

City of Dublin Two-Year Strategic Plan

Adopted on April 4, 2022

Adopted for Fiscal Years 2022-23 & 2023-24 (updated every two years)

Mission

The City of Dublin promotes and supports a high quality of life, ensures a safe and secure environment, fosters new opportunities, provides equity across all programs, and champions a culture of diversity and inclusion.

Vision

Dublin is a great community to live, work, and raise a family. Dublin values:

- **Safety** – We are dedicated to excellent public safety resources, including police and fire.
- **Finances** – We will strive to be fiscally transparent and balance our budgets annually.
- **Inclusivity** – We will advocate for programs and policies that support inclusive access to housing, and cultural opportunities.
- **Diversity** – We will support a wide range of programs and events that reflect and cater to the diversity of our residents.
- **Equity** – We will deliver our services in a way that ensures equitable access to all.
- **Innovation** – We will continue to innovate in every aspect of government and promote innovation within the business community.
- **Customer Service** – We will provide welcoming, excellent customer services to our residents and businesses at all times.
- **Living an Active Lifestyle** – We will continuously promote an active lifestyle through our parks and facilities and encourage participation in local sports.
- **History** – We will honor our history through places and programs that remind people of our beginnings.
- **Business** – We will provide a full spectrum of opportunity by supporting current and prospective businesses through ongoing economic development efforts and helping them grow and thrive locally.
- **Environmental Sustainability** – We will continue to lead in building a well-planned sustainable community and protecting our natural resources.

Strategies

Strategy	
1. Downtown Dublin and Economic Department.	
Strategic Objectives:	
1A.	Continue support of the Downtown Preferred Vision and Downtown Dublin Specific Plan including improving visual and environmental quality and evaluating specific business uses.
1B.	Pursue mixed-use projects to create economic vitality.
1C.	Grant conditional tax and/or development fee relief for new developments in the Downtown.
1D.	Support local businesses and new business attraction (ensure revenue-generating industries).
1E.	Continue the Fallon-East economic development strategy.
2. Housing Affordability.	
Strategic Objectives:	
2A.	Develop a Certified Housing Element that balances the location of housing options for all income types.
2B.	Ensure the City's inclusionary zoning regulations incentivize targeted housing production.
2C.	Prepare a nexus study to evaluate the affordable housing commercial linkage fee and affordable housing in-lieu fee for for-sale and rental housing.
2D.	Facilitate the production of affordable housing for lower income seniors, workforce, and special needs households.
2E.	Review the housing market analysis and establish a strategy to meet the "middle market" demand, if needed, to ensure right mix.
2F.	Review ownership programs for first-time buyers and explore alternative options.
3. Infrastructure Maintenance and Reinvestment.	
Strategic Objectives:	
3A.	Use surplus and lump sum funding to increase the City's internal service funds.
3B.	Provide on-going condition assessments of aging city facilities and assets.
3C.	Explore finance options for long-term pavement management needs.
3D.	Explore use of funding mechanisms like community facilities districts for capital and on-going maintenance needs.
3E.	Continue to implement measures identified in the Climate Action Plan.

4. Organizational Health.	
Strategic Objectives:	
4A.	Use existing reserves to address the unfunded Dougherty Regional Fire Authority pension liability.
4B.	Complete an update to the Public Facility Fee Program.
4C.	Make annual contributions to reserves for the early payoff of the energy efficiency bonds.
4D.	Conduct a feasibility study into the fiber connectivity between City facilities.
4E.	Complete an update to the User Fee Study.
5. Safe and Accessible Community.	
5A.	Evaluate the feasibility and strategies for a community-wide fiber network.
5B.	Continue to engage with the community using all appropriate methods to share and exchange information.
5C.	Provide more opportunities for residents to complete transactions with the City online, with appropriate security measures.
5D.	Ensure programs remain affordable and accessible to all members of the community, especially lower income families and seniors.
5E.	Support existing and innovative public safety efforts, like the DPS Behavioral Health Unit.
5F.	Support community awareness of protected and preserved open space in and around Dublin.