



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

**MONDAY, SEPTEMBER 29, 2025
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. CITY UPDATES
Brian McCain, Chief of Staff
5 minute presentation | 5:30 PM |
| B. HSPPR 2026 BUDGET
Kelley Likes - President & CEO
Julie Justman - Vice President of Operations
HSPPR Staff
30 minute presentation | 5:35 PM |

ADJOURNMENT

Humane Society of the Pikes Peak Region

2026 Pueblo Contract Presentation



Introduction:

- HSPPR acknowledges and relates to Pueblo's budget deficit
 - Because of our Pueblo contract terms, we've been in a budget deficit for 2024 and 2025
- We recognize other internal Pueblo City departments have been asked to pause on projects, but we cannot pause on animals entering the shelter
- The highest driver of our increased budget request is the significant increase in number of animals coming from the community and our increase in calls for service.



Why is there a price increase in the contract?

- Contract negotiation in 2022 was based on 5,200 animals entering the shelter (used 2020/2021 actual numbers)
- Since 2023, HSPPR has provided shelter/ALE services to 8,200 animals annually, creating a gap in funding for the **additional 3,000 animals**

	2020	2021	2022	2023	2024
Animal Intakes	4,376	5,867	7,241	8,275	8,215
YOY % Increase		34%	23%	14%	-1%
ALE Calls Received	13,082	14,666	14,701	14,657	15,551
YOY % Increase		12%	0%	0%	6%



Why is there a price increase?

Pueblo City & County Contract History							2026 CONTRACT PRICE - revised				
	2020	2021	2022	2023	2024	2025	2026				
Requested - City of Pueblo	1,315,963	1,369,549	1,420,769	1,742,603	2,047,150	2,109,399	2,019,515				
Awarded - City of Pueblo	1,315,963	1,369,549	1,420,769	1,742,603	1,794,880	1,848,726	-				
Add'l Payments	-	-	-	-	100,000	-					
Shortfall	-	-	-	-	(152,270)	(260,673)	-4.26%	% decrease over amount requested in 2025			
Requested - Pueblo County	885,642	913,033	947,179	1,161,736	1,364,765	1,406,263	1,346,343				
Awarded - Pueblo County	885,642	913,033	947,179	1,161,736	1,196,587	1,232,485	-				
Add'l Payments	-	-	-	-	50,000	-					
Shortfall	-	-	-	-	(118,178)	(173,778)	-4.26%	% decrease over amount requested in 2025			
Total Requested City + County	2,201,605	2,282,582	2,367,948	2,904,339	3,411,915	3,515,662	3,365,858				
Total Awarded City + County	2,201,605	2,282,582	2,367,948	2,904,339	2,991,467	3,081,211	-				
Add'l Payments	-	-	-	-	150,000	-					
Total Shortfall	-	-	-	-	(270,448)	(434,451)					
YOY % Increase - Requested		4%	4%	23%	17%	3%	-4.26%	% increase over amount requested in 2025			
							9.24%	% increase over amount awarded in 2025			
YOY % Increase - Awarded		4%	4%	23%	3%	3%					

In 2022, we signed a 3-year contract with a built-in 3% annual increase in contract price, each year.

As you can see, with the increase in the number of animals, this has created a budget deficit for HSPPR for 2024 and 2025.



2026 Contract Considerations

- **HSPPR is requesting an additional \$170,789 over the 2025 contract** cost to make our 2026 budget whole to address the number of animals being sheltered.
- HSPPR has offered to credit back \$273,000 in licensing fees, restitution, bond and impound fees to reduce the cost of the contract. This has not been done previously for this contract.



2026 Contract Considerations

- HSPPR provides **\$2 million** worth of public services to the Pueblo community.
 - Public veterinary services
 - Low cost spay and neuter
 - Low cost or free vaccines
 - Veterinary wellness services
 - Trap-neuter-return
 - Education
 - Emergency response





2026 Contract Considerations

HSPPR is handling **93%** of all animals needing shelter in Pueblo. Animals needing shelter are also increasing.

	2018	2019	2020	2021	2022	2023	2024
HSPPR- Pueblo	5605	4154	5402	6834	7658	8704	8990
PAWS for Life	859	259	439	459	234	149	153
Southern Colorado Spay/Neuter Rescue	450	333	194	181	160	176	74
Coopers Companions	114	169	266	321	380	227	210
Little Paws Matter	N/A	N/A	N/A	N/A	N/A	75	297
Community Animal Services Pueblo	N/A	Unreported	N/A	N/A	N/A	N/A	N/A
Pet Project	71	51	N/A	N/A	N/A	N/A	N/A
Total Community Intakes	7099	4966	6301	7795	8432	9331	9724

Source: PACFA, Department of Agriculture, <https://ag.colorado.gov/animal-welfare/pet-animal-care-facilities-act-pacfa/animal-shelter-and-rescue-individual-statistics>



2026 Contract Considerations

- We are not seeking to collect budget shortfalls from past years. We are trying to correct the path going forward and address the significant increase in animals sheltered each year.
- We can no longer subsidize the Pueblo contract with donor dollars from other jurisdictions or from board reserves.





2026 Contract Considerations

- 8,200 animals per year have outgrown the physical shelter space.
 - HSPPR uses the Colorado Springs shelter and their network to transfer out 2,000 animals to other communities across Colorado to prevent overcrowding.
 - This keeps animals moving through the shelter and promotes socially conscious sheltering practices.
 - In 2025, HSPPR has responded to **17** large-scale impounds, some with 40+ animals at once, a **183% increase** over last year, putting further strain on space and resources.





2026 Contract Considerations

- Animal shelters nationwide are in a crisis:
 - Shelters are overcrowded and animals are staying longer, creating a bottleneck.
 - Spay and neuter funding from grant funders is minimal.
 - Because of HSPPR's shelter in Colorado Springs and our relationships with other shelters, Pueblo is not experiencing overcrowding, even though the number of animals is higher than the shelter can hold on an annual basis.
 - HSPPR is investing donor dollars into spay and neuter services and Trap-Neuter-Return to actively reduce the number of animals in the community.



There is simply no contract reduction for shelter services when the shelter is experiencing a 58% increase in the number of pets from the community from the time of the last contract negotiation. We attempted to cut services to reduce our price for 2026 but cannot reduce a significant number of services without jeopardizing animal welfare, violating city ordinances and state laws, and risking our reputation.



Contract questions

- “Why don’t you credit back adoption fees?”

HSPPR spends \$366,793 on veterinary expenses for shelter animals and \$582,045 on shelter expenses. If we credit back full adoption fees, we would need to charge full expenses for vet care provided in the shelter and shelter expenses to the contract, essentially creating more expenses for the contract.

- Our contract explicitly states that we retain adoption fees. This has been agreed upon multiple times throughout this negotiation process until our most recent meeting.

HSPPR Pueblo Shelter & Pueblo Wellness Clinic				
Jun'24 - May'25 Actuals				
	Contract Services	Humane Services	Total Services	
Revenue				
Contract Revenue	3,178,860	-	3,178,860	
Licensing Revenue	203,450	-	203,450	
Impound Fees	31,827	-	31,827	
Restitution	30,945	-	30,945	
Bond Payments	6,950	-	6,950	
Shelter Revenue	-	670,427	670,427	
Vet Services Revenue (non-contract public services)	-	385,374	385,374	
Fundraising	-	572,761	572,761	
Estates	-	435,919	435,919	
Other	287,000	15,252	302,252	
Total Revenue	3,739,032	2,079,733	5,818,765	
ALE Expenses				
ALE Field Service - Pueblo City & County	1,014,273	-	1,014,273	
ALE Communication Center Allocation	255,758	35,233	290,991	
ALE Admin Allocation	89,558	-	89,558	
COS Admin (HR/IT/Acco) Allocation	86,500	-	86,500	
PUB Admin Allocation	52,408	55,137	107,545	
ALE Licensing Allocation	34,508	-	34,508	
Total ALE Expenses	1,533,005	90,370	1,623,375	
Sheltering & Veterinary Expenses				
Animal Care, Sheltering & Customer Service	1,660,071	582,045	2,242,116	
Veterinary Clinic	613,475	366,793	980,268	
Veterinary Clinic - TNR Surgeries	-	52,000	52,000	
Pueblo Wellness Clinic (non-contract related)	-	528,972	528,972	
Total Sheltering & Veterinary Expenses	2,273,546	1,529,810	3,803,356	
Other Expenses				
Communications	80,789	96,946	177,735	
Volunteers	46,237	46,237	92,474	
Body Worn Cameras	21,310	-	21,310	
Philanthropy	-	121,651	121,651	
TNR	-	68,596	68,596	
Total Other Expenses	148,336	333,430	481,766	
Total Expenses	3,954,887	1,953,610	5,908,497	
Net Expenses over Revenues	(215,855)	126,123	(93,732)	



Contract questions

- “What is the expense for volunteer services?”
 - Our volunteer program in Pueblo reduces the number of full-time staff needed to fulfill contractual obligations
 - 3,614 Volunteer hours in 2024
 - 5,954 Foster hours in 2024
 - These volunteer hours are equivalent to 4-5 full time staff members
- "You get to use the building for free. Why isn't that accounted for?"
 - We value the in-kind contribution of the building in our financials.
 - The agreement when the partnership began in 2002 was that we would work together to build a new shelter for the community:
 - HSPPR supported the bond initiative to build the building by financially contributing and promoting the bond initiative to pass
 - Property was donated to HSPPR and then signed over to the City
 - HSPPR raised half a million from private donors to furnish and equip the building



Contract questions

- “What does the Communications cost include?”
 - Our communication team spends about 15% of their time on Pueblo contract related items and so we've allocated 15% of their expenses to the contract:
 - PSAs about leaving animals in hot cars, how to properly care for animals, etc.
 - Combating social media around court cases and dangerous animals in the community.
 - Maintaining our website that provides information on lost pets and other contracted services.
- “What does the administrative allocation include?”
 - We are able to reduce overall contract costs for all contracts by having one central administrative team for all shelters and animal law enforcement teams.
 - This includes accounting, finance, IT, HR, and management.



Transparency

- Quarterly presentations and data provided to City Council and County Commissioners
 - Have been raising the red flag about animal numbers and the significant increase since 2022
 - Emails about large scale impounds to city/council officials
- Liaison Committee meetings 10 times each year, with animal and calls for service data provided at each meeting
 - Representation has not been consistent from the city
- Data on our website: <https://www.hsppr.org/about-us/public-information/>
 - Annual report
 - 990
 - PACFA data
 - Audited financials
- Reporting to Shelter Animals Count National Database
- All concerns and inquiries from the community/council/etc., answered in a timely manner to be good partners to the city and county





Points of clarification

- Because our contract ends on December 31, 2025, HSPPR has respectfully requested that the City provide clear direction on the contract by October 1 to ensure HSPPR can adequately prepare for any potential changes in future services provided to the community.
 - The back and forth with our staff has been damaging, as we've been through this process before in 2018. We want to ensure we have plenty of planning time if we need to make staffing changes.
- HSPPR's leadership team has taken a proactive approach in initiating and continuing discussions around our contract renewal, first reaching out to the City in early 2025 to begin this process. Since then, we have provided all requested information and dedicated substantial time and effort to identifying potential cost-saving measures. In order to move forward effectively, we have agreed to an additional meeting to address any remaining questions.
 - Met with City administration specifically to discuss the 2026 budget and contract on March 6, August 8, and September 3



Points of clarification

Two entities in the non-departmental budget are providing for public safety and public health. In the past, under different leadership, we were considered another bargaining unit, not a nonprofit put through a grant-like process for funding.

Organization	2026 Proposed	2025 Funding	% Increase / Decrease
Nature & Wildlife Discovery Center	\$255,000	\$300,000	15% Reduction
Pueblo Zoo	\$944,000	\$903,124	5% Requested Increase
Humane Society of the Pikes Peak Region	\$2,209,234	\$1,848,726	20% Requested Increase
Greater Pueblo Chamber of Commerce	\$637,500	\$750,000	15% Reduction
Pueblo Weisbrod Aircraft Museum	\$8,500	\$10,000	15% Reduction
PDPHE	\$654,370	\$769,847	15% Reduction
Fountain Creek Watershed	\$54,726	\$64,384	15% Reduction
Historic Arkansas Riverwalk of Pueblo Authority	\$538,050	\$633,000	15% Reduction
Colorado State Fair	\$212,500	\$250,000	15% Reduction
United Way	\$17,000	\$20,000	15% Reduction
PEDCO	\$297,500	\$350,000	15% Reduction



Revisiting 2019

- Within 30 days of PAWS for Life taking over the Pueblo shelter in 2019, PAWS was being investigated by PACFA (Pet Animal Care and Facilities Act under the Department of Agriculture).
- Within 90 days, they surrendered their operating license, and leaders faced multiple charges for animal cruelty. **Ultimately, they were convicted for animal cruelty for the care of the animals at the shelter.**
- HSPPR agreed to immediately step back in and was fully operational within a few months. We had to rehire all of our staffing and lost staff with long term institutional knowledge of the shelter.
 - We returned despite death threats, our staff fearing to go out in public, intense public scrutiny and negative press generated by a small group of citizens.
- Our team still feels the impact of this disruption, and we lost progress in terms of providing community services, volunteer retention, and community reputation.
- After re-entering Pueblo, we agreed to monthly community meetings to report our data and quarterly presentations to City/County government to do the same.

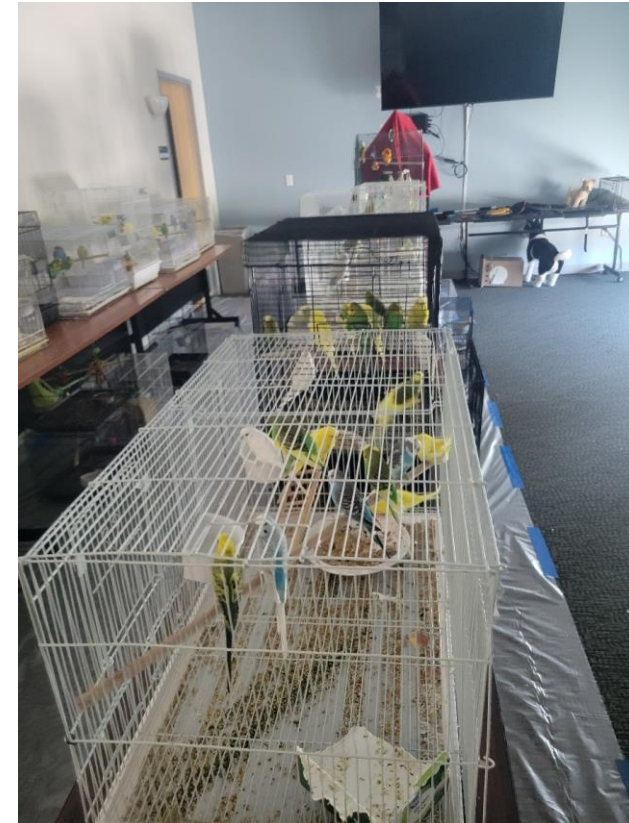
Thank you

Questions?



86 Birds from Pueblo Eviction

- We are often asked to help with evictions and receive no restitution or additional funds to cover high volume animal cases
- 86 birds were retrieved from a residence during a single impound
- Low adoption fees for the birds to ensure quick adoptions
- Transfer resources to move some birds to other shelters





About HSPPR

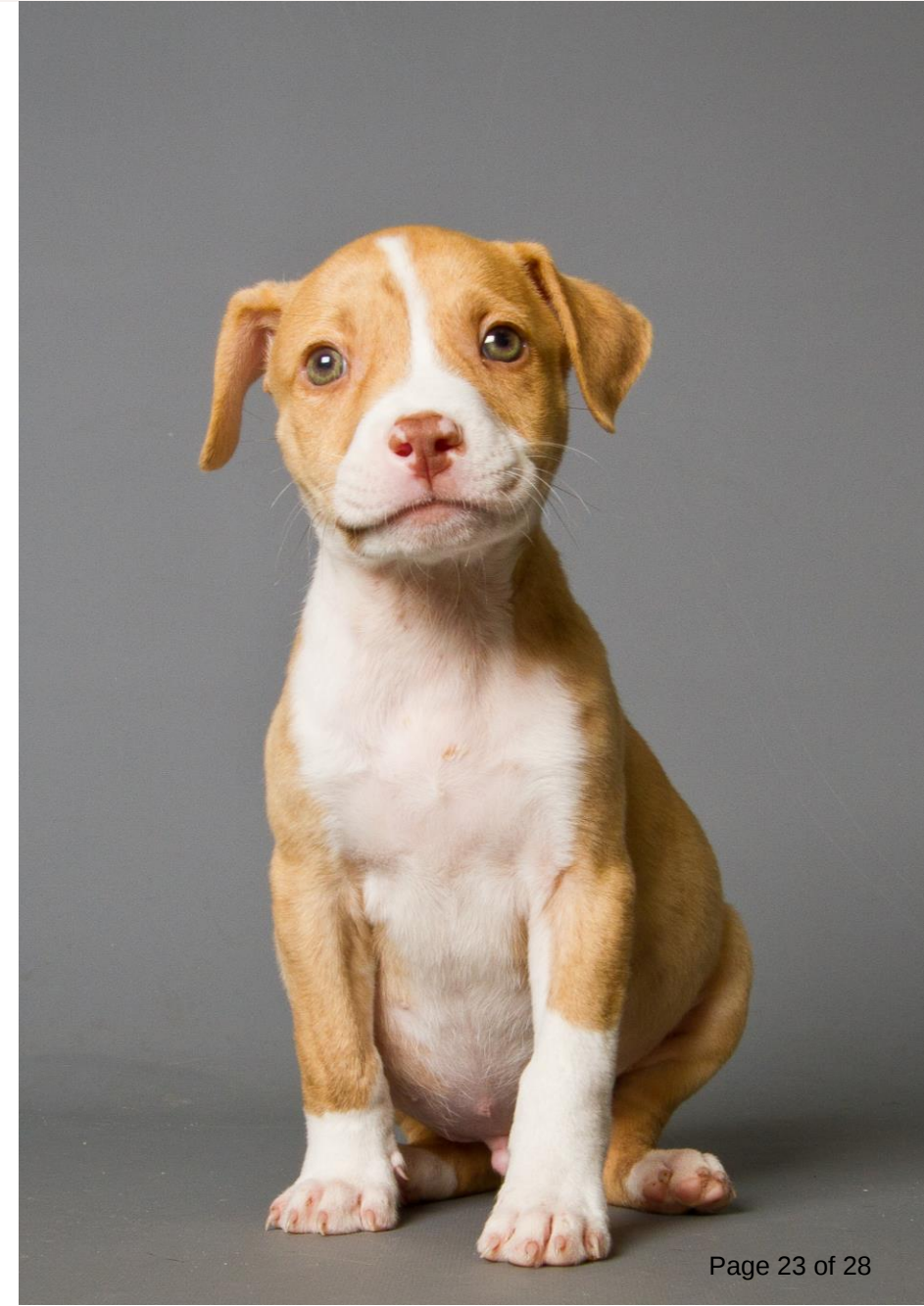


- Founded June 20, 1949
- Began providing animal law enforcement and sheltering services with the City of Colorado Springs in January 1952
- Began providing animal law enforcement and sheltering services with Pueblo City/County in 2002
- Animal law enforcement is an essential government service
- HSPPR as a non-profit currently contracting to provide services for 11 government jurisdictions in the Pikes Peak Region
- HSPPR is an open admission shelter, accepting all domestic pets regardless of health, behavior, etc.
- HSPPR is one of the 15 largest animal sheltering systems in the United States.



HSPPR Today

- Five Locations
 - Pueblo Shelter
 - Colorado Springs Shelter
 - Pueblo Wellness Clinic
 - Centennial ALE Office
 - Douglas County Office in Castle Rock
- 256 staff members
 - 191 in COS
 - 55 in Pueblo
 - 10 in Douglas County/Centennial
- 953 volunteers; 115,767 hours of service, 55 staff member equivalents
- 2025 Operating Budget: \$22M
- Provides Emergency and Disaster services for El Paso and Pueblo Counties



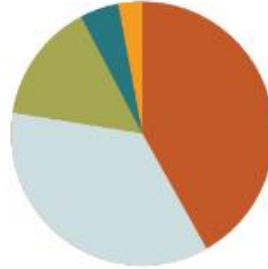


Services Contracted with City of Pueblo & Pueblo County

- Field Services
 - Licensing
 - Dog at large, stray
 - Animal Cruelty
 - Nuisance complaints
 - Police Assists, evicts/arrests
 - Dead animal pickup
- Sheltering
 - Impound and holding of stray animals
 - Impound of dangerous dogs
 - Impound of animal cruelty victims
- Sheltering continued:
 - Spay and neuter
 - Emergency surgery
 - Animal care and shelter management
- Emergency/Evacuation and sheltering for animals
- Contract amount is determined by actual expenses incurred by HSPPR:
 - Impacted by the number of animals
 - Calls for service
 - Disasters

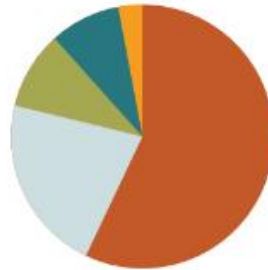


2024 Financials



2024 Revenue

TOTAL: \$22,048,338



2024 Expenses

TOTAL: \$23,449,616



A Quick Note

Humane Society of the Pikes Peak Region has grown significantly, especially in terms of workforce, during the past four years. We have also recognized critical capital infrastructure needs that come with the wear and tear of housing thousands of animals year over year. Through the generous donations of many bequests, HSPPR has a reserve fund that can be utilized for mission critical items like these. In 2024, we deployed funding from that reserve to support organizational growth and ensure our building supported the care of pets in need. Our new leadership has implemented budget strategies to grow our reserve funds, create a specific capital asset fund, and work toward a balanced budget.



Operations Overview

2024 Pueblo Animal Law Enforcement

- Calls for service: 15,306
- Dangerous Animal Investigations: 479
- Cruelty Investigations: 3,257
- Injured Animals in the Field: 585
- Aggressive Dog at Large: 1,162
- Other calls: 7,273



Operations Overview

2024 Pueblo Sheltering

- Animals Sheltered: 8,246
 - 3.5% increase from 2023 and has been increasing dramatically for the past 3 years (58%)
 - Seeing an increase in evict/arrest and safekeeping intakes
- Veterinary Care in Shelter:
 - 2,594 Spays/Neuters
 - 228 Dentals and other surgeries (major procedures are transferred to Colorado Springs)
- Public Veterinary Services (donor funded):
 - 1,069 Spays/Neuters
 - 1,331 Wellness Appointments
 - 3,585 Vaccine Appointments
- Trap/Neuter/Return: 1,069 surgeries & 505 active colonies
- Foster Care: 253





Socially Conscious Shelter

- Ensure every homeless pet has a place to go
- Place every healthy and safe animal
- Assess the medical/behavior needs and address
- Align policy with the needs of the community
- Alleviate suffering and make appropriate decisions
- Be considerate when transferring animals
- Be thoughtful with placements and support adopters
- Foster a culture of transparency, ethical decision making, mutual respect, continual learning, and collaboration

The fundamental goal of a Socially Conscious Animal Community is to create best outcomes for all animals, which is achieved through a shelter's commitment to:

