



City of Dublin
CALIFORNIA

STRATEGIC PLAN
YEAR 1 UPDATE
Fiscal Years 2024-2026

STRATEGIC PLAN

On April 2, 2024, the Dublin City Council adopted the FY 2024-2026 Strategic Plan, outlining the City Council's shared vision and values for Dublin's future. The plan includes five key strategies and 25 objectives. Additionally, the City Manager identifies work plan items that align with the Strategic Plan's goals and objectives.

PROGRESS REPORT

This report provides a quarterly update, highlighting progress made toward the Strategic Plan's goals and objectives.

DEPARTMENT KEY

CD	Community Development
CC	City Clerk
CMO	City Manager's Office
ED	Economic Development
FIN	Finance
FIRE	Fire
HR	Human Resources
IT	Information Technology
PCS	Parks and Community Services
POLICE	Police
PW	Public Works

STATUS KEY

The following key indicates each project's status: Completed, In Progress, Ongoing, Off Target, or Not Started.

- ✓ **Completed:** The task has been fully completed.
- ✓/○ **Completed/Ongoing:** The task has been completed, and incorporated into City operations.
- **In Progress:** Staff is actively working on the task, and it is on track to be completed on time.
- **Off Target:** Staff is working on the task, but it is behind schedule and may not be completed on time.
- X **Not Started:** Work on this item has not yet begun.

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STRATEGY 1: ECONOMIC DEVELOPMENT, SMALL BUSINESS SUPPORT, AND DOWNTOWN DUBLIN

OBJECTIVE 1.A: Support the implementation of the 2024 Economic Development Strategy, including pursuing growth industries.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Implement an economic development-tailored marketing and branding strategy.	●	●	ED	➡
ii Focus existing business visitation program towards high-priority industries.	●	●	ED	✓/O
iii Collect information regarding specific regulatory barriers to changes of use in retail spaces.	●	●	ED, CD	➡
iv Convene meetings with brokers, developers, and major property owners to provide updates regarding City efforts and resources.	●	●	ED	✓/O

OBJECTIVE 1.B: Work with ARA and Hines on the development of the Dublin Commons project, including associated public improvements, relocation of tenants, development agreement and appropriate incentives to effectuate physical changes to the area, as well as support for small businesses.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Update the Western Dublin Transportation Impact Fee program.	●	●	PW, CMO, FIN	➡
ii Draft Deal Terms for the Dublin Commons development agreement.	●	●	ED	➡
iii Draft the Dublin Commons development agreement.	●	●	ED	➡

OBJECTIVE 1.C: Continue supporting the Fallon-East Economic Development Zone and associated agreements that effectuate the construction of the Dublin Boulevard extension.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Work with Fallon East Property Owners on development agreements.	●	●	ED, CD, PW	✓/O
ii Update the Eastern Dublin Transportation Impact Fee program.	●	●	PW, CMO, FIN	➡
iii Work with RES on the mitigation of the Dublin Boulevard extension.	●	●	PW, CMO	✓/O
iv Work with Alameda County Transportation Commission on the Dublin Boulevard extension – Design phase.	●	●	PW, CMO	✓/O
v Oversee work on the Dublin Boulevard extension – Funding Plan Development with Alameda County Transportation Commission and Livermore.	●	●	PW, CMO	✓/O

OBJECTIVE 1.D: Continue to evaluate and implement small business programs that provide financial assistance, business development, permit processing, and support services to the community.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Expand the Small Business Navigator program, and other technical support programs.	●	●	ED	➡
ii Provide Business Concierge Services to support with the retention and growth of businesses.	●	●	ED	✓/O
iii Prepare a Business Entitlement Process Handout to help provide clarity on the City's process.	●	●	ED	➡

STRATEGY 2: PUBLIC SAFETY

OBJECTIVE 2.A: Work with County officials on Santa Rita Jail release procedures and services to improve the safety of adjacent neighborhoods.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Work with Alameda County Sheriff's Office Administration to discuss current practices and transportation options.	●	●	POLICE	✓/O
ii Explore funding options from Alameda County to help mitigate concerns with inmate release procedures.	●	●	POLICE	✓/O
iii Install Flock Situational Awareness Cameras at Arnold Road/Horizon Parkway.	●		POLICE, IT	✓

OBJECTIVE 2.B: Continue to invest in public safety technology and programs that advance proactive, community policing and protect citizens and law enforcement.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Install pedestrian signage to guide Santa Rita Jail releasees to Dublin/Pleasanton BART station.	●		POLICE	✓
ii Develop and implement a bicycle and scooter safety and education program, including e-bikes and e-scooters, in collaboration with the Dublin Unified School District and residents.	●	●	POLICE	➡
iii Install Flock Situational Awareness Cameras at designated intersections (rolling installations).	●	●	POLICE	✓/O

OBJECTIVE 2.C: Establish a Business Watch program to collaboratively address commercial theft.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Partner with the Dublin Chamber of Commerce on the development of a Business Watch Program.	●	●	POLICE	✓/O
ii Develop and host a Small Business and Public Safety Fair to support local businesses.	●		POLICE, ED	✓

OBJECTIVE 2.D: Work with Alameda County Fire on upgrades to fire stations to improve safety and efficiency of operations.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Install new fire station alerting systems.	●	●	FIRE, PW	➡
ii Complete facility condition assessments of Dublin fire stations.	●	●	PW	✗

OBJECTIVE 2.E: Develop a more comprehensive security infrastructure for City facilities, including video surveillance, building access and improvements, and alarm systems.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Install citywide situational cameras at all City building facilities.	●	●	IT	➡
ii Convert citywide electronic badging access to a single vendor.	●	●	IT	➡
iii Implement a unified security vendor for all building alarms.	●	●	IT, PW	➡

STRATEGY 3: HOUSING INCLUSIVITY AND AFFORDABILITY

OBJECTIVE 3.A: Implement the goals, policies, and programs in the 2023-2031 Housing Element.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Prepare Zoning Ordinance Amendments that implement Housing Element programs.	●	●	CD	➡
ii Prepare Rezoning Ordinance of properties with Planned Development Residential Zoning.	●		CD	✓
iii Create or amend existing housing programs to implement Housing Element programs.	●	●	CD	✓/O

OBJECTIVE 3.B: Support efforts to produce housing affordable at all levels of income.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Implement the Dublin Centre project which includes 494 market rate units, 6 moderate income units, 105 low- and moderate-income accessory dwelling units, dedication of a 1.88-acre site for affordable housing, and contribution of \$1 M to the First Time Homebuyer Loan Program.*	●	●	CD	✓/O
ii Implement the Francis Ranch project which includes 555 market rate units, 18 moderate-income units, 50 low-income accessory dwelling units, dedication of a two-acre site for affordable housing, and payment of in-lieu fees.*	●	●	CD	✓/O
iii Implement the Regional Street Senior Affordable Housing Development which includes 113 units that are affordable to very low- and low-income households.*	●	●	CD	✓/O
iv Implement the Amador Station project which includes 300 units that will be affordable to extremely low-, low- and moderate-income households and built in four phases.	●	●	CD	➡
v Work with Alameda County to secure Transit Center Site D-1 at no cost for a future affordable housing development with approximately 99-units.	●	●	CD	➡

OBJECTIVE 3.C: Support programs that facilitate homeownership such as the First-Time Home Buyer Loan Program.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Complete Amendments to the First-Time Home Buyer Loan program to increase use of program and ensure compatibility with other loan programs.	●		CD	✓

OBJECTIVE 3.D: Support development of housing types to support essential workers, younger buyers, and seniors.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Implement the Dublin Centre entry level townhomes project.*	●	●	CD	✓/O
ii Implement and assist Eden Housing with the Regional Street Senior Affordable Housing project permits, grants, and financing.*	●	●	CD	✓/O
iii Implement and assist the Related Companies with their Amador Station Affordable Housing project permit, grants, and financing.	●	●	CD	➡
iv Work with Grace Point at Dublin Centre on entitlements and financing.	●	●	CD	➡
v Work with Francis Ranch to implement their Affordable Housing Agreement.	●	●	CD	✓
vi Work with Alameda County to secure the Transit Center site D-1 for affordable housing.	●	●	CD	➡

OBJECTIVE 3.E: Support efforts to address housing for special needs communities.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Work with Grace Point at Dublin Centre on entitlements and financing.	●	●	CD	➡
ii Work with Francis Ranch to implement their Affordable Housing Agreement.	●	●	CD	➡

* Under construction

STRATEGY 4: INCLUSIVE AND EFFECTIVE GOVERNMENT

OBJECTIVE 4.A: Set reserves aside for major infrastructure investments which are key to the City's economic future.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Continue to build the Dublin Boulevard extension Advance Reserve.	●	●	FIN	✓/O
ii Continue funding the Downtown Reserve.	●	●	FIN	✓/O
iii Continue to build the Village Parkway Pavement Reconstruction Reserve.	●	●	FIN	✓/O

OBJECTIVE 4.B: Develop policies and procedures to address transition to District-based elected officials.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Transition to District-based election for the November 2024 election.	●	●	CC	✓
ii Include the topic "city governance with district representation" at the City Council Team-building Workshop to receive feedback for the drafting of policies and procedures.	●	●	CMO	✓

OBJECTIVE 4.C: Implement DEI Action Plan and continue to use a diversity, equity, and inclusion lens in organizational development and programming.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Implement adaptive swimming lessons and recreation swimming opportunities at The Wave.	●	●	PCS	✓
ii Install communication boards at The Wave and other facilities to provide access and raise public awareness about special education.	●	●	PCS	✓
iii Provide Human Services Grants to community benefit organizations in the Tri-Valley.	●	●	PCS	✓/O
iv Continue efforts in hiring practices and training that promotes inclusion, connection, belonging, and safety for staff and prospective employees.	●	●	HR	✓/O

OBJECTIVE 4.D: Conduct ongoing outreach and garner feedback on services and programs to meet the community's needs.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Manage the Francis Ranch Development Neighborhood Parks projects.	●	●	PCS	➡
ii Undertake the Eastern Dublin Wireless Telecommunication Facility project.	●	●	CMO	✓/O
iii Evaluate the feasibility of a program to recognize cultural celebrations in the community.	●	●	CMO, PCS	✓/O

OBJECTIVE 4.E: Evaluate ways to increase transparency in finance, policing, and development and infrastructure projects.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Develop and host a Small Business and Public Safety Fair.	●	●	POLICE, ED	✓
ii Implement online transparency tool for capital projects.	●	●	PW, FIN	✓/O
iii Implement a new weekly community newsletter.	●	●	CMO	✓/O

OBJECTIVE 4.F: Continue proactive evaluation of policies and procedures and ensure cybersecurity infrastructure and practices are sufficient to protect the City's assets.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Develop IT training curriculum for new, ongoing, and executive staff.	●	●	IT	➡
ii Review existing technology policies and procedures as they relate to digital acceptable use, remote access, and city-owned vs. personal device usage of City networks and systems.	●	●	IT	➡
iii Continue to execute quarterly penetration testing with the City's cyber insurance contractor.	●	●	IT	✓/O

STRATEGY 5: LONG-TERM INFRASTRUCTURE AND SUSTAINABILITY INVESTMENTS

OBJECTIVE 5.A: Continue to explore funding mechanisms for capital and ongoing maintenance needs.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Identify and pursue grant funding opportunities for capital and maintenance projects.	●	●	CMO, PW	✓/O
ii Execute contributions from the General Fund to the Internal Services Funds for facility replacements in both FY 2024-25 & FY 2025-26 budgets.	●	●	FIN	✓
iii Manage ongoing Pavement Management Reserve funding designations.	●	●	FIN	✓/O

OBJECTIVE 5.B: Focus on major street improvements to assist in improving safety and traffic movement, including Village Parkway, Tassajara Road, and the Dublin Boulevard extension.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Carry out Citywide Signal Communications upgrade.	●	●	PW	➡
ii Work with Alameda County Transportation Commission on the Dublin Boulevard extension – Design phase.	●	●	PW, CMO	✓/O
iii Oversee work on the Dublin Boulevard extension – Funding Plan Development with Alameda County Transportation Commission and Livermore.	●	●	PW, CMO	✓/O
iv Manage Tassajara Road Improvements – North Dublin Ranch Drive to Quarry Lane School.	●	●	PW	✓/O
v Execute design phase for Tassajara Road Realignment and Widening – Fallon Road to North City Limit – Design.	●	●	PW	➡
vi Continue work on Village Parkway Reconstruction – Design phase.	●	●	PW	✓/O

OBJECTIVE 5.C: Continue to make progress on the Climate Action Plan and sustainable operations.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Launch Dublin Climate Challenge Online Community Engagement platform.	●	●	PW	✓/O
ii Adopt the Low Carbon Concrete Building Code.	●		CD, PW	✓
iii Develop Building Electrification Plan.	●	●	PW	➡
iv Develop Electric Vehicle Infrastructure Plan.	●	●	PW	➡
v Oversee and continue Citywide Energy Efficiency and Infrastructure projects.	●	●	PW	✓/O
vi Manage the maintenance of the Green Stormwater Infrastructure – Iron Horse Trail, South of Amador Valley Boulevard.	●	●	PW	✓/O
vii Manage the implementation of Green Stormwater Infrastructure – Citywide Trash Capture Devices.	●	●	PW	➡
viii Develop a Fleet Electrification Plan through the Metropolitan Transportation Commission's Public Fleet Electrification Planning Assistance Program.	●	●	PW	➡

OBJECTIVE 5.D: Evaluate options for a sustainable pavement management program.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Complete First Cape Seal Street Resurfacing.	●	●	PW	✓
ii Undertake the 2024 Annual Street Resurfacing project.	●	●	PW	✓
iii Undertake the 2025 Annual Street Resurfacing project.	●	●	PW	➡
iv Update the Pavement Management program.	●	●	PW	✗

OBJECTIVE 5.E: Evaluate use of General Fund reserves to address asset replacement needs.

Work Plan	Fiscal Years		Department(s)	Status
	24/25	25/26		
i Continue to evaluate Pavement Management Reserve funding designations.	●	●	FIN	✓/O

■ REVISION HISTORY

March 2025

- Added *Department Key*
- Added *Off Target* category to *Status Key*
- Added *Revision History* page

June 2025

- Updated document title to “Year 1 Update”
- Added item 5. C viii

August 2025

- Added *Completed/Ongoing* category to the *status key*

