



**CITY COUNCIL EXECUTIVE COMMITTEE MEETING
CITY COUNCIL CHAMBERS, THIRD FLOOR, CITY HALL,
#1 CITY HALL PLACE, PUEBLO, COLORADO 81003.**

**MONDAY, APRIL 24, 2023
5:30 PM**

Individuals Requiring Special Accommodations Should Notify the City's ADA Coordinator at (719) 553-2295 by Noon on the Friday Preceding the Meeting.

Executive Committee meetings are special meetings of the City Council and are informal Council meetings for the purpose of receiving information and discussion among Council Members; no official action is taken at such meetings. The public is invited to attend, but public comment is generally not received unless otherwise noted.

Agenda

CALL TO ORDER

PRESENTATIONS

- | | |
|--|-----------|
| A. LOBBYIST UPDATE
Gil Romero - Lobbyist - Capitol Success Group
15 minute presentation | 5:30 p.m. |
| B. CITY UPDATES
Laura Solano, Chief of Staff
5 minute presentation | 5:35 p.m. |
| C. PALLET SHELTERS
Elizabeth Rugg - Community Development Consultant - Pallet
10 minute presentation | 5:50 p.m. |
| D. POLICE OFFICER RETENTION
Jimmie Quintanta - President - IBPO Local #537
Chris Alarid - Secretary - IBPO Local #537
20 minute presentation | 6:05 p.m. |
| E. TRASH CLEANUP UPDATE
Andrew Hayes, Public Works Director
Steven Meier, Director of Parks and Recreation
15 minute presentation | 6:35 p.m. |

ADJOURNMENT



Pallet™

The Leader in Rapid-Response
Shelter Villages™



OVERVIEW

- About Pallet
- Our Model
- Pallet Products
- Infrastructure
- Case Studies
- Next Steps





BUILT WITH PURPOSE



About
65%

of our team has experienced homelessness, substance use disorder, or the criminal justice system, and has found stability through meaningful employment.

PUBLIC BENEFIT COMPANY

Unlike traditional companies, which exist to maximize profits, a public benefit company pursues goals to make the world a better place.



PATHWAY TO PERMANENT HOUSING



**SIDEWALKS
& PARKS**



**TRANSITIONAL
SHELTER**



**FAMILY REUNIFICATION
SUPPORTIVE HOUSING
AFFORDABLE HOUSING**

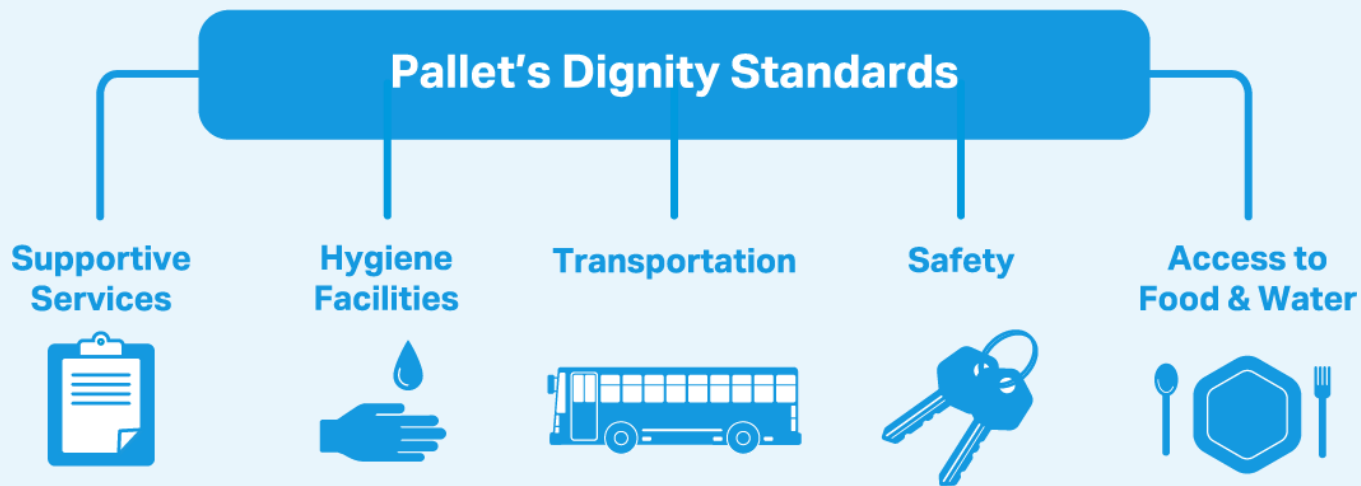
PALLET SHELTER VILLAGES

The dignity of
private space in a
healing **community**
environment.





INHERENT AND ABSOLUTE DIGNITY



VILLAGE STATS

3800+

SHELTERS BUILT

111

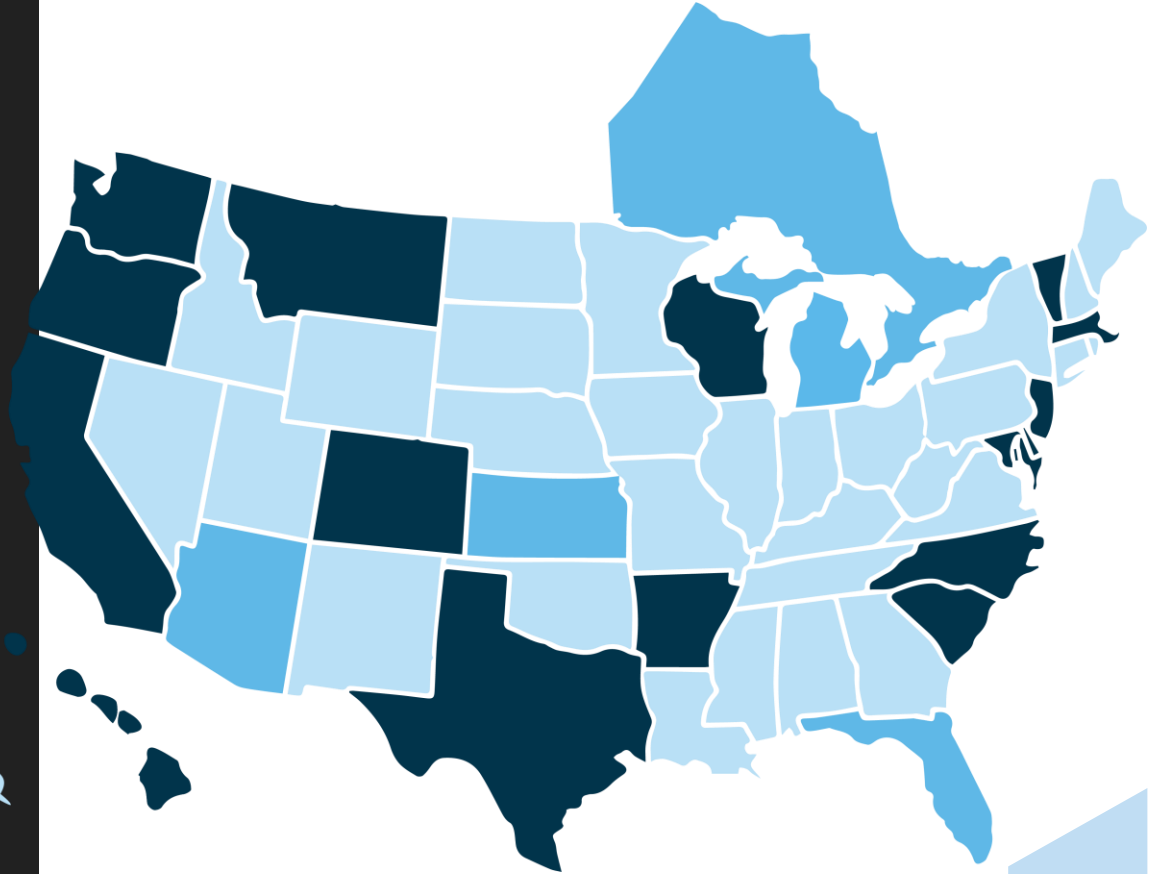
VILLAGES BUILT

17

VILLAGES IN
DEVELOPMENT

21 / 85 +

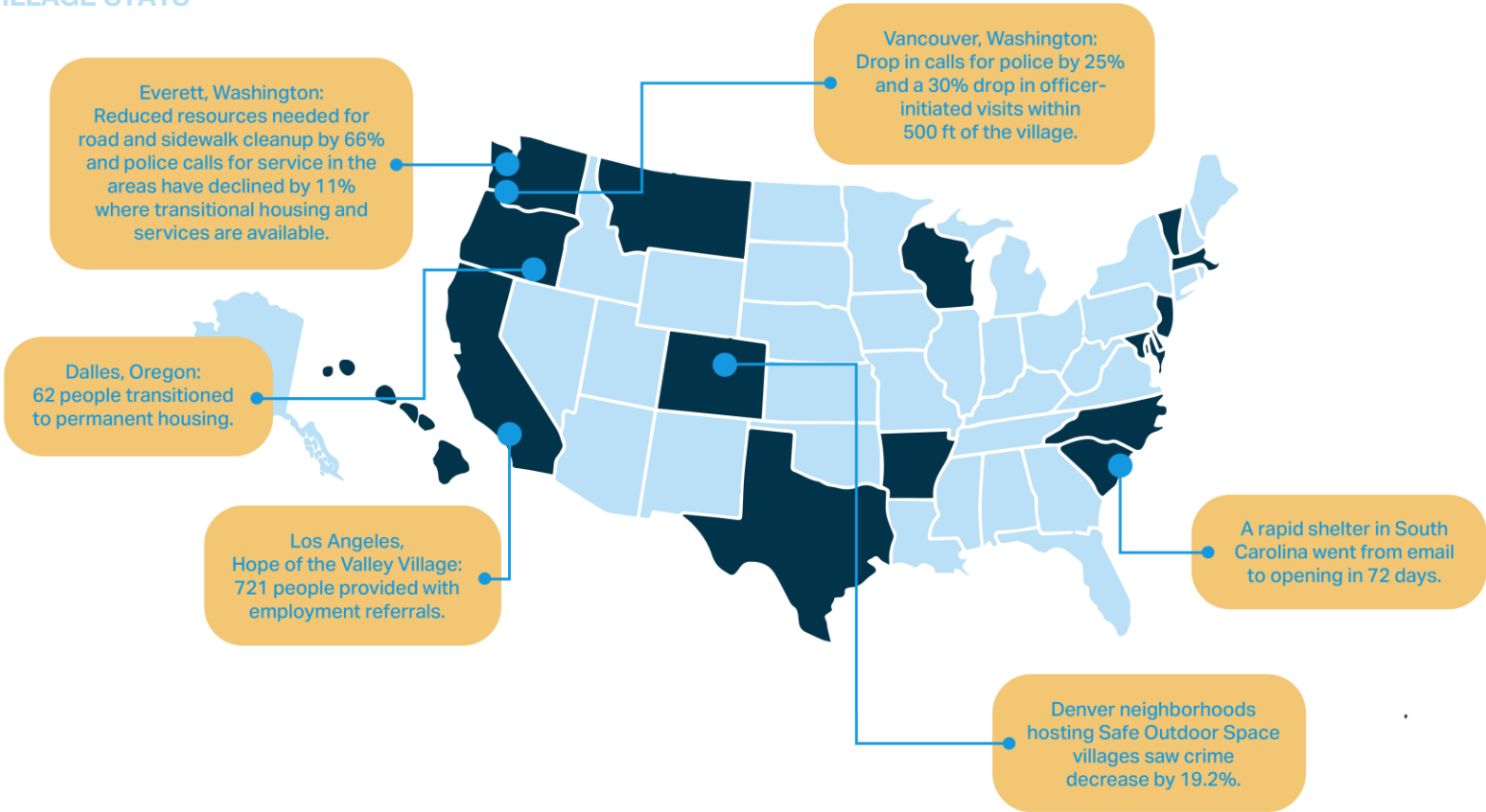
STATES CITIES



States where Pallet Shelter villages are active, and/or constructed and opening soon

States/Provinces where Pallet Shelter villages are in development

VILLAGE STATS



States where Pallet Shelter villages are located

PALLET PRODUCT



SHELTER 64



SHELTER 64



SHELTER 100





SHELTER 100



STANDARD TWO-STALL BATHROOM



STANDARD TWO-STALL BATHROOM



ACCESSIBLE BATHROOM



ACCESSIBLE BATHROOM



LAUNDRY ROOM

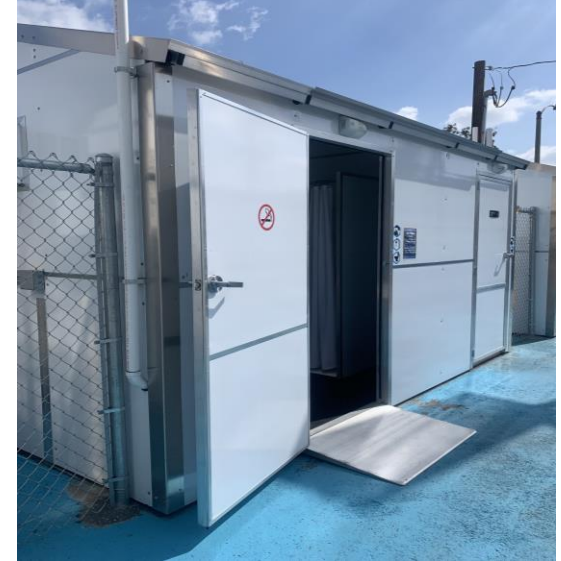


COMMUNITY ROOM 400 & 800









Sonoma County, CA

Featured Project

SIZE:
60 SHELTERS

POPULATION SERVED:
LOCAL UNHOUSED NEIGHBORS

OPENING DATE:
JANUARY 27, 2020

FUNDING:
COUNTY GENERAL FUNDS



Los Angeles, CA

Featured Project

SIZE:
1,282 BEDS CREATED

POPULATION SERVED:
UNHOUSED NEIGHBORS

OPENING DATE:
JANUARY 1, 2021

FUNDING:
CITY OF LOS ANGELES



Boston, MA

Featured Project

SIZE:
18 SHELTERS

POPULATION SERVED:
UNHOUSED NEIGHBORS

OPENING DATE:
DECEMBER 27, 2021

FUNDING:
STATE FUNDING



Aurora, CO - Peoria

Featured Project

SIZE:
2 SITES, 106 BEDS

POPULATION SERVED:
192 PEOPLE SERVED SO FAR

OPENING DATE:
NOVEMBER 2021 + Expansion AUG 2022

FUNDING:
ARPA, FEDERAL ESG, and CITY FUNDS



BURLINGTON, VT

Featured Project

SIZE:

25 shelters (35 bed)

POPULATION SERVED:

Low barrier emergency shelter for unhoused neighbors

FUNDING:

City ARPA funds, Burlington Electric Dept., VLITE, and the Vermont Community Foundation

IMPACT DATA POINTS:

Cold weather site
Primarily operated by the Champlain Housing Trust, the largest community housing trust in the country

“We recognize that this Emergency Shelter, alone, is not a solution to our crisis in homelessness. But it is an essential community resource that will provide safe, temporary shelter, offering low barrier access to critical support services and resources, which will enable people to move toward stable and affordable permanent housing”

MAYOR WEINBERGER





QUESTIONS?



RETENTION AT THE PUEBLO POLICE DEPARTMENT

PRESENTED BY IBPO LOCAL #537

Why was this survey done

- ◉ Members have been frustrated for years with the reduction of personnel and increase in calls for service
 - Reduction in personnel
 - Reduction in recruiting
 - Increase in calls for service
 - Community Projects
 - Administrative Responsibilities

Survey Method

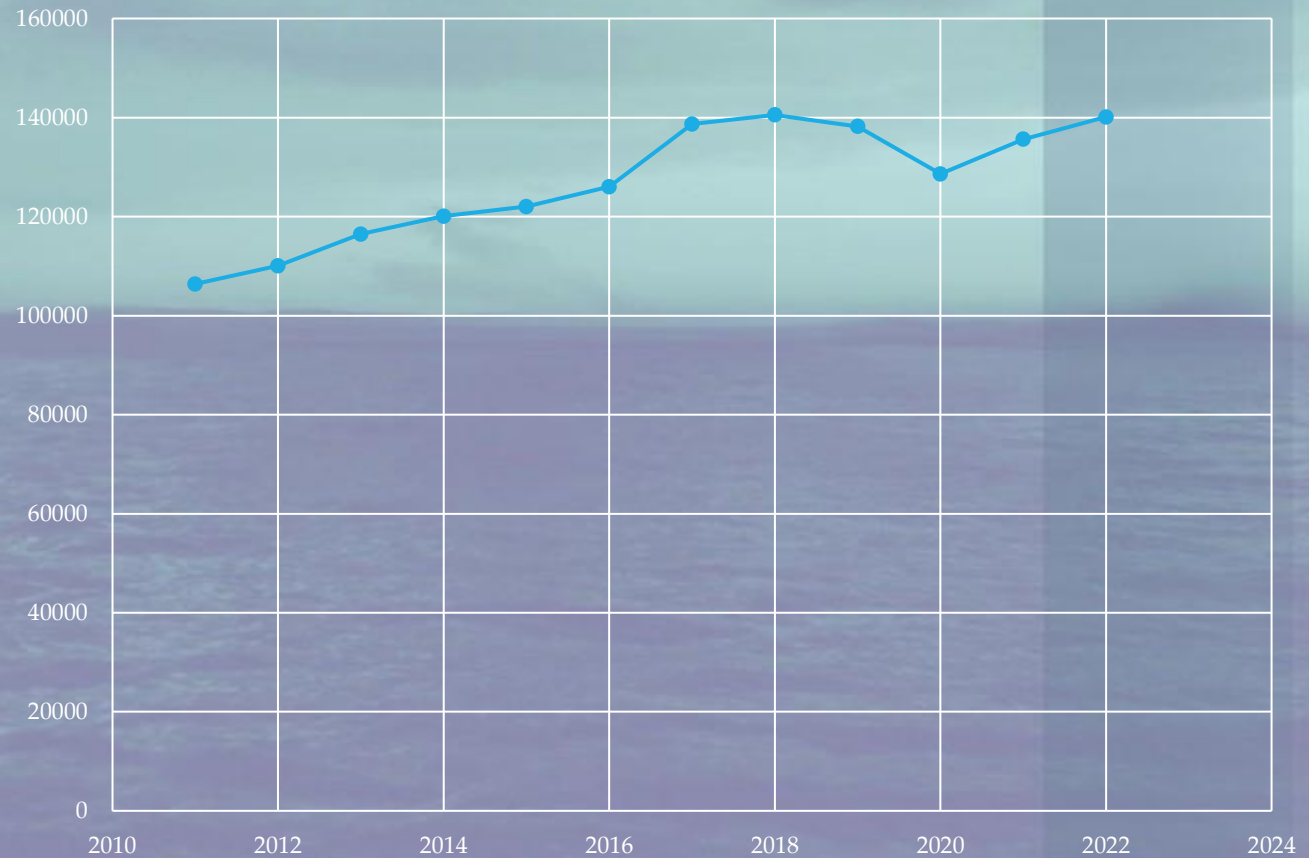
- Based on members requests and suggestions the survey was put together and sent out via email. It was determined that the survey would be sent to all members as well as Command Staff (Captains and above). The survey was sent out on March 3, 2023 with a deadline of March 15, 2023.

Calls for service

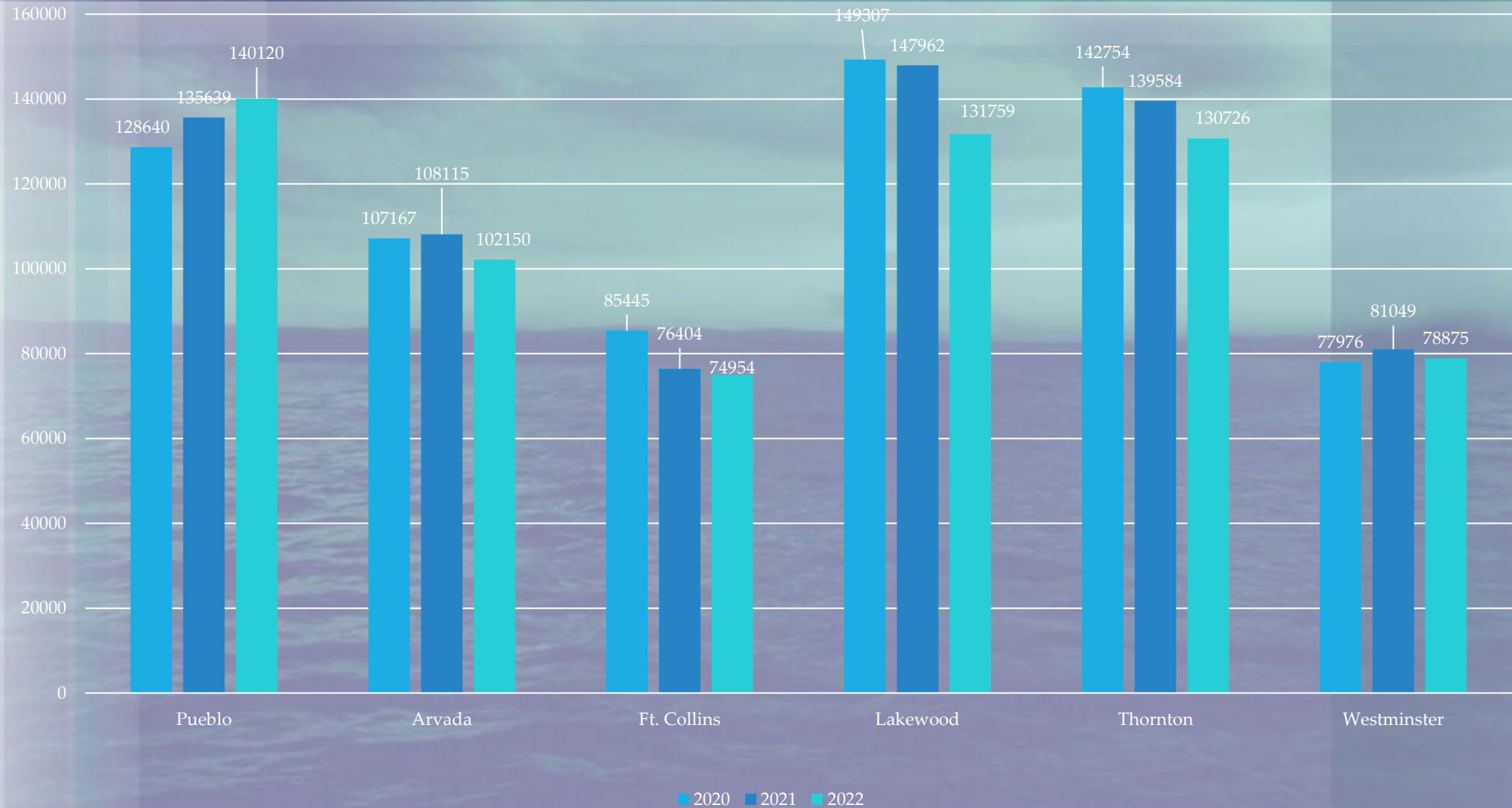
- 2011 – 106,382
- 2012 – 110,076
- 2013 – 116,480
- 2014 – 120,090
- 2015 – 122,031
- 2016 – 126,024
- 2017 – 138,690
- 2018 – 140,535
- 2019 – 138,236
- 2020 – 128,640
- 2021 – 135,639
- 2022 – 140,120

Source: PPD Annual Reports

Calls for Service



Calls for service comparable cities



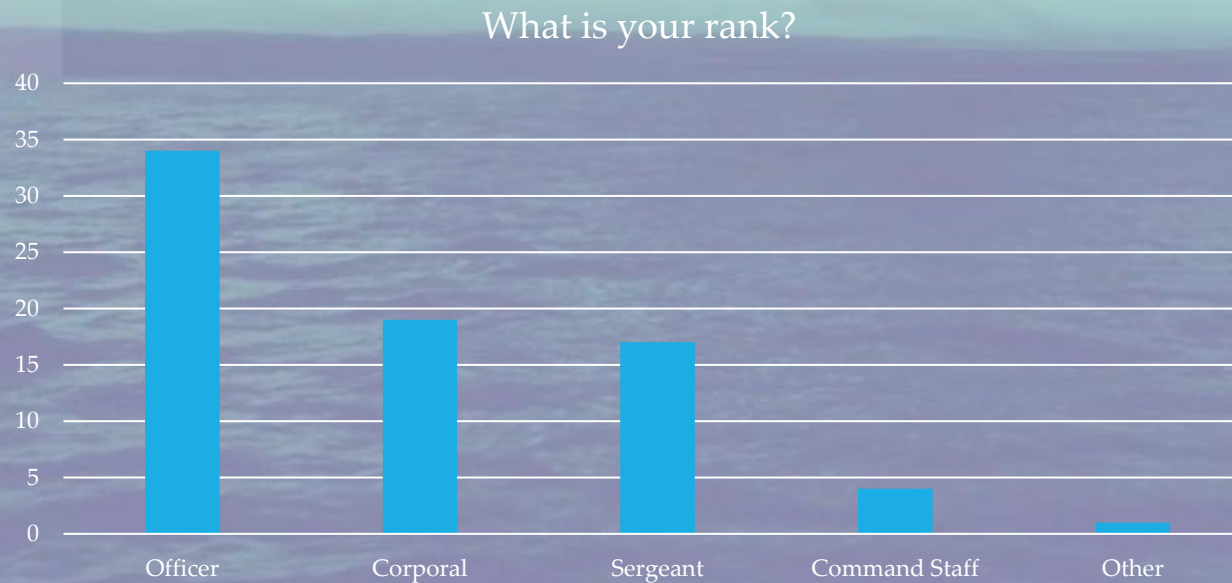
Comparable Calls for Service

- Below is the comparable calls for service for 2022. The staffing levels are based on the 59th Edition of the National Directory of Law Enforcement Administrators.
- Manpower for patrol is measured at 46% across the board which is what Pueblo PD percentage is.

City	2022 CFS	NDLEA #	Dept. CFS per Member / Difference from Pueblo	Patrol	Patrol CFS Per Officer / Diff. Pueblo
Pueblo	140,120	194	722	90	1557
Arvada	102,150	191	535 / -187	88	1163 / -394
Fort Collins	74,954	198	379 / -343	91	823 / -734
Lakewood	131,759	286	461 / -261	132	1002 / -555
Thornton	130,726	159	822 / +100	73	1787 / +230
Westminster	78,875	181	436 / -286	83	947 / -610

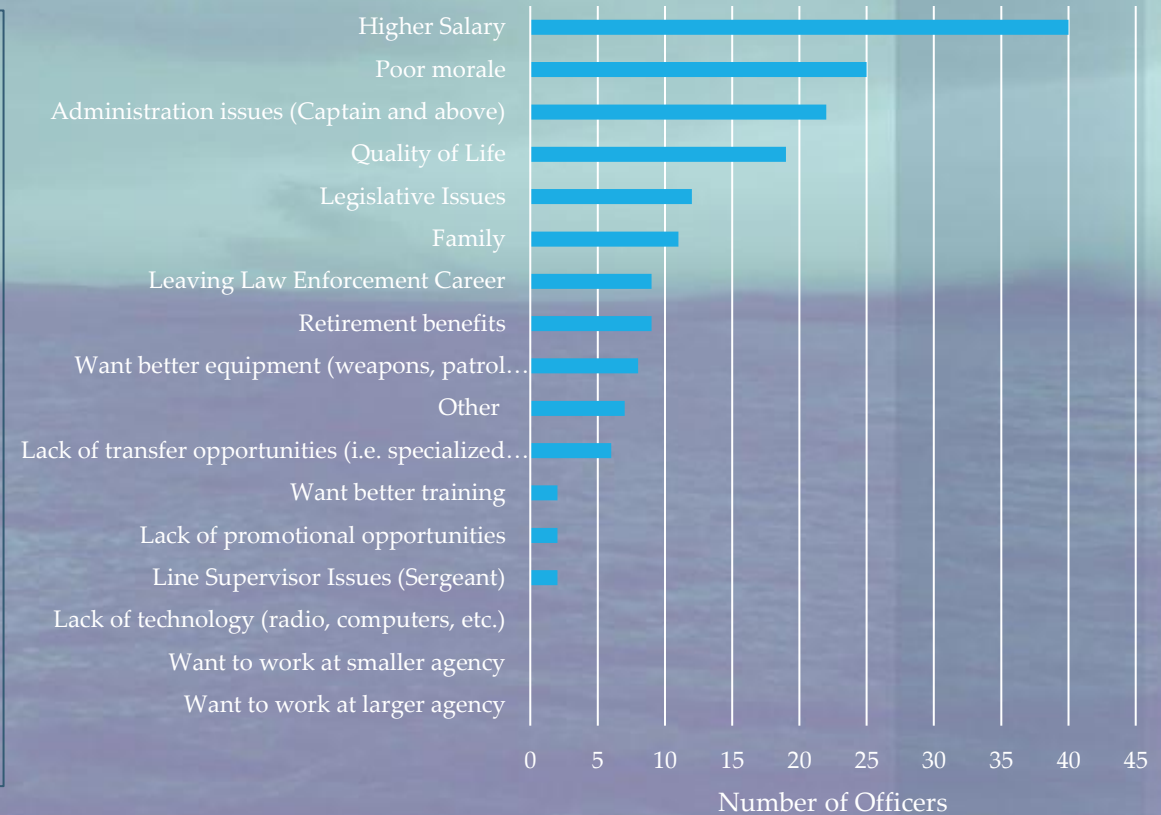
Survey Response

- The survey was sent out to 193 respondents
- A total of 80 responses were received.
 - 41.4% response rate



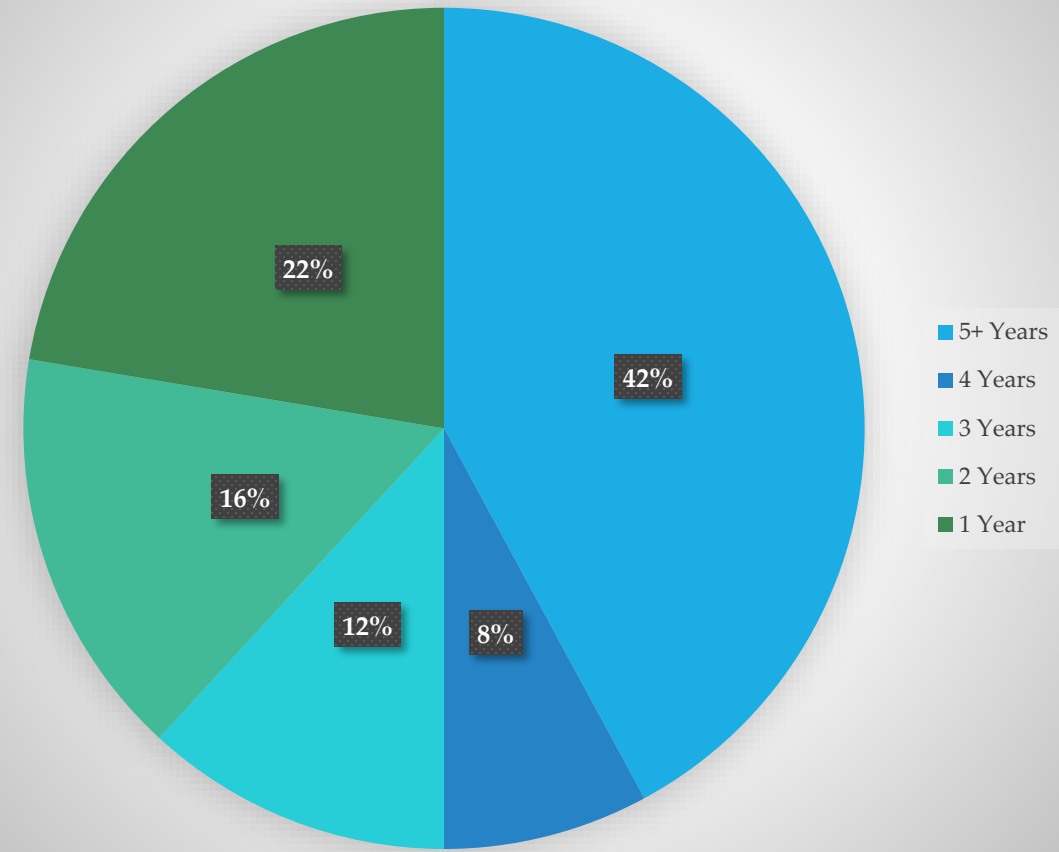
Why would you consider leaving the Pueblo Police Department? (Choose Top 3)

- Respondents were asked to choose their top 3 reasons for wanting to leave the Pueblo Police Department?
 - 17 responses were not counted as the respondent selected more than 3 choices.
 - Total responses counted were 63
- Top 3
 - Higher Salary – 40 (63.5%)
 - Poor Morale – 25 (39.7%)
 - Administration Issues (Captain and above) – 22 (35%)



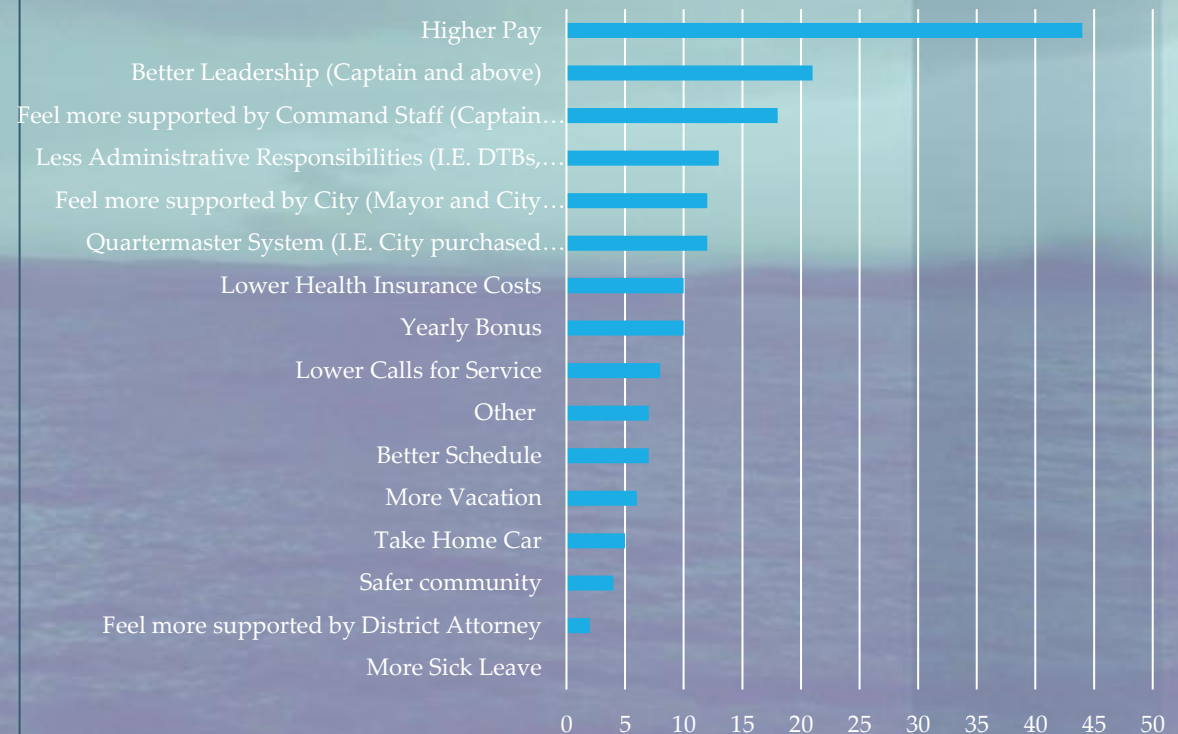
How long do you see yourself working at the Pueblo Police Department in the future?

- Respondents were asked how long they see themselves working at the Pueblo Police Department. The attempt was to get an accurate look at retention.
 - At the time of the survey the PPD had 41 vacant positions.
- Based on the survey 58% of respondents were looking to leave within 4 years.
 - This could bring the department down to 85 vacant positions by 2027.



What would keep you from leaving the Pueblo Police Department (Choose Top 3)

- Respondents were asked to choose their top 3 reasons that would keep them from leaving the Pueblo Police Department?
 - 15 responses were not counted as the respondent selected more than 3 choices.
 - Total responses counted were 65
- Top 3
 - Higher Pay – 44 (67.7%)
 - Better Leadership – 21 (32.3%)
 - Feel more Supported by Command Staff (Captain and Above) – 18 (27.7%)



Comparable Cities Pay

City	Entry Patrol	Max Patrol	Entry Difference from Pueblo	Max Difference From Pueblo
Pueblo	\$58,132	\$86,505		
Arvada	\$78,890	\$110,714	\$20,758 / +26.3%	\$24,209 / +21.9%
Aurora	\$65,000	\$100,010	\$6,868 / +10.6%	\$13,505 / +13.5%
Colorado Springs	\$62,496	\$84,528	\$4,364 / +6.99%	\$-1,977 / -2.3%
Denver	\$66,228	\$101,889	\$8,096 / +12.2%	\$15,384 / +15.1%
Ft. Collins	\$77,299	\$105,205	\$19,167 / +24.8%	\$18,700 / +17.8%
Lakewood	\$69,700	\$109,075	\$11,568 / +16.6%	\$22,570 / +20.7%
Thornton	\$77,983	\$108,163	\$19,851 / +25.5%	\$21,658 / +20.0%
Westminster	\$70,865	\$104,852	\$12,733 / +18.0%	\$18,347 / +17.5%
		Average	\$12,926 / +17.6%	\$16,550 / +15.5%

Pueblo PD pay is based on 85% of the comparable cities pay.

Pay Scale Breakdown

- ⦿ Pueblo PD officers have 10 yearly steps to reach top patrol officer pay then 6 yearly steps for corporal.
 - Pueblo PD has corporals (top 55 senior officers)
 - Pueblo PD Officers/Corporals reach top pay in 14-21 years historically.
- ⦿ All comparable cities have yearly steps
 - All max out between 4 and 6 years

Respondent Comments

- ◉ At the end of the survey respondents were asked to add any additional comments they would like regarding the current status of the Pueblo Police Department.
- ◉ In total 51 respondents provided comments.
 - The following are examples of the comments.

Respondent Comments

- I hope that a Quartermaster system becomes reality, I hope higher pay and lower insurance costs also become a reality. As far as “fixing” the problems at the PPD, I truly believe we as a department (and as a society in general) have fallen into a victim mindset and have focused solely on the negativity in life. Negativity breeds negativity and I believe the only way to stop the bailout from this profession and this department is for EVERYONE to remember why we began this profession, realize what this profession has done for us and our families, realize we are making a difference and a majority of the public support us, and stop the victim mindset from the bottom of the ranks to the top.
- Member with 26+ Years of Service

Respondent Comments

- The main issues I see with moral include difference in work ethic and resilience with newer generations. You have to make the job more tempting and promises for newer and younger officers compared to older officers who I feel had more resilience. There will always be issues with leadership, supervisors, politics, and the community. You can not change this quickly and requires consistent effort and little changes in the right direction. Higher ups have to listen to those under them and not hold their opinions or concerns against them in any manner. An open discussion should truly be open with no emotion involved and no judgement. The only short term solution to retention and hiring new officers is to throw money at the problem. This is the only thing that can be changed quickly and make an impact but this will only net a short term solution if the above long term issues are not constantly and consistently dealt with in a positive manner. Short term numerous things can be done to make the demanding and heavily critiqued job more attractive. This includes better pay, cheaper insurance, providing more gear, training, and opportunities.
- Member with 6-10 Years of Service

Respondent Comments

- I always hear how great of an opportunity working in Pueblo is, but what is the end pay off? Yes, we can do search warrants and high priority calls, but there is no real pay off outside of leaving for another agency. The Pueblo Police Dept. does an excellent job at creating top tier officers but does nothing to give them a reason to stay. The only thing keeping me here is that I am having fun with the high octane work, but when I no longer want to do that kind of work, I have no reason to stay. I can't sustain this kind of work into my 50s so I can have a decent retirement. I personally have considered leaving multiple times, but it always comes back to "I'm still enjoying the work." If the department is serious about retaining officers, they need to have a reason for us to stay other than, "You won't find another experience like this anywhere else."
- Member with 0-5 Years of Service.

Questions

- ◎ The International Brotherhood of Police Officers Local #537, it's executive board, and members thank you for your time and continued support.