

**DUBLIN CITY COUNCIL
ADMINISTRATIVE COMMITTEE**

Wednesday, September 2, 2026

5:00 p.m.

5555 Perimeter Drive
Council Chamber

Meeting Minutes

Vice Mayor De Rosa called the Wednesday, September 2, 2026 Administrative Committee meeting to order at 5:00 p.m.

Committee Members present: Vice Mayor De Rosa (Chair), Ms. Alutto and Ms. Kramb.

Staff Present: Ms. Delgado, Ms. Cox and Ms. Miglietti

Approval of Minutes

Vice Mayor De Rosa moved to approve the minutes of the August 4, 2026 Administrative Committee meeting.

Ms. Alutto seconded the motion.

Vote on the motion: Ms. Kramb, yes; Ms. Alutto, yes; Vice Mayor De Rosa, yes.

Items for Discussion

- **Health Benefits Overview**

Ms. Miglietti presented the annual health insurance benefit plan update to the committee. She expressed enthusiasm for the opportunity to discuss the plan with the committee members in detail.

Plan Overview and Enrollment Statistics

Ms. Miglietti began by providing an overview of the city's current health insurance enrollment. She reported that the city currently employs approximately 414 full-time employees, of whom 389 are enrolled in the city's medical plan — a slight increase of ten participants over the prior year. Of those enrolled, 297 employees carry family coverage and 92 carry single coverage, resulting in a total of 1,120 lives covered under the plan.

She explained that the city operates an Administrative Services Only, or ASO, medical and dental plan administered by UnitedHealthcare. Under this model, UnitedHealthcare processes and administers all claims, and the city pays the remaining balance, making Dublin a self-funded program with an ASO fee. Because of this structure, the city also carries a stop loss insurance policy to protect against catastrophic, high-cost claims.

Annual Cost Trends and Budget Outlook

Ms. Miglietti presented a graph showing the health insurance annual cost per employee over the past decade, noting that final 2027 figures were not yet available as the city

was still in the budget review process and had recently concluded its renewal negotiations with UnitedHealthcare. She cautioned the committee to expect a notable increase in the upcoming budget, reporting that the current projection reflects a 16.77 percent total annual cost increase for 2027. She acknowledged that this figure sounds large and will appear significant in the budget, but provided context by noting that 2025 and 2026 had seen very minimal change — something she described as a fortunate period. She explained that 2026 has proven to be a much more expensive year due to general inflation, rising healthcare costs broadly, and stop loss activity.

Ms. Alutto asked for clarification regarding the city's benefits broker, and Director Miglietti confirmed the city works with Oswald. Ms. Alutto also asked whether the city belonged to a captive insurance arrangement, and Ms. Miglietti confirmed that it does not, though the city has considered it on several occasions and continues to monitor that landscape.

Stop Loss Program

Ms. Miglietti provided a detailed review of the city's stop loss insurance history, covering the past eleven years. She reminded the committee that in 2021, the city raised its stop loss threshold from \$150,000 to \$175,000. She described the city's stop loss claimants as largely consistent year over year, with a small group of recurring high-cost individuals whose claims continue to grow.

She shared what she called a particularly striking statistic: from 2015 to 2025, the city paid approximately \$24.8 million in stop loss premiums and received approximately \$16.4 million in reimbursements, resulting in a return rate of approximately 66 percent. She noted that a return rate between 60 and 80 percent is generally considered favorable, and while the city would ideally see a rate closer to 70 or 75 percent, the nature of the plan's high-cost claimants makes that difficult to achieve. She concluded that the stop loss program is providing substantial value relative to its cost.

She further reported that as of June 2026, the city had four claims that exceeded the \$175,000 stop loss threshold. In prior years, the number of claims had been six. She noted that two of the four current cases are approaching the one-million-dollar mark — one is approximately seven dollars short and another is approximately \$50,000 short — illustrating why the stop loss coverage is so critical. The other two active cases stand at approximately \$215,000 and \$300,000, respectively. She emphasized that without stop loss coverage, the city would be directly responsible for the full cost of those million-dollar claims rather than only the \$175,000 threshold.

Ms. Kramb asked whether claims are recorded based on the date of service or the date of payment. Ms. Miglietti explained that the reports carry a two-month lag and that claims are recorded based on when UnitedHealthcare processes payment rather than the date of service, since providers have up to 60 days to submit bills to UnitedHealthcare. Ms. Kramb noted that she had personally observed delays of six months or more in certain claim payments, and Ms. Miglietti acknowledged that while routine claims are typically paid within one to two weeks, complex surgeries and cases requiring additional evaluation can experience significant delays.

Stop Loss Threshold Strategy

Ms. Miglietti shared information from the 2025 Aegis Risk Survey, a benchmark of stop loss insurance specific to self-funded plans. She explained that while the survey indicated the city is appropriately positioned for an organization of its size at the \$175,000 threshold, the data also showed that given the magnitude of the city's highest claims, the city pays on the higher end of the scale. She reported that staff and Oswald had discussed whether to increase the threshold to \$200,000 for 2027, but the current recommendation is to maintain the threshold at \$175,000 for the coming year. She indicated that a move to the \$200,000 threshold is likely in the next couple of years, and that when the threshold does increase, the city should see a modest decrease in premiums depending on claim activity during the intervening period.

Ms. Krumb sought clarification on the financial logic of increasing the threshold, and Director Miglietti explained that raising the threshold means the city absorbs more of each individual claim before stop loss coverage kicks in, but in exchange pays a lower premium across all employees. She acknowledged the complexity of the calculation and noted that the actuarial expertise of Oswald is essential in navigating that analysis.

Ms. Miglietti also presented data on high-cost claims — those falling between \$75,000 and the \$175,000 stop loss threshold — noting that these claims are predictive of future stop loss activity and that the dollar amounts in this category continue to grow year over year. She summarized the current catastrophic case profile by noting that 25 cases, representing approximately 2.4 percent of covered lives, account for more than 50 percent of total plan spend. On average, each of those cases results in a payout at or near the \$175,000 threshold, though the average is skewed significantly by the two cases approaching one million dollars.

She described the city's stop loss renewal strategy, which includes an in-depth review with Oswald multiple times throughout the year, monthly reporting, year-over-year comparisons, and regular marketing of the stop loss product to ensure the city is receiving competitive terms. She confirmed that the city plans to move forward with UnitedHealthcare for stop loss coverage but noted that if circumstances change during the budget process, an alternative vendor could be considered. She acknowledged that the city has had difficulty attracting competing stop loss vendors in recent years due to its high-liability profile, but that the city fulfills its due diligence obligation annually.

UnitedHealthcare Network and Cost Savings

Ms. Miglietti presented data from UnitedHealthcare illustrating the cost-saving value of the network. She noted that without the UnitedHealthcare network, the city would be spending approximately ten million dollars more annually on claims. She described UnitedHealthcare as the largest third-party administrator in Central Ohio and noted that the long-standing relationship with the city provides meaningful advantages during the renewal process.

She also described the collaborative relationship with both UnitedHealthcare and Oswald, noting that the city conducts annual strategic reviews, quarterly meetings, and monthly reporting reviews. UnitedHealthcare meets with the city at renewal time to present trends, year-over-year performance comparisons, and recommendations for plan improvements.

Preventive Care and Wellness Program

Ms. Miglietti highlighted the city's strong preventive care metrics, noting that the city performs above the UnitedHealthcare book of business in all four measured preventive care categories — in three categories by a meaningful margin and in one by a very small amount. She shared that UnitedHealthcare regularly cites Dublin as an example to other clients of how to effectively manage a plan.

Ms. Miglietti provided an update on the city's pharmacy rebate program, which was initiated in 2022. She explained that the program was designed to offset administrative costs by recouping rebate dollars from the pharmacy supply chain. At inception, the city projected savings of between \$100,000 and \$200,000 annually. She reported with evident satisfaction that the program has consistently yielded approximately \$400,000 or more per year — nearly quadrupling the original projection — and that the most recent two years have come in between \$450,000 and \$460,000. She noted that while the program slightly increased the city's ASO fees, the net savings far exceed that additional cost.

Ms. Miglietti noted that the city reviews its prescription drug formulary up to three times per year in alignment with UnitedHealthcare's published formulary updates. Staff notifies participants by mail when inclusions change. She confirmed that the formulary will remain the same for 2027. She also noted that the city maintains an extremely high network utilization rate, which is the desired outcome for a self-funded plan.

Wellness Program Updates

Ms. Miglietti informed the committee that the wellness mental health application available through the MyUHC platform has changed from Sanvello, which was introduced last year, to the Calm application. She noted that Calm is widely recognized and offers guided meditation, music, and relaxation tools accessible through the UnitedHealthcare member portal at no cost to employees.

Ms. Miglietti reported on the city's Health Check 360 wellness program, noting that compliance is extremely high. Only one employee who began the program did not complete it, and two employees have chosen not to participate at all. She described the program as deeply embedded in the city's culture.

When asked about the cost, Director Miglietti indicated the annual budget for Health Check 360 is approximately \$45,000, though she noted she could not confirm the exact figure between \$29,000 and \$45,000 without verification and offered to provide the precise number during the budget review.

Ms. Kramb raised the issue of employee privacy concerns related to participation in Health Check 360, noting that some individuals are hesitant to enter personal health information due to concerns about data sharing. Ms. Miglietti confirmed that all data is HIPAA-protected, is stored exclusively with Health Check 360, and is never shared with city administrators. She agreed that this message could be communicated more clearly during the open enrollment process to address employee hesitation. She further noted that the vendor contractually prohibits the sale of participant data.

Ms. Miglietti also highlighted the city's Healthy by Choice program, which is administered internally and allows employees to earn points for healthy behaviors such as exercise.

Those points can be redeemed for recreational amenities such as pool passes, recreation center memberships for employees and their families, and apparel.

Hinge Health Recommendation

Ms. Miglietti transitioned to a key recommendation that will accompany the 2027 budget: the introduction of Hinge Health, a virtual musculoskeletal care platform. She described Hinge Health as a virtual physical therapy platform accessible via smartphone. The program uses a 100-point body scan to provide real-time feedback on exercise form, coaches users through individualized exercise plans, and pairs members with a specialized physical therapy team based on their specific condition or concern. Ms. Miglietti noted that the city received a live demonstration of the platform and found it impressive, particularly the way the application verbally coaches the user and provides corrective guidance during exercise performance.

She reported that the projected average cost savings per member is approximately \$2,300. The estimated cost to the plan is approximately \$108,000 annually, though actual costs will vary based on the number of members who engage with the program, as the billing model is per case — meaning the city is charged per individual plan of care rather than per session or per login. Each plan of care is capped at a threshold equivalent to approximately 12 visits, even if a member uses the platform significantly more than that.

Ms. Kramb asked whether a formal medical diagnosis or physician referral is required to access the program, and Ms. Miglietti confirmed that it is not. An employee with general discomfort — such as back pain from prolonged sitting — can access the platform, describe their symptoms, and receive a customized exercise plan. She also confirmed that the program can be used in conjunction with an existing physical therapy plan to supplement prescribed home exercises, improving compliance and form, or it can be used independently.

Ms. Alutto noted from personal experience with the platform that one of its most meaningful features is the ability to observe and correct exercise form in real time, addressing a well-known compliance problem in home physical therapy. She also raised the broader point that beyond direct claims savings, the downstream benefits of addressing chronic musculoskeletal pain — including reduced mental health impact, fewer work absences, and improved quality of life — are significant but often uncapturable in financial projections.

Ms. Miglietti confirmed that Hinge Health would be available to employees at no out-of-pocket cost, and participation would be voluntary. She stated that the recommendation will be to launch the program in the third quarter of 2027 — beginning in June — to allow adequate time for a thorough communication and education campaign prior to launch. She noted that the beginning of the calendar year involves considerable competing demands on staff and employee attention, and that a mid-year launch would allow for a more deliberate rollout.

Health Engagement Nurse

Ms. Miglietti introduced a second program for the committee's awareness and consideration, though she indicated she is not prepared to bring a formal budget

recommendation for 2027. She described the UnitedHealthcare Health Engagement Nurse program, in which a nurse employed by UnitedHealthcare would be dedicated to the City of Dublin, working on-site one to two days per week and available virtually on all other days. The nurse would have access to UnitedHealthcare's data, work directly with high-utilization members, conduct blood pressure screenings, assist members in navigating the healthcare system, connect individuals with primary care providers, and engage with employees and their spouses on health management strategies.

She reported that the approximate annual cost of the program is \$160,000, which would be embedded within the city's ASO fee rather than appearing as a separate line item. She expressed interest in having a representative from UnitedHealthcare present to the committee in the future to provide a more detailed overview.

Ms. Alutto shared that a similar program — operated through a third-party wellness professional rather than a nurse specifically — was implemented at COTA at a cost of approximately \$120,000. She reported that the benefits were significant, particularly in terms of building trust with employees over time. She noted that primary care provider compliance at COTA increased by approximately 15 percent following the program's implementation and strongly advocated for the committee to seriously explore the concept. She emphasized that continuity of the assigned individual is essential, as trust-building takes time and a rotating presence would undermine the program's effectiveness. Ms. Miglietti confirmed that UnitedHealthcare's model is designed to assign a dedicated nurse to a specific employer for the long term, with tenure statistics showing health engagement nurses often remain with the same organization for five, ten, or fifteen years.

Ms. Krumb observed that the health engagement nurse model addresses a practical barrier to preventive care — the inconvenience and time commitment of making and attending medical appointments — and that providing accessible, on-site health interactions encourages behaviors that employees might otherwise defer indefinitely.

Vice Mayor De Rosa expressed support for exploring both Hinge Health and the health engagement nurse concept and encouraged Ms. Miglietti to continue investigating rather than waiting until the 2028 budget cycle. She noted that the underlying need will only grow alongside costs and encouraged a lean-in approach to wellness initiatives, particularly given the city's substantial population of employees in physically demanding roles.

Ms. Krumb suggested that the budget could include a general placeholder for new health programs in 2027 to provide staff with flexibility in the event that the health engagement nurse or a similar initiative proves ready to launch prior to 2028. Ms. Miglietti noted that because the health engagement nurse cost would be absorbed into the ASO line item, it would not require a separate budget entry, though it would further increase what is already a projected 16.77 percent cost increase. The committee expressed general consensus that the additional investment would likely represent a nominal percentage increase relative to the overall health plan budget and agreed that exploration is worthwhile.

Ms. Miglietti briefly reviewed broader industry cost trends, noting that specialty pharmacy — including GLP-1 medications — continues to be a major cost driver across

employer health plans. She confirmed that the city is not adding GLP-1 coverage for obesity to its plan for 2027. She shared that the Columbus Consortium added GLP-1 coverage several years ago and has since had to pull back due to sustainability concerns.

Ms. Alutto provided context on evolving employer strategies, noting that some employers who initially offered GLP-1 coverage have reinstated it with added requirements such as verified clinical diagnosis, mandatory behavioral health wraparound services, and shared cost arrangements through health reimbursement accounts. She noted that the FDA is also reviewing additional clinical indications for GLP-1 medications — including addiction and cardiovascular conditions — which may eventually shift coverage obligations. She suggested that the landscape will likely shift materially over the next five years and that monitoring developments is prudent.

Ms. Miglietti briefly noted that the Maven family building plan, introduced last year, continues to be available. Utilization in 2026 has been very low — lower than the two cases that were projected — though she noted that utilization may vary considerably from year to year and that the plan remains a valuable option for eligible members.

Ms. Alutto raised two additional suggestions for the committee's consideration. First, she recommended that the Human Resources team reach out to Rocket Lawyer, which she indicated is currently offering one year of free legal services — including basic wills and powers of attorney — to entire employee populations. She offered to provide the contact information for the relevant representative. Second, she referenced a company called Workplace Wellness and offered to share contact information for a representative who she described as doing strong work in the employee wellness space at a moderate cost. She suggested that Workplace Wellness could be a useful resource as the city develops its wellness strategy and budget.

Ms. Miglietti expressed appreciation for the recommendations and indicated she would share the contacts with the city's wellness coordinator for follow-up.

Vice Mayor De Rosa thanked Ms. Miglietti for her thorough presentation and the committee members for their engaged participation. The Chair expressed appreciation for the creativity and diligence of the Human Resources team and acknowledged that the effort to manage costs while expanding meaningful wellness programming reflects the city's commitment to its employees. Director Miglietti was excused from the meeting following the conclusion of the health insurance discussion.

- Annual Rules Review

Ms. Delgado presented the annual review of the Council Rules of Order. She described the process by which the rules review is initiated, noting that she makes notes throughout the year as situations arise, consults with the City Manager, Communications and Public Relations staff, and legal counsel, and compiles proposed changes for the committee's consideration each fall. She noted that for this cycle she had sought input specifically from legal staff and the Communications and Public Relations team given anticipated discussion around the citizen comment section.

She apologized that the City Manager's proposed language changes were not included in the packet distributed prior to the meeting, as she had not had time to incorporate them into the red-line document. She walked the committee through the proposed changes using a slide presentation.

Standing Committee Responsibilities: Ms. Delgado presented a proposed language change to the section describing standing committee responsibilities. The proposed language change removes the prescriptive "shall review" language and replaces it with language stating that the topic areas listed for each committee identify general areas of responsibility rather than mandatory review obligations. The proposed language also adds a clarifying sentence stating that nothing in the section requires a matter to be reviewed by a standing committee before consideration or action by City Council.

Ms. Krumb suggested ending the sentence describing committee responsibilities after the phrase "of matters" and adding a period, removing subsequent language that she felt was unnecessary. The committee agreed with this refinement. Vice Mayor De Rosa and committee members also expressed general agreement that the overall intent of the change — preserving flexibility while maintaining clear areas of responsibility — was sound and appropriate.

Work Session Scheduling Language

Ms. Delgado identified a second area of proposed revision: the language governing work session scheduling. She acknowledged that the language as currently written had been technically violated by the recent addition of work sessions on September 8th and September 15th, which were not part of the originally approved annual meeting calendar.

Her proposed language would state that work sessions may be held on dates established by council on the yearly meeting calendar, or on such other dates as may be determined by council.

Delivery of Agenda and Packet Materials

Ms. Delgado proposed changing the language around when packet materials are made available to the public and council. She noted that the current language references "Tuesday" as the day materials are posted to the city website, which is not consistently accurate. She proposed replacing the specific day reference with "five days prior to the meeting." She further noted that the current language addresses packet availability only for regular meetings and does not explicitly include work sessions or standing committee meetings. She proposed adding both types of meetings to bring staff practice into alignment with the rules.

The committee discussed whether "five days" should be specified as calendar days for clarity. Ms. Krumb and Vice Mayor De Rosa agreed that "five calendar days" is appropriate and important for public transparency. Ms. Alutto recommended that the reference to "committee meetings" be further specified as "standing committee meetings" to distinguish those meetings from ad hoc or advisory bodies with potentially different needs.

Ms. Kramb raised the comment that presentations made during meetings that are not included in the distributed packet could be added to the record after the fact. Ms. Delgado agreed.

Agenda Addition by Council Members

Ms. Delgado presented a proposed change to the language in Section 5.02, which addresses a council member's ability to request that a matter be added to the agenda. The existing language requires "sufficient notice," and Ms. Delgado proposed clarifying that provision to mean "prior to the clerk advertising the agenda," which would effectively cut off additions once the agenda is posted.

Vice Mayor De Rosa expressed concern that this language, while appropriate for legislative items — which carry a statutory seven-day advertising requirement — could be unnecessarily restrictive for non-legislative discussion items. She noted that there are scenarios, such as emergency situations or time-sensitive matters, where a council member may need to add a discussion item closer to a meeting date, and that the next available regular meeting may be three weeks away.

Ms. Delgado acknowledged the concern and noted that her primary motivation is to provide a more predictable and final agenda for the public. She also noted that special meetings are available as a mechanism for urgent matters that cannot wait for the next regular meeting.

Vice Mayor De Rosa expressed willingness to accept the proposed language in the vast majority of cases but asked whether some language could be added to preserve flexibility for exceptional circumstances. The committee agreed to leave this item for further drafting.

Citizen Comment Procedures

Ms. Delgado addressed the citizen comment section of the rules, specifically Section 7.02. She described the current language, which requires that any resident or interested party desiring to address council shall sign in or make their desire to speak known prior to the start of the meeting. She noted that this language is inconsistent with current practice.

Ms. Delgado indicated that the language may need to be revised to reflect that signing in is encouraged or requested but not mandatory. Vice Mayor De Rosa stated that denying a member of the public the opportunity to speak solely because they did not sign in would not be appropriate.

Ms. Kramb suggested removing the mandatory "shall" language and replacing it with either "may" or "are requested to," noting that "requested" is stronger than "encouraged" while still preserving the right to speak for those who did not pre-register. The committee agreed to revise the language to indicate that residents are requested to sign in prior to the start of the meeting.

Electronic Comments

Clerk Delgado described a proposed change in practice regarding comments submitted electronically via the city website. She noted that the practice of reading electronic comments aloud at meetings began during the COVID-19 pandemic, when residents

were unable or uncomfortable attending in person. She proposed that comments received on the day of the meeting or after would no longer be read into the record, but would instead be provided to council members, acknowledging that some same-day comments may not reach council members until after the meeting.

Vice Mayor De Rosa questioned what the cutoff time would be for distributing same-day comments and Ms. Delgado indicated that she would attempt to provide those to council as they arrive but acknowledged the practical difficulty of a hard cutoff. Ms. Kramb stated that she is comfortable with the change in practice, noting that the city is well beyond the circumstances that necessitated reading comments aloud during COVID-19, and that providing comments to council members in written form is sufficient.

Vice Mayor De Rosa asked whether the rules should include some mechanism for reinstating the reading of comments in the event of extraordinary circumstances. The committee agreed that this would likely be addressed by a rule amendment at such a time rather than by attempting to anticipate it now.

Ms. Delgado noted that this change represents a departure from established practice and that some communication to the public may be warranted. The consensus of the committee was agreement.

Council Liaison Term Endings

Ms. Delgado noted a proposed change to clarify that when a council member's term of service ends, their appointment as a liaison to city boards, commissions, and other public entities ends simultaneously. Legal counsel, as part of their review, further recommended adding language stating that any resulting vacancy will be filled at council's discretion.

Board and Commission Rules and Regulations Updates

Ms. Delgado presented minor proposed updates to the rules and regulations of the Planning and Zoning Commission, the Architectural Review Board, and the Board of Zoning Appeals. She identified three changes common to all three bodies.

First, the time allowed for public comment had been listed in all three bodies' rules as five minutes, but the practice during meetings had been to announce a three-minute limit. Second, outdated department names had been identified and were proposed for correction, which the planning department confirmed and welcomed. Third, the use of the term "tabled" was identified as procedurally incorrect for the manner in which these bodies handle continued matters. She noted that items are routinely carried over from meeting to meeting without being formally removed from the table, and that the correct term is "postponed." She confirmed that all three boards reviewed the proposed changes and agreed with them.

Ms. Kramb raised a suggestion, echoed by planning staff in agenda meetings, that the citizen comment language used by council — including the process for signing in and being recognized — be incorporated into the Planning and Zoning Commission's rules and possibly the Architectural Review Board's rules as well, given recent high-attendance planning and zoning meetings with significant public comment. Ms. Delgado agreed with this recommendation and indicated she would work with planning staff to add the appropriate language before the full package is brought to council. She noted

that this may require allowing the boards one additional review of their updated rules before finalization.

Vice Mayor De Rosa noted a change in the agenda time cutoff for one of the boards — specifically, a change from 10:00 PM to 10:30 PM — and asked for confirmation that this change was deliberate and agreed upon by the affected body. Ms. Delgado agreed to verify this specific detail to ensure clarity before the package is brought to council.

Ms. Delgado stated that once all amendments are finalized — including the citizen comment language for planning and zoning — the complete package will be brought to council for action. The committee agreed that another review by the administrative committee would not be necessary before the package proceeds to council. Vice Mayor De Rosa noted that the committee's update at the next council meeting would reference the forthcoming rules package.

- Retreat Planning/Preparation Discussion

Vice Mayor De Rosa described to the committee a preliminary outline for the upcoming council retreat, tentatively scheduled for the first week of November. She noted that individual conversations with all council members had taken place to gather input, and the following rough framework had emerged from that process.

For Thursday evening, the proposed focus is on technology — specifically artificial intelligence. Vice Mayor De Rosa described a proposed agenda that would begin with an overview of current trends in artificial intelligence relevant to municipal government, delivered by an outside speaker or through curated resources to be identified, followed by a facilitated discussion on potential applications for the City of Dublin. The intent is to explore both near-term and longer-term possibilities without being overly constrained by immediate feasibility. Staff involvement and feedback would also be incorporated to help identify which potential applications might be appropriate to pursue in the coming year. Vice Mayor De Rosa noted that the previous evening's work session had modeled this type of engaged, exploratory discussion well.

For the Friday session of the retreat, Vice Mayor De Rosa described three proposed topic areas gathered from council member feedback: a long-range visioning exercise, a continued discussion on housing, and a more structured and deliberate review of council goals.

Ms. Alutto expressed enthusiasm for the long-range visioning exercise and described it as an opportunity to articulate what Dublin should aspire to become over the next ten to fifteen years — a kind of destination statement. She suggested that this exercise be placed at the beginning of the Friday session, when committee members are freshest, so that it can meaningfully inform the subsequent goals conversation rather than being treated as a standalone exercise.

She further recommended that the housing discussion — while important — be treated as the final agenda item of the day, given that it is a more concrete and policy-focused topic that does not require the same level of broad creative thinking as the visioning and goals exercises.

Vice Mayor De Rosa and Ms. Kramb both expressed agreement that the goals discussion needs to be more structured this cycle than in prior years. Ms. Kramb observed that council goals have historically been framed as long-term aspirations but are often interpreted by staff as annual work plans. She suggested the retreat explicitly distinguish between high-level, multi-year goals and the specific near-term actions or deliverables expected within the coming fiscal year, creating a clearer funnel from vision to action.

Vice Mayor De Rosa agreed with this framing and noted that some current goals have become embedded in standard city operations and no longer function as meaningful strategic guideposts, while the city lacks goals in other emerging areas such as technology. She suggested the retreat would be an appropriate venue to revisit the composition and balance of the goals portfolio.

Vice Mayor De Rosa indicated that she and Ms. Delgado would meet with staff in the coming week or two to develop a draft retreat agenda for council's review and approval, and that a facilitator would need to be identified promptly given the first-week-of-November target date.

- Follow-Up CIAC Discussion

Vice Mayor De Rosa introduced the final agenda item, describing it as a follow-up to a previous committee discussion regarding the evolution of the Community Inclusion Advisory Committee, referred to as CIAC. She summarized the prior conversation's conclusion: rather than having the committee attempt to cover a broad range of topics, there may be more value in focusing attention on specific areas of interest through a more targeted, ad hoc model.

Vice Mayor De Rosa proposed that one strong candidate for such a focused effort would be understanding the needs, challenges, and opportunities for small, women-owned, and minority-owned businesses in Dublin — both those already located within the city and those that may wish to do business with the city as vendors and service providers.

Ms. Kramb expressed support for this topic, noting that small and minority-owned businesses face particular challenges in a period of rising costs and tariff pressures and may not be aware of available resources. She identified two distinct prongs to the work: supporting existing small and minority-owned businesses within Dublin's community, and reducing barriers for those businesses to successfully apply for and compete in city procurement processes. She noted that the city tends to work with the same vendors repeatedly and that breaking in as a new small or minority-owned business to serve a municipality is exceptionally difficult due to the complexity of the request-for-proposal process, insurance requirements, and other procedural hurdles.

Ms. Alutto raised the possibility of exploring ways to encourage and support women- and minority-owned startup businesses in Dublin, noting that startups that are nurtured within a city tend to remain and grow there. She drew a connection to economic development interests, as cultivating a diverse business ecosystem could attract talent and investment over the long term. She also noted that resources such as Cohatch could be useful partners in understanding the startup ecosystem.

Ms. Kramb, speaking from personal experience as a woman-owned sole proprietorship that has done business with municipalities, affirmed that the barriers to entry — including navigating bid opportunities, understanding RFP requirements, and meeting insurance thresholds — are substantial and often invisible to city staff. She expressed confidence that a focused committee could identify those barriers and develop practical strategies to address them.

Ms. Delgado raised an important governance question regarding how such a body should be structured. She noted that she had sought a legal opinion from the city's legal team on whether ad hoc committees are subject to the Open Meetings Act and under what circumstances. The legal guidance indicated that the safest approach, from a legal risk perspective, is to assume that any committee created by an act of council is subject to the Open Meetings Act.

However, the legal team also indicated that if the City Manager were to create an advisory or steering committee under her own executive authority rather than through a council action, such a body would likely not be subject to Open Meetings Act requirements. Further research on the topic is underway in the legal department.

Based on this guidance, Ms. Kramb suggested modeling the new body after the North Riverview steering committee, which was created and managed by staff rather than by council resolution, and which allowed for a flexible, expert-inclusive membership structure.

Vice Mayor De Rosa proposed that the committee bring a recommendation to council — as part of the administrative committee's report at the next council meeting — requesting that council direct the City Manager to investigate the appropriate structure, membership composition, and scope of a steering committee focused on small, women-owned, and minority-owned business engagement. Staff would be asked to bring a draft plan back to council for consideration in the fourth quarter of 2026.

Once the City Manager establishes the committee under her own authority, no further council action would be required unless the committee's work eventually results in formal recommendations or legislation. The committee agreed unanimously with this approach.

Vice Mayor De Rosa summarized the goals of the potential steering committee as understanding how women- and minority-owned businesses operate within Dublin and how they might do business with Dublin, what informational and financial resources are available to them, and what startup opportunities the city might be positioned to support or cultivate.

Adjournment

The meeting was adjourned at 6:51 p.m.



Chair, Administrative Committee



Clerk of Council