buy a device that will do the lifting for the employee. The device will cost \$20,000, require \$1,500 in maintenance expenses, and increase the utility bill by \$2,000 yearly. Is this a good investment for the organization?

To decide, it is important to consider a few details. The organization has been annually spending \$24,000 in injuries for the task. The device will only cost the district \$23,500, so the district will be saving by investing in the lifting equipment.

Even if the device costs more than the injuries, you would still want to consider the device, because indirect ROI factors such as employee morale, employee retention, and increased productivity may increase the return on investment.

#### Case Study #2: Calculating ROI

Now, consider an organization with 50 employees that implemented a comprehensive safety program, including regular training, hazard assessments, and ergonomic improvements.

Before the program, the company experienced an average of 10 incidents per year, with associated costs of \$100,000 annually. After implementing the program, incidents dropped to five per year, reducing costs to \$50,000 annually. Additionally, employee productivity increased by 10%, and employee turnover decreased by 15%.

Here is how you can calculate the ROI to determine if the implementation of a robust safety program is worth the effort, time, and costs:

- Savings in Workers' Compensation Costs: \$50,000 annually
- Increased Productivity: If the district generated \$1 million in revenue annually, a 10% productivity increase adds \$100,000 to the bottom line
- Reduced Turnover Costs: Assuming it costs \$25,000 to replace an employee, a 20% reduction in turnover (10 employees leaving annually) saves \$50,000

Pulling from the information above, we can calculate our total annual savings, also known

as our "Gain From Investment" as = \$50,000 + \$100,000 + \$50,000 = \$200,000.

To view this formula in another way, let's assume the annual cost of the safety program, or our "Cost of Investment" is \$150,000.

Now, the ROI can be calculated as follows:

$$\text{ROI} = \frac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}}$$

$$\text{ROI} = \frac{\$200,000 - \$150,000}{\$150,000}$$

$$\text{ROI} = 33\%$$

As a result, this substantial ROI of 33% highlights the financial benefits of investing in a safety program.

With this hypothetical, we hope to show that you can use this formula to calculate if an investment is beneficial or detrimental to your bottom line.

#### Conclusion

A robust safety program is not merely a compliance requirement but a strategic investment that can lead to significant financial returns.

By reducing workplace injuries, enhancing productivity, and improving employee morale, companies can achieve a substantial ROI. Therefore, investing in safety is not only a moral and legal obligation but also a smart business decision that pays off in the long run.

If you would like to learn more about implementing a safety program or would like to request a complimentary safety consultation or training, email [safety@csdpool.org](mailto:safety@csdpool.org) or visit [csdpool.org/safety](http://csdpool.org/safety).

# Jeffcom 911 Ops Manager Leads as Safety Hero

From preschool owner to dispatcher to Operations Manager, meet Jennifer Gustin, our latest Safety Hero.



by Makenzie Kellar

Jeffcom 911 is a dispatch communications center responsible for serving Jefferson and Clear Creek Counties. As the liaisons between those in crisis and 30 various police, fire, and medical agencies, every member of the Jeffcom 911 team could be considered a hero in their own right. However, the CSD Pool would like to recognize one staff member that has gone above and beyond the call of duty during her nine years with the organization: Operations Manager Jennifer Gustin.

Known by her colleagues for her remarkable leadership, friendliness, and drive for self-improvement, it's a wonder that Jennifer first became a 911 dispatcher merely by chance.

"I owned and operated a licensed daycare and private preschool" Jennifer explains. She had initially started the business as a way to simultaneously work and stay at home with her newborn daughter. After seven years, she decided that it was time for a change.

"One day, I was working on some invoices for the daycare and an email popped up from a recruiting site, with a big flashy button asking, 'Do you want to be a 911 dispatcher?' I said, 'Yeah, sure,' and clicked the button. That is literally what started my career in emergency communications!"

It was radically different than her previous job, but Jennifer immediately fell in love with her new role.

"Once I got a taste of it, I knew I was where I was supposed to be."

Though Jennifer started as a dispatcher, she has since taken numerous trainings, taught others as part of Jeffcom 911's academy, and worked as part of the Tactical Dispatch Program. In her current role, Jennifer helps manage operations for the entire organization.

Jennifer's colleague, Deputy Director of Support Services Gina Ramirez, adds that Jennifer has excelled as a leader and is "a true embodiment of courage, compassion, and steadfast commitment." For Gina, this was especially clear when watching Jennifer assist with Jeffcom 911's merger with Clear Creek County.

"This complex undertaking required meticulous planning, effective communication, and a deep understanding of both agencies' unique needs and challenges," Gina says. "Jennifer navigated these complexities, ensuring a smooth transition for all personnel while maintaining seamless emergency response services throughout the merger process."

Jennifer remembers the merger well, since it had been confirmed just a few short weeks after she had been promoted to Operations Manager. To see the project through to completion, Jennifer says she "got to work very quickly" and began establishing relationships with everyone who would be involved in the process.

"I was in my new role and was notified that I would be responsible for the Clear Creek merger, minus the IT piece," she says. "This task was a bit scary for me as I had never been in this role before and was not working alongside anyone who had actually executed a merger before."

Jennifer not only thrives in her current role, but is always seeking opportunities to improve both her own leadership skills and the organization as a whole.

For example, Jennifer spearheaded the development of a 20-hour Tactical Dispatch Course for their Incident Dispatch Team, championed the implementation of ForceMetrics (a search and analytics platform that has allowed Jeffcom 911 to use a data-driven approach to

allocate resources and improve response times), and took the lead on organizing several projects to get her co-workers involved in their Peer Support Team.

Jennifer's proudest accomplishment is a rather recent one: receiving her certification as an Emergency Number Professional. This certification is provided through a national dispatch association called NENA, (National Emergency Number Association) which sets the standards for emergency communications across the country.

The process of obtaining this certification was grueling. Jennifer recalls that she "had to pass an extremely difficult exam that includes the methods of telephone call transports, specific technology functions, operations, management, legislation, and information systems." Describing herself as not much of a "tech" person, Jennifer knew that understanding the material on this test would be challenging. However, after much effort and a 15-hour study session, she passed and earned her certification.

The work doesn't end there, however. When asked about the future of Jeffcom 911, Jennifer says that they are constantly improving and will soon be moving into a state-of-the-art facility with improved technology and security. She is currently working on regionalizing Jeffcom 911's Incident Dispatch Team so that they can better support the community.

She also offers some advice for others who want to improve safety in their own districts.

"The most valuable tip that I could provide for safety would be a heightened awareness to your surroundings. This could be inside the communications center, outside in the parking lot, or even out at a public event. Knowing your surroundings and being continually observant, is the first step to improving safety, in any form."

For exceptional work over nine years of service, the CSD Pool is proud to have Jennifer Gustin as this edition's Safety Hero.

Nominate your district's Safety Hero at [csdpool.org/safety-heroes](https://www.csdpool.org/safety-heroes)

# WHEN THE GRID GOES DOWN:

## Lesser Known Threats to Critical Infrastructure

Districts are often prepared for common, high-frequency threats simply because they know that the likelihood of encountering one of them is high. However, there are lesser-known issues that could result in devastating consequences and halt the functioning of a district entirely.

While normally it's not a great idea to harp on worst-case scenarios, we'll discuss a few ways that you can prepare for and mitigate the effects of these two rare, high-damage events.

## SOLAR STORMS

Solar storms occur during solar maximums when the sun expels energy in the form of solar flares and coronal mass ejections (CMEs). This energy is capable of reaching Earth and can create auroras in the sky when it interacts with Earth's atmosphere.

While most solar storms aren't strong enough to cause trouble on Earth, a rare few are capable of true damage. The most famous example of this is the Carrington Event of 1859, where the energy expelled by a solar storm not only made its way to Earth but was powerful enough that workers at the American Telegraph Company reported that they were able to unplug their machines and still send telegraphs using the lingering current of energy in the air. If that wasn't enough, it also caused telegraph machines to spark and set fire to papers kept nearby, throwing the communications system of the time into complete disarray.

Luckily for us, solar storms occur in predictable cycles. Unfortunately, NASA announced the beginning of the latest solar cycle in 2020, meaning that solar activity is expected to hit its peak this year, in 2025.

## EMP ATTACKS

The effects of electromagnetic pulses (EMPs) were first discovered by accident in the 1950s. While conducting nuclear tests in the United States, scientists noticed that electronic equipment close enough to the site would fail. However, because we're discussing the scale of nuclear weaponry, "too close" could mean hundreds of miles away. Take for instance a case in 1962 where high altitude nuclear tests performed on the Johnson Atoll caused streetlights to fail and car alarms to go off in Hawaii, over 800 miles away.

The U.S. Cybersecurity and Infrastructure Security Agency (CISA) notes that the threat of an EMP attack is worth paying attention to "because they may permanently damage or disable large sections of the national electric grid and other critical infrastructure control systems." It's all too easy to imagine how disabling all computers, phones, radios, TVs, and the electrical grid at large would throw a district into disarray.

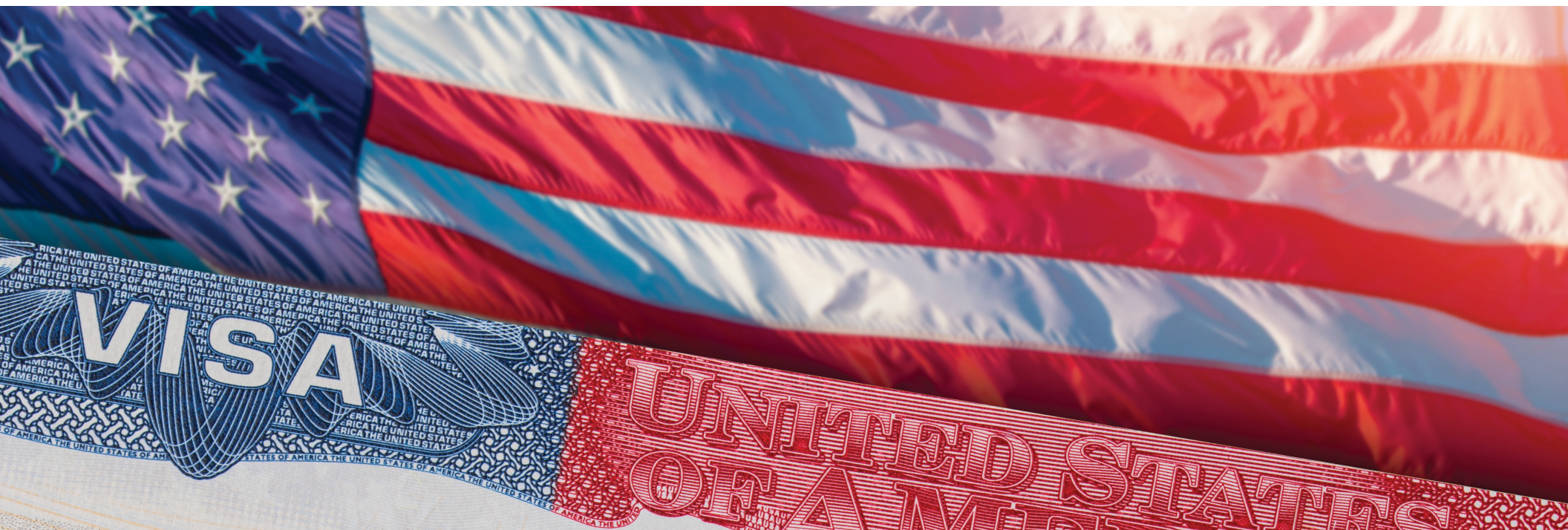
## HOW TO PREPARE

Begin by having an emergency preparedness plan at the ready for employees and district guests. If there is any important information that you need to access stored on electronic devices, print them out (especially documents like contact sheets). Make sure to have backup generators and solar or hand-crank chargers at the ready to power any necessary devices that typically rely on electricity.

If there are pieces of critical infrastructure that your district cannot afford to have shut down, a 2019 report released by CISA provides detailed guidelines for how local officials can protect their equipment against EMPs (although this advice is applicable to most issues that would pose a threat to district electronics and telecommunications). The entire report is free to peruse at [cisa.gov](https://www.cisa.gov) and contains a plethora of advice that even districts with a tight budget can benefit from.

For EMP attacks, your local news will likely be your best hope of getting a warning in advance. Solar storms, being more predictable, are tracked by the National Oceanic and Atmospheric Administration (NOAA). NOAA allows people to sign up for notifications about this sort of thing, but (if there was ever expected to be solar storm as large as the one that set off the Carrington Event) you'll likely hear about it from your local news as well. In the event of a solar storm or EMP attack, be mindful of what electronics are offline and do not attempt to operate machinery that may be compromised like elevators. Do what you can to quickly establish lines of communication with local officials for further guidance.

# RISK MANAGEMENT



## Preparing for Interactions with Immigration Officers

Developing procedures can help navigate uncertainties around the new Executive Order.

CATEGORY:  
**LIABILITY**

TAGS:  
**RISK MANAGEMENT**

AUDIENCE:  
**MANAGEMENT**

by *Alex Terlecky and Kyle Brown*

On January 20th the Protecting The American People Against Invasion Executive Order was issued.<sup>1</sup> The order rescinds the immigration policy decisions established under the Biden Administration, which previously discouraged immigration enforcement carried out by Immigration and Customs Enforcement (ICE) and Customs and Border Protection (CBP) in locations deemed sensitive.

As detailed in a 2021 memo, these now-rescinded “sensitive locations” include schools (including preschools, K-12 schools, and higher education institutions); healthcare facilities (including hospitals, doctor’s offices, and community health clinics); places of worship; places where children gather (including playgrounds and bus stops); social services establishments (such as domestic violence shelters and food pantries); disaster/emergency response sites (including evacuation routes); weddings, funerals, and religious ceremonies; and parades, demonstrations, and rallies.<sup>2</sup>

This Executive Order, in theory, allow agents to enter those

<sup>1</sup> <https://www.whitehouse.gov/presidential-actions/2025/01/protecting-the-american-people-against-invasion/>

<sup>2</sup> [https://www.dhs.gov/sites/default/files/publications/21\\_1027\\_opa\\_guidelines-enforcement-actions-in-near-protected-areas.pdf](https://www.dhs.gov/sites/default/files/publications/21_1027_opa_guidelines-enforcement-actions-in-near-protected-areas.pdf)

sensitive areas to carry out immigration enforcement actions.<sup>3</sup> Although, as of the writing of this article, there have been no reported cases of government officials entering schools or daycares with the intent to question or remove students regarding their citizen status, the possibility of future incursions remains. With that in mind, the best way to mitigate a risk is to understand what could happen, learn from what other organizations are doing to prepare, and create your own procedure on how to handle the situation if it occurs.

### Procedures and Best Practices

It is important when developing a procedure on this topic to understand what legal rights you have regarding the protection of individuals under your care. For example, ICE and CBP agents are not able to simply enter a public location and gain access to students’ information without consent from the students’ guardians thanks to the Family Educational Rights and Privacy Act (FERPA).<sup>4</sup>

Also consider how you can educate your staff and the members of the public that use your facilities, such as understand-

<sup>3</sup> <https://www.dhs.gov/news/2025/01/21/statement-dhs-spokesperson-directives-expanding-law-enforcement-and-ending-abuse>

<sup>4</sup> <https://www.higheredimmigrationportal.org/wp-content/uploads/2024/01/FERPA-Overview.pdf>

ing the rights extended by the US Constitution to both citizens and noncitizens—such as the Fourth and Fifth Amendment, which protects all individuals from unreasonable searches and seizures, and ensures the right to remain silent when confronted by law enforcement, respectively.<sup>5</sup>

For example, it is important to understand how the Fourth Amendment, which is extended to all citizens and noncitizens, operates in public and private spaces. According to the National Immigration Law Center: “In the context of protected areas, areas open to the public such as lobbies, waiting areas and parking lots are considered public, while interior areas and those marked “private” with a sign are considered private. For immigration enforcement to search or enter a private area within a formerly protected area, the Fourth Amendment requires a valid judicial warrant signed by a federal judge unless staff at those areas consent to the search.”<sup>6</sup>

Consider utilizing or printing the cards below, which detail the relevant Constitutional rights and include instructions on what to do if someone has an interaction with an immigration agent. These cards can be found in a variety of different languages and available for download at [ilrc.org/red-cards-tarjetas-rojas](http://ilrc.org/red-cards-tarjetas-rojas)

### Example Policies and Procedures

If you are struggling with getting starting a procedure or policy that fits your organization, consider these examples and suggestions to prepare for this developing situation:

#### *Recommendations for Hospitals and Health Centers:*<sup>7</sup>

- Minimize disclosure of patient information. While immigration status or evidence of foreign birth are not, by themselves, considered personal health information (PHI) protected under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), health care providers have no affirmative legal obligation to inquire into or report to federal immigration authorities about a patient’s im-

migration status.

- Reevaluate data collection policies. Avoid asking for patients’ immigration status and, if you must collect such information for a purpose such as Medicaid enrollment, avoid including that information in the patient’s medical and billing records.
- Scrutinize scope of the warrant. In the health-care context, special scrutiny should be given to the scope of the warrants to ensure that officials do not search other areas (for example, a warrant that covers an emergency room would not authorize ICE to enter other areas of a hospital).
- Educate and reassure patients. Healthcare facilities should endeavor to provide know your rights information such as posters, brochures, and KYR cards so that patients are aware of their rights and confidentiality laws.

#### *Denver Public Schools:*

1. Ensure that no unauthorized persons enter buildings. All school visitors shall report to the school office when entering and receive authorization before visiting elsewhere in the building. No individual should be permitted to enter the building without ascertaining whether the individual has a legitimate business or educational purpose. Scott Pribble said in an interview Monday that the posture with ICE agents, however, was “really no different than what we do with anybody who shows up at a school door—we make sure they have an appointment or they have school business, and if they don’t, we keep them outside.”
2. Per DPS Administrative Policy JIH (Student Interviews, Interrogations, Searches and Arrest), federal immigration law enforcement activities would not be permitted at our schools, on transportation routes, on DPS property or during school activities without a valid search warrant or exigent circumstances.
3. Under the Family Educational Rights and Privacy Act (FERPA), we are required to limit who has access to student documents. In addition, DPS does not collect the immigration status of our families in alignment with DPS Administrative Policy JRA/JRC-R.
4. Although staff are expected to operate in accordance with these policies, staff will not physically impede, interfere with or obstruct

a government official in performing their duties. DPS will continue to follow the law and provide an education to all students regardless of their immigration status. We will also continue to protect the personal information of all of our students and staff and will not share it unless required by law. Additionally, the district will cooperate with local law enforcement to the extent required by law in regard to federal demands and policing.

#### *Aurora Public Schools:*

Aurora Public Schools has a similar policy. It says if an agent asks to speak with a student, “Politely inform the federal immigration officer that we have a process regarding requests to talk to our students and that you will need to contact the APS Office of General Counsel.” The policy then instructs staff to find a school leader who should ask the immigration officer to give you a few minutes to call the legal office. You can ask them to wait outside the school.”

However, the policy does have an exception. “There may be extremely rare situations where the federal immigration officer tells you something along the lines of: This is an emergency or these are “exigent circumstances.” Alternatively, the immigration officer might say something along the lines of “I am giving you a lawful order to let me talk to this student.” In this situation, you should comply with the officer’s order and not interfere. Immediately contact the APS legal office,” it says.

### Small Steps Forward

This can be a challenging conversation to have both with members of the public and with staff and management, especially given the uncertainty surrounding the situation. But it is best to have the difficult conversations ahead of time, rather than to scramble if immigration enforcement actions are carried out in a previously protected area.

We will continue to update this article online as more information becomes available and these policies and procedures evolve with time. If you would like to talk to our safety consultants about your policies or procedures or discuss your coverage with our underwriters, reach out to us at [info@csdpool.org](mailto:info@csdpool.org).

To see additional information from other procedures, visit [csdpool.org/news](http://csdpool.org/news).

<sup>5</sup> <https://www.nilc.org/resources/everyone-has-certain-basic-rights/>

<sup>6</sup> <https://www.nilc.org/resources/factsheet-trumps-rescission-of-protected-areas-policies-undermines-safety-for-all/>

<sup>7</sup> <https://www.nilc.org/resources/healthcare-provider-and-patients-rights-imm-enf/>

# MEMBER SERVICE SPOTLIGHT



## Vector Check It

Streamline routine maintenance and inventory checks of vehicles and tools.

### PROGRAM HIGHLIGHTS

TYPE OF SERVICE:  
**OPERATIONS MANAGEMENT SOFTWARE**

AUDIENCE:  
**DISTRICTS WITH VEHICLES**

COST  
**MEMBERS: \$43-\$50 per user**  
**RETAIL: \$69 per user**



Create customizable checklists and criteria based on your own needs.



Add-on to your custom Vector enterprise site for a single sign-on.



Streamline your fleet management...

- Manage apparatus and equipment checks on your computer, tablet, or smart phone
- Identify issues immediately with real-time analytics
- Stay informed of your equipment's repair costs and repair stage
- Send notifications and alerts of past-due checks



#### USE CASES

- Vector Check It is for any district that has vehicles and large equipment



#### LEARN MORE



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