



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

**MONDAY, APRIL 14, 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 UPDATE & LOBBYIST UPDATE
Brian McCain, Chief of Staff
Gil Romero - Capitol Success Group
15 minute presentation | 5:30 p.m. |
| B. CITY WELLNESS CLINIC
Heather Graham, Mayor
Bella Trujillo, Assistant Director HR
HUB International - Rep
15 minute presentation | 5:45 p.m. |
| C. RESIDENTIAL REHABILITATION
Melissa Cook - Housing Administrator
15 minute presentation | 6:10 p.m. |
| D. SHORT TERM RENTALS
Scott Hobson, Acting Director Planning and Community Development
15-20 minute presentation | 6:35 p.m. |

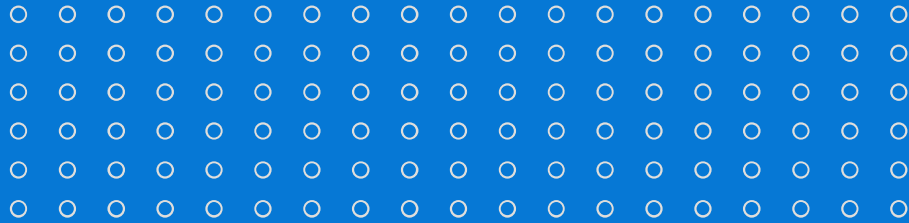
ADJOURNMENT

HUB

City of Pueblo

**Onsite Clinic
Project Overview**

April 14, 2025



Onsite Clinic Overview

City of Pueblo



What is an On-Site Clinic?

A workplace “onsite clinic” is a setting where an employer offers one or more medical and wellness services, delivered by licensed providers, to all or a designated portion of its active population and other eligible individuals.

Clinics can offer a wide range of first aid, occupational health, acute, primary, specialty, condition management, wellness and ancillary services offered at the location.

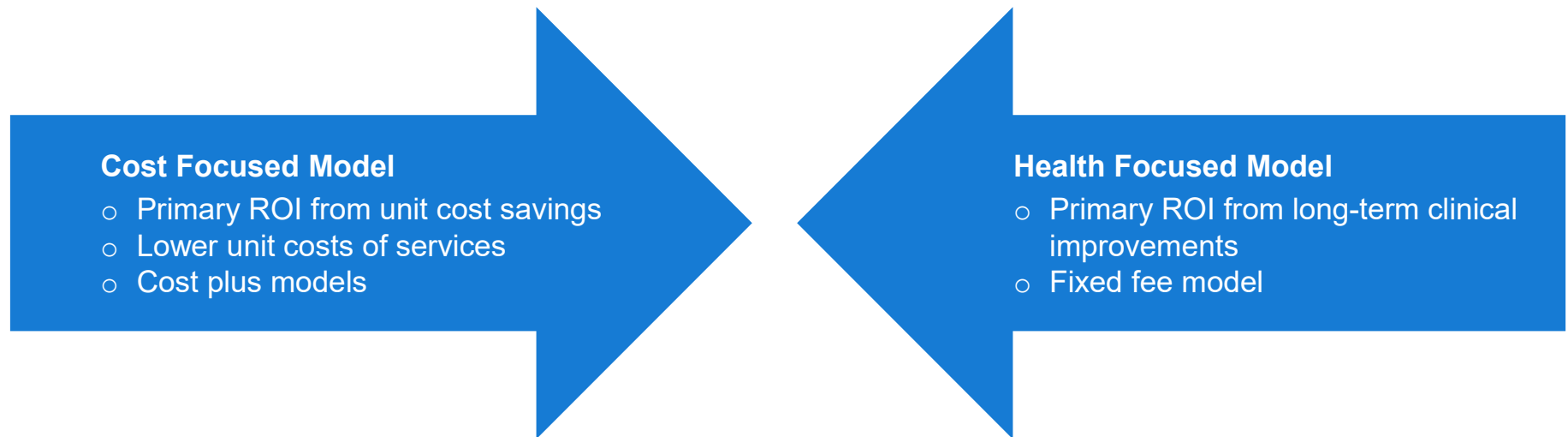
The objective is to provide easy access and immediate attention, at little or no cost, for a host of services and products that an employee would normally have to leave the worksite to obtain.

Benefits of an On-Site Clinic

- Offering convenient access to health care services will reduce lost productivity that results from a worker taking 3-4 hours to leave the worksite, travel, wait for and see health care providers and to obtain prescription drugs and services.
- Making first aid and acute services available at the worksite will reduce the use and cost of hospital emergency rooms – the highest cost setting for obtaining medical services – for non-emergency conditions.
- Providing low or no cost resources and treatment will increase use of preventive and wellness services and programs, lessening the severity of common illnesses, augmenting management of chronic conditions that require regular checkups, improving medication compliance and patient outcomes overall.
- Investing in well-being of employees with workplace ‘health and wellness’ benefits can help attract and retain employees – clinics are often viewed as the most popular benefit by workers.
- Delivering medical, pharmacy and other care at the worksite will reduce overall costs, as there will be no required revenue margins placed on top of the services or products provided to patients at the clinic.

Keys to On-Site Clinic Success

- Provider identification & alignment
- Vendor partnership
 - Select a partner that shares your philosophy
 - Ideal partner is a balance of cost and health focus



- Coordination with incentive program components to drive utilization
- Technology-driven

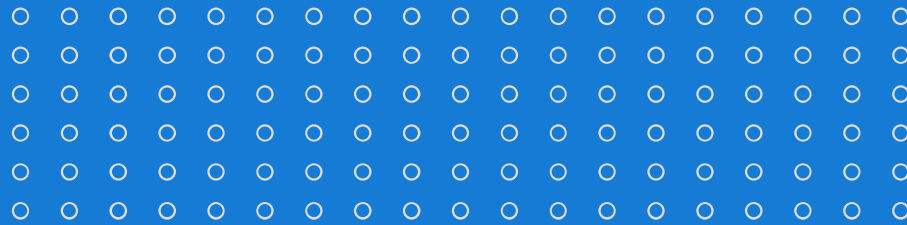
The Results?



The National Association of Worksite Healthcenters released a benchmarking report outlining the results of their study. Of the 231 survey participants who had onsite or near-site centers:

- Almost 30% of survey respondents believe their medical cost reduction objectives have been totally achieved while almost 90% believe these objectives have been at least somewhat achieved.
- Over 80% state their clinic improves access to care for their employees.
- Close to 70% state their clinics have improved worker health.
- About 75% have increased employee engagement in their worksite health programs.
- Over 95% state they have at least partially met their goal of increasing employee satisfaction by offering a clinic.
- Approximately 95% state they at least partially met their goal of increased productivity due to their clinic.

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Utilization Analysis

City of Pueblo





Employees

686 enrolled employees or 42% of total enrollment. Average employee age is 45.09. 515 of the enrolled employee population is male and 171 are female.



Spouses

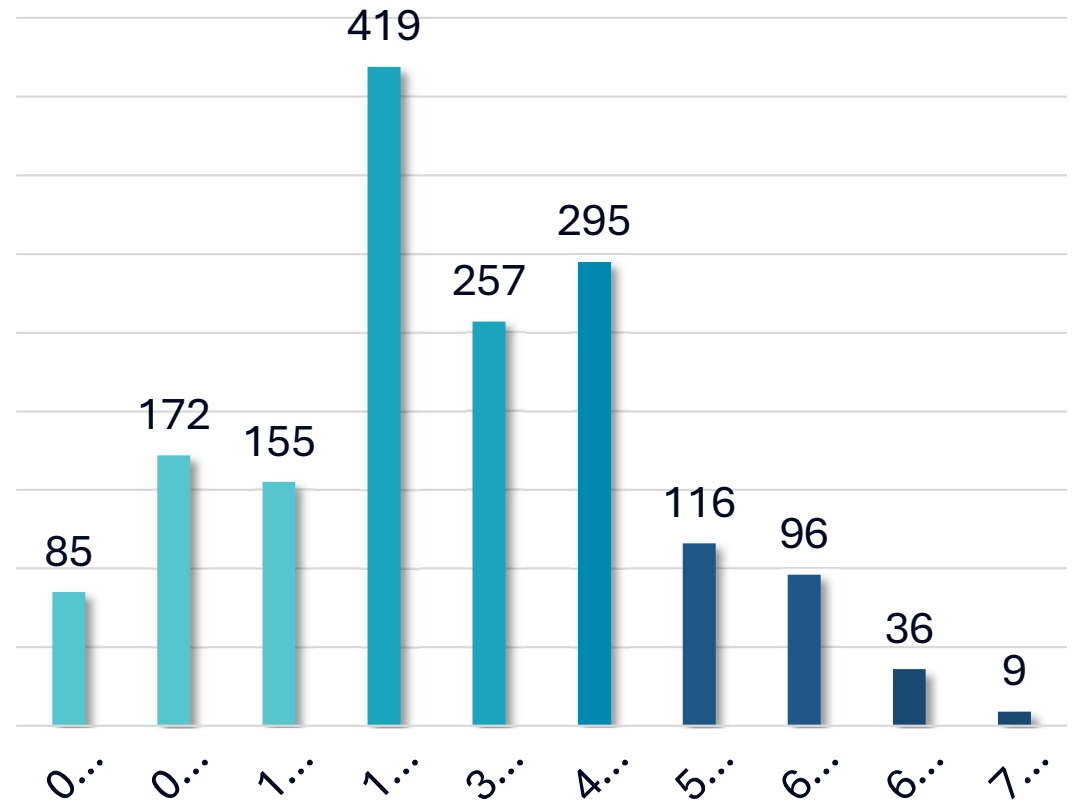
339 enrolled spouses or 21% of total enrollment. Average spouse age is 45.88. 53 of the enrolled spouse population is male and 286 are female.



Children

615 enrolled children or 38% of total enrollment. Average child age is 13.22. 306 of the enrolled child population are male and 309 are female.

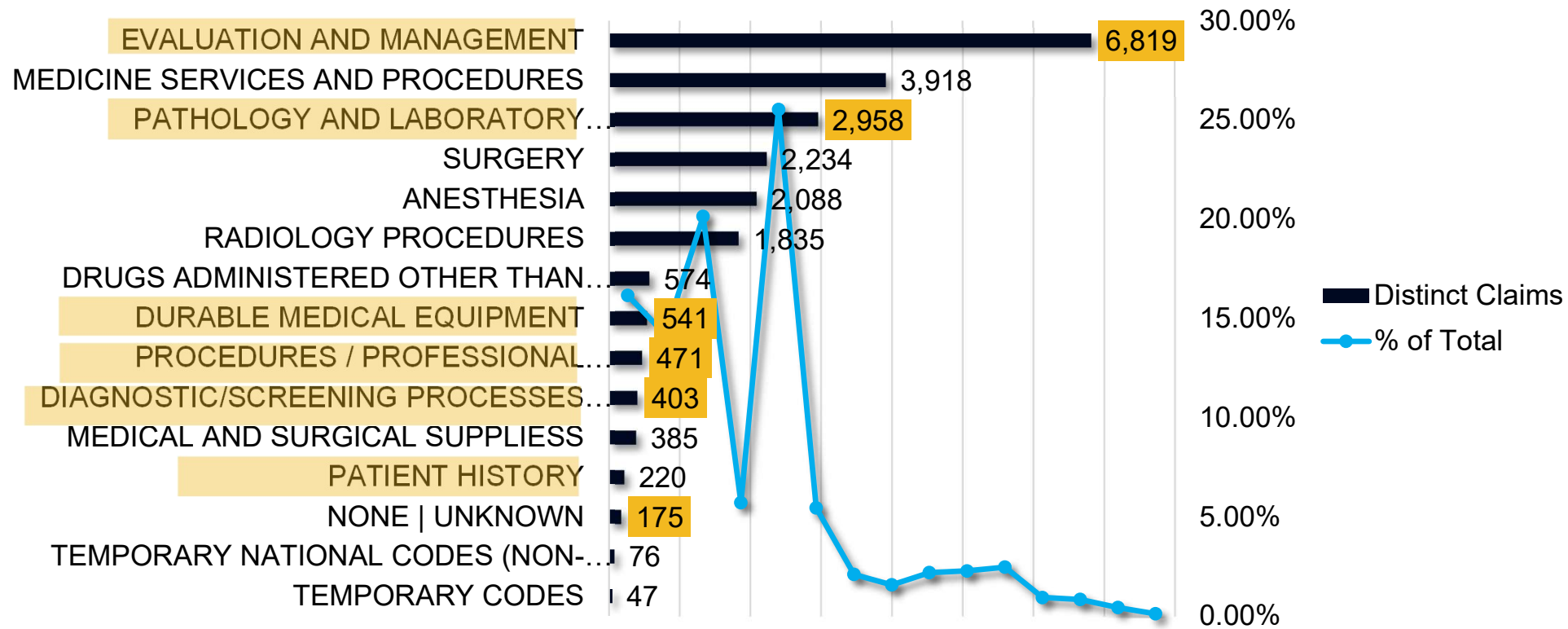
Population by Age Band



Utilization / Demographic Summary (2023 Review)



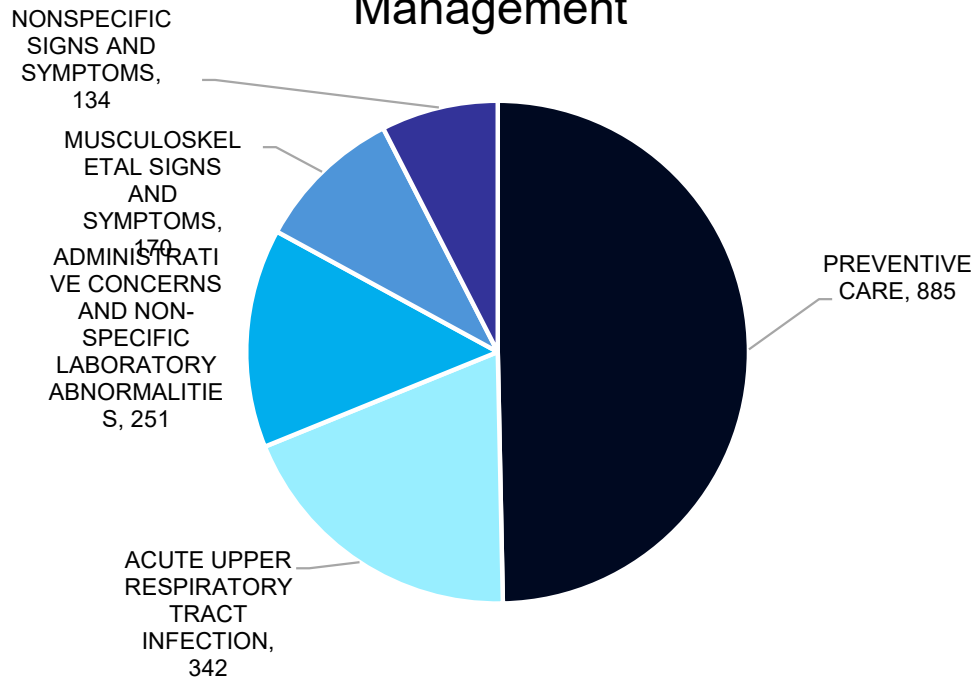
Top 15 Medical Procedure Codes by # and %



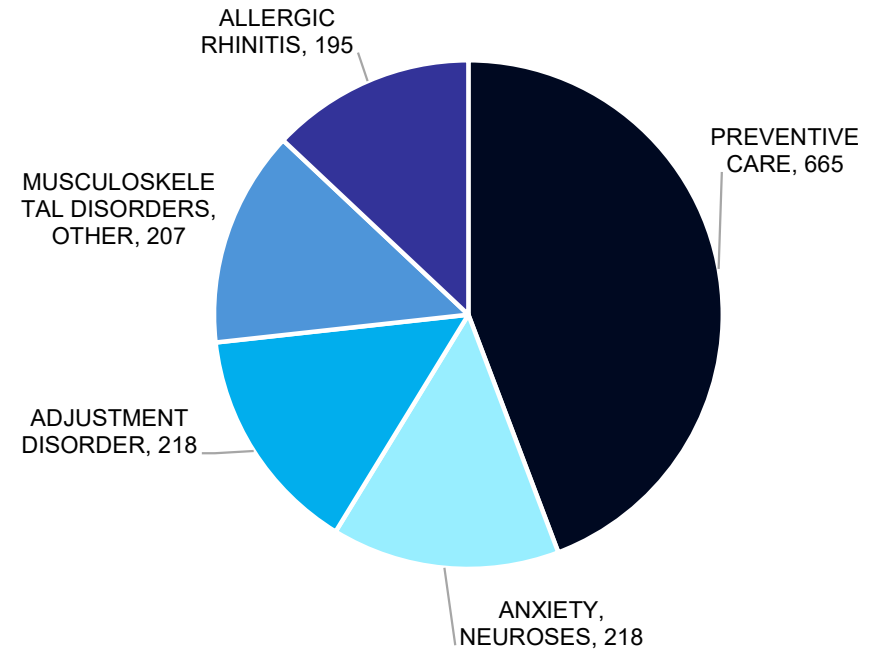
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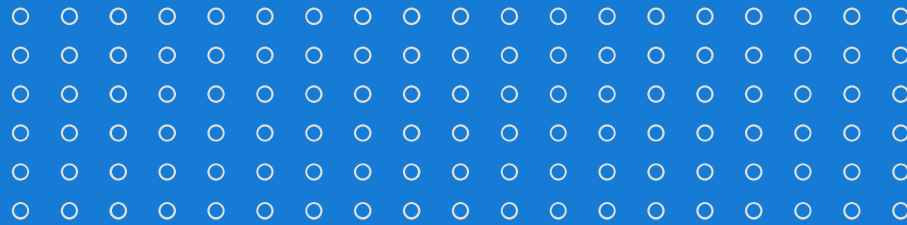
Top 5 Conditions | Evaluation and Management



Top 5 Conditions | Medicine and Procedures



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Clinic Marketing Overview

City of Pueblo



Vendor Analysis

The City is working through a full marketing project to identify vendors that provide services in line with the City's desired clinic model:

- Urgent care
- Primary care
- Chronic care management
- Physical therapy
- Occupational therapy

The initial marketing identified five vendors that provide the services the City would like to include and have a proven record of successful clinic management.

Participating Vendor Executive Summary



Crossover Health is a health services organization that partners with employers to deliver comprehensive healthcare for their employees. They offer a model integrating primary care, physical therapy, mental health, and wellness programs. Their approach focuses on personalized, preventative care to improve health outcomes and reduce costs.



Marathon Health is a provider of onsite and near-site health centers for employers, aimed at improving employee health and reducing healthcare costs. They offer services such as primary care, health coaching, and wellness programs. Their model emphasizes personalized, preventative care, and comprehensive health management to enhance employee well-being and productivity.



Nextera Healthcare offers a direct primary care model that provides affordable, membership-based healthcare services. They focus on providing comprehensive, personalized care with an emphasis on accessibility and preventative health. Members have direct access to their primary care physicians, along with services like wellness coaching and chronic disease management, without the constraints of traditional insurance.



Premise Health is a leading provider of direct healthcare services for large employers, offering onsite, near site, and virtual health solutions. They provide a wide range of services, including primary care, occupational health, pharmacy, fitness, and wellness programs. Premise Health aims to improve health outcomes, enhance patient experiences, and reduce healthcare costs through a comprehensive and integrated care approach.



ProActiveMD is a healthcare provider specializing in employer-sponsored primary care clinics that offer personalized and comprehensive care. They focus on building strong patient-provider relationships and provide a wide range of services, including primary care, chronic disease management, and wellness programs. ProActiveMD aims to improve health outcomes, reduce healthcare costs, and enhance the overall well-being of employees through a patient-centered care model.

Factors to be taken into consideration in addition to the cost to manage the clinic include:

- Cost savings in redirecting urgent, emergent & primary medical care into the clinic
- Cost savings through filling common prescription drugs in the clinic
- Cost savings by redirecting various lab services into the clinic
- Cost savings by redirecting various occupational health service into the clinic, including post-offer physicals & drug screenings
- Cost savings through better management of chronic conditions and coaching participants to better health

By directing this care into the clinic, the cost is managed through the capitated clinic fee or through highly discounted prescription drug and lab services.

Because the clinic is a redirection of care that would normally go through the medical plan, funding for the clinic will be done through the self-insurance fund and not through the general fund.

Vendor Analysis



The City is particularly interested in redirecting some occupational health services into the clinic. The data below outlines expected savings by redirecting post-offer physicals & drug screenings in the clinic.

Baseline Post-Offer Physicals - City of Pueblo and Pueblo Transit 2019-2024



Southern Colorado Clinic



Year	Southern Colorado Clinic Number Performed	South Colorado Clinic Cost	Concentra Number Performed	Concentra Cost	Total Post Offer Physicals	Total Cost by Year
2019	116	\$ 14,745	0	\$ -	116	\$14,745
2020	169	\$ 19,461	15	\$ 1,620	184	\$21,081
2021	79	\$ 1,850	102	\$ 13,134	181	\$14,983
2022	168	\$ 23,099	26	\$ 8,936	194	\$32,035
2023	198	\$ 37,469	68	\$ 20,056	266	\$57,525
2024	191	\$ 32,284	36	\$ 6,155	227	\$38,439
Total By Clinic	921	\$128,908	247	\$ 49,900	1168	\$178,808



ProCom Drug Screens by Year	DOT/CDL	Cost	NONDOT/Regular	Cost	Total Cost by year
2023	118	\$7,295	223	\$7,697	\$14,992
2024	99	\$5,323	209	\$7,163	\$12,486

Vendor Analysis



The City narrowed down the vendors to two finalists that provided the most competitive pricing and offered the services the City desires for the clinic.

- Crossover Health
- Premise Health

The City was able to tour clinics managed by these two vendors to provide insight into their clinic management. Both clinics were well run and felt like a good match to the City's culture.

HUB is working with each vendor to provide their best and final pricing. That analysis will be available by the end of April.

Thank you.

Housing Strategies

Residential Rehabilitation

April 14, 2025

Melissa Cook

Housing Administrator





5 Strategies for Affordable Housing

1. Boarded, Blighted & Burnt

Identify redevelopment solutions for homes that need demolition due to lack of maintenance, condemnation, structural failure or fires.



2. Rehabilitation

Preserve existing housing stock by expanding funding for low-moderate income homeowners that need home repairs.



4. Blighted Commercial

Assist with the acquisition and demolition of properties with large vacant commercial buildings to make sites ready for redevelopment of high-density residential units.



3. Infrastructure

Assist with infrastructure fees for affordable housing development. Add infrastructure to existing City-owned vacant parcels to create development-ready properties.

5. Homeless Housing Options

Create transitional housing options for individuals exiting homelessness, including non-congregate sheltering options and support for Rapid Re-Housing and Permanent Supportive Housing.

find out more at:
www.pueblo.us
(719) 553-2850



city of **PUEBLO**
colorado





Strategies for Affordable Housing

1. Boarded, Blighted & Burnt

Identify redevelopment solutions for homes that need demolition due to lack of maintenance, condemnation, structural failure or fires.



2. Rehabilitation

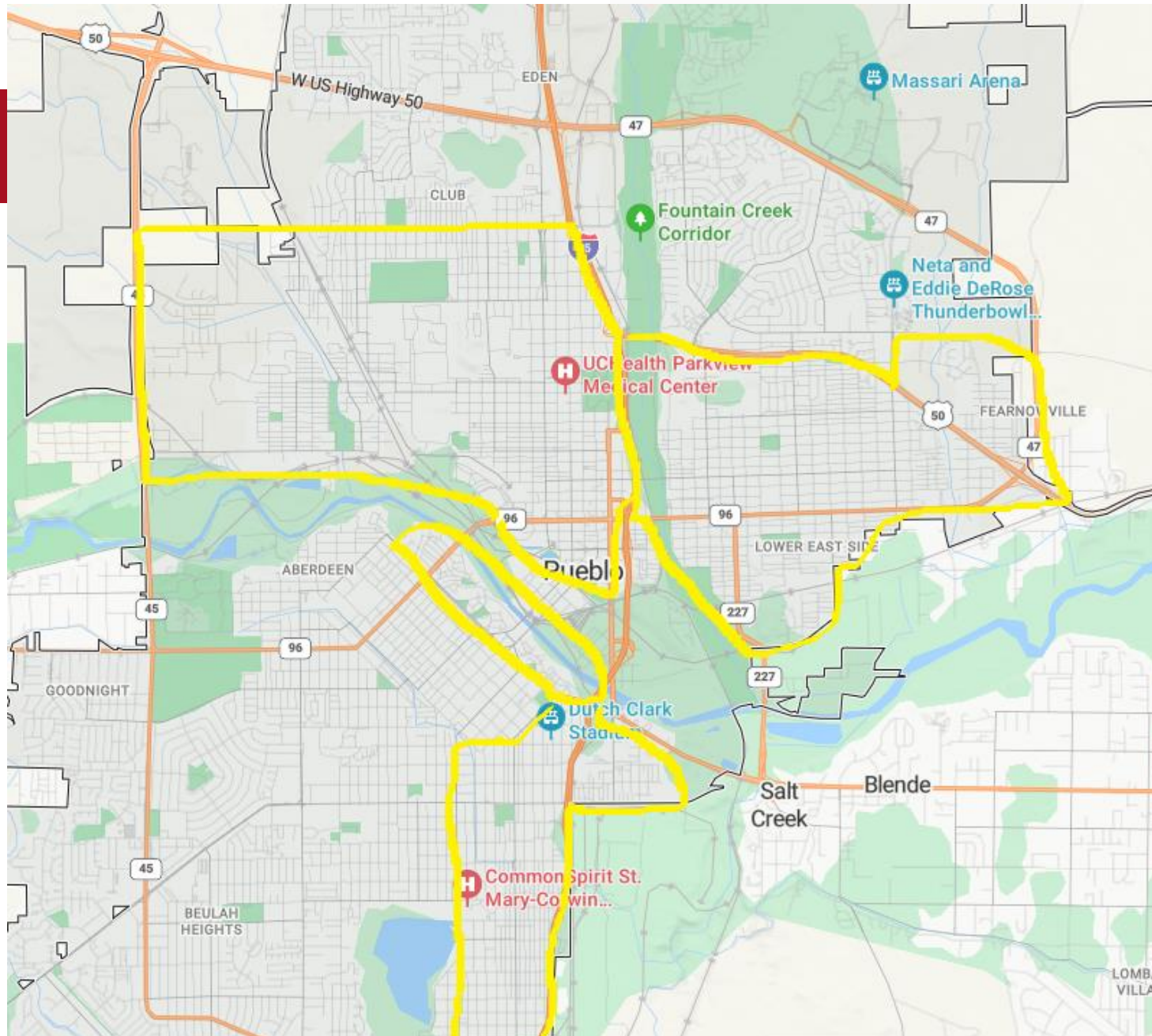
Preserve existing housing stock by expanding funding for low-moderate income homeowners that need home repairs.



Comprehensive Inventory

PHYSICAL INSPECTIONS + DATA DRIVEN EFFORTS

- Drive-by exterior inspections in Pueblo's high-risk neighborhoods
- Condemnation lists from three condemning bodies:
 - Pueblo Department of Public Health & Environment
 - City of Pueblo
 - Pueblo Regional Building Department
- Comprehensive vacant property list includes
 - Exterior inspections
 - Vacant Property Registry
 - Condemnation lists



- Physical inspections in high-risk neighborhoods:
 - The Blocks
 - Bessemer
 - Eastside
 - Eastwood Heights
 - Northside/Avenues
 - Hyde Park

Comprehensive Inventory

229 Rehab

60 Demo

WHAT IS INCLUDED?

- Residential only
- Long-term vacant properties
 - Excludes homes being worked on, short term vacancies
- High-risk of nonresponsive owner
- Most/all homes will fall further into disrepair if action isn't taken
- Actual vacant homes differ





Rehab PILOT Program

Identify
Properties

Determine
Non-responsive
Owners

Identify (or file)
liens

Due Diligence

Foreclose

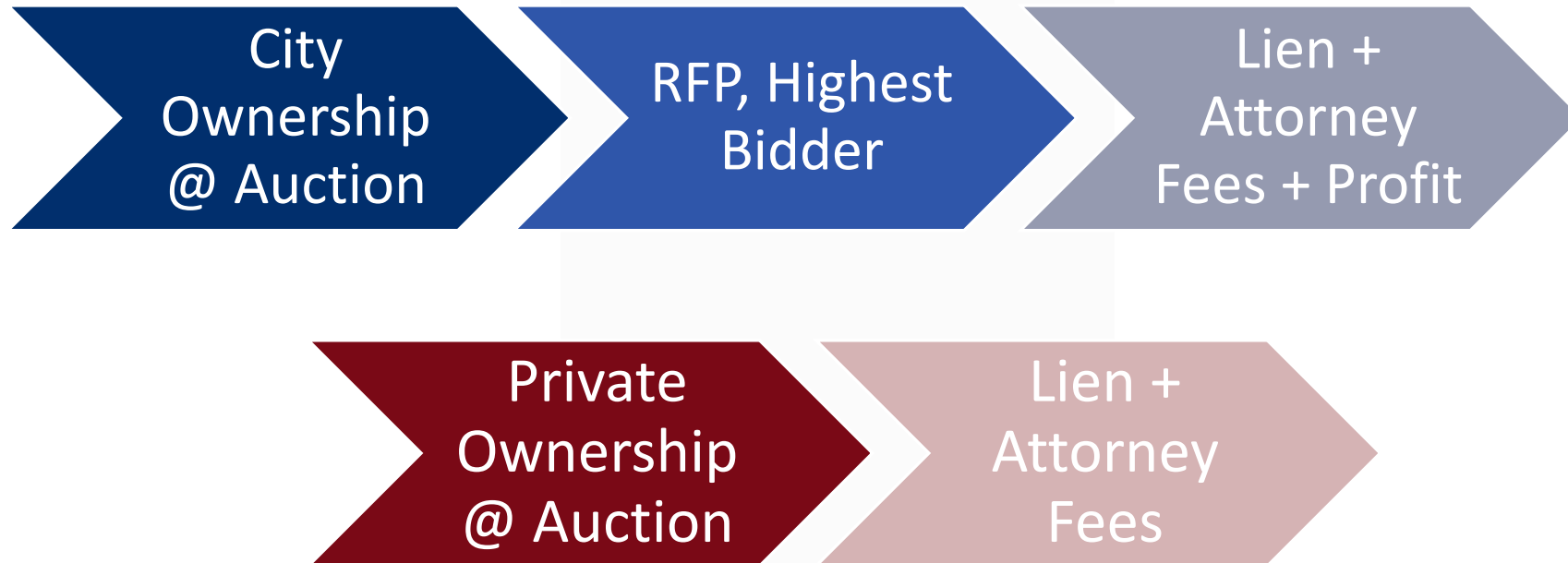
\$3,000 - \$5,000
3rd Party
Attorney Fees

6-12 Months

Auction

Rehab PILOT Program

REVOLVING FUNDING



Rehab PILOT Program

FUNDING

- Vacant Property Registry
 - \$60k annually
 - Funds Pilot Program in 1st year
- Community Development Block Grant (CDBG)
 - Administration Funds
 - Neighborhood Stabilization
- Future Funding
 - Repayment of Liens & Fees

PILOT Program Considerations

PROS

- Self-sustaining program
- Intercept homes prior to demolition via neglect
- Vs. Selling Liens
 - City retains control
 - Risks of selling liens
 - Proper due-diligence
 - City can stop foreclosure at any time

CONS

- Public Perception
 - MITIGATION EFFORT: Extensive Due Diligence
Public Engagement
- City may own home for 4-6 months
 - MITIGATION EFFORT: CDBG funding would help maintain property, no Public Works requirement

Long-term Opportunities

Residential Infill

Vacant Homes - Rehab

Attorney works with various City departments to foreclose on lien and publish RFP for buyers. Assists with transfer of property.

Vacant Lots - Privately Owned

Assists with a buy-back program, allowing the City to acquire property for land-banking.

Assist with the transfer of property to development-ready buyers.



Vacant Homes - Demolition

Attorney works with owner to hold owner accountable, if applicable.

Attorney works with various City departments to foreclose on demolition lien resulting in vacant lot becoming City property available for redevelopment.

Vacant Lots - City Owned

Assist with the transfer of property to development-ready buyers.

Questions & Discussion




Permitting and Licensing of Short- Term Residential Rentals

April 14, 2025

**Scott Hobson, Acting Director of Planning &
Community Development**

Beritt Odom, Principal Planner




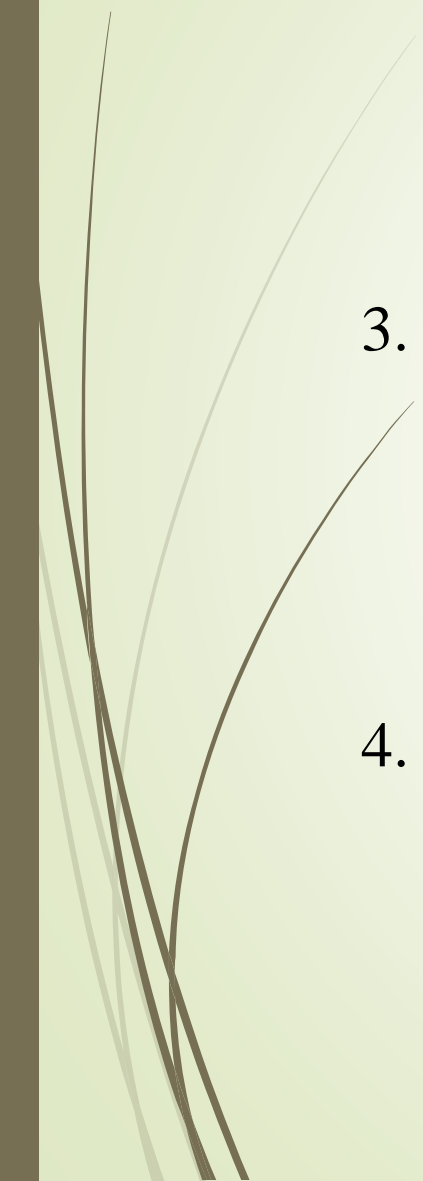
According to the Colorado Municipal League a Short Term Rental (STR) is defined as “residential properties that are rented to a visitor for fewer than 30-days.”

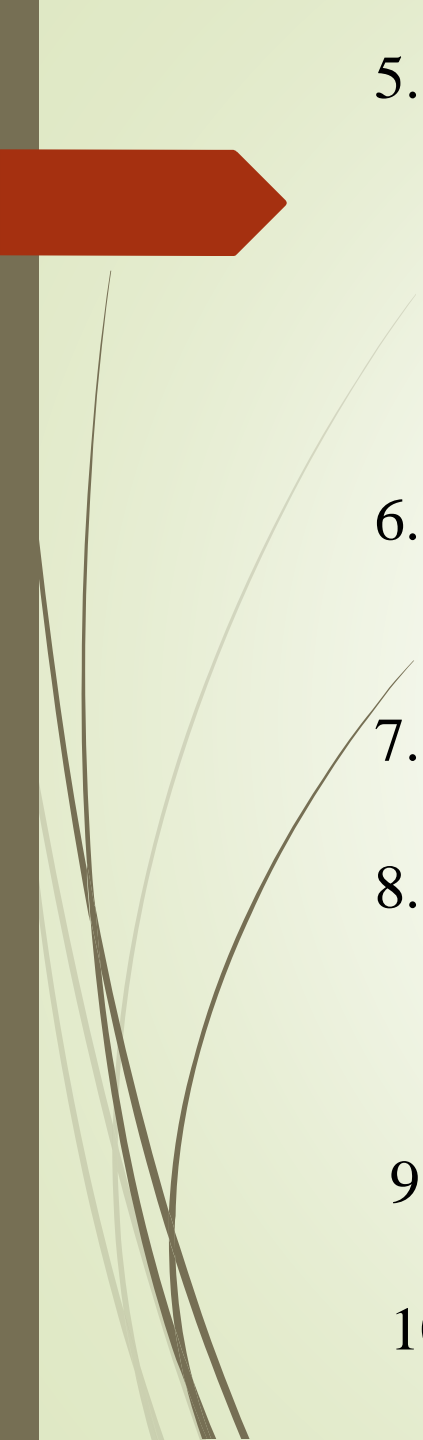
Other municipalities in Colorado have definitions that vary slightly, but they all pertain to residential rentals that are less than 30 days.



Steps for the Implementation of STRs within the Land Use and Lodging sections of the municipal code:

1. Title IX, Chapter 5 of the Licensing Code must be amended to define STR as a separate type of lodging facility.
 - The current definition excludes residentially zoned properties, most STRs are located in a residential zone district
 - The application requirements for a lodging facility do not incorporate the appropriate performance requirements for a STR

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- 
2. Title XVII Land Use Code must be amended to define a STR as an allowed land use, designate the zone districts where STRs will be allowed, establish performance standards to maintain the health, safety, and welfare of the neighborhood
 3. We will have a work session with Planning and Zoning Commission to introduce the proposed code amendment and formal presentation at a Planning and Zoning Commission Meeting for recommendation
 4. Licenses for STRs will be issued through the City Sales Tax Office, with zoning verification (compliance with performance standards) through the Planning and Community Development Department

- 
5. A self certification checklist/property owner affidavit will be required for each license application. The checklist addresses the zoning code performance standards, which will include safety regulations, parking, insurance requirements, occupancy, and advertising
 6. The maximum number of occupants will be based on the number of bedrooms in the home
 7. We will create an Open Gov Application for STRs
 8. Applicants shall self-certify that the information on the application is accurate and truthful under penalty of perjury
 9. Applicants must be a legal resident of the U.S
 10. License fee is \$100

Issuance of License and Applicable Sales and Lodging Taxes

1. Each STR will need to secure a Sales Tax License, and a STR Lodging License issued by the City Sales Tax Office
2. The STR License holder will be responsible for paying city sales tax (3.7%), and the city lodging tax (4.3%) for each STR rental. This is the same taxes paid by hotels
3. We are currently collecting sales tax from Airbnb and HomeAway booking platforms:
 - 2024 collected sales tax: \$6,550.08
 - Approximate lodging tax: \$7,321.62 (we will be able to collect lodging tax once definitions and licenses are codified)



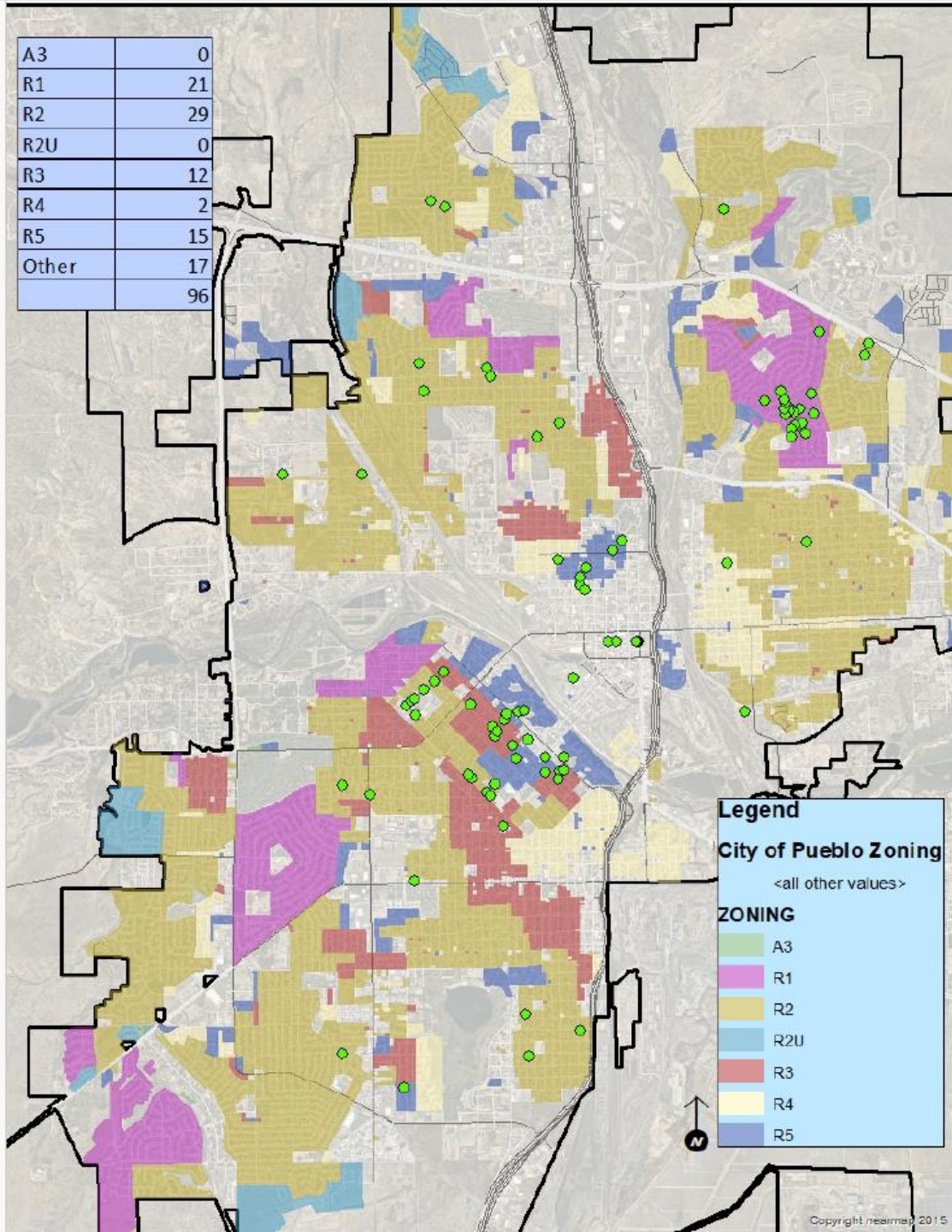
How will be regulations for STRs be enforced?

Same procedures that are currently in the lodging section of the Municipal Code that apply to all lodging establishments

Performance standards relating to the Zoning Code will be enforced by the City's Code Enforcement Division

Licenses can be revoked under provisions of the Municipal Code

A3	0
R1	21
R2	29
R2U	0
R3	12
R4	2
R5	15
Other	17
	96



Legend

City of Pueblo Zoning

<all other values>

ZONING

- A3
- R1
- R2
- R2U
- R3
- R4
- R5



Comments and Discussion