



## SERVICE EXCELLENCE

- SE.1** Support the City's culture "Excellence Every Day" by providing equitable access to efficient, effective, and culturally responsive services.
- SE.2** Support a diverse, high-performing, and engaged workforce.
- SE.3** Train and develop a skilled and resilient workforce.



## INFRASTRUCTURE

- IF.1** Ensure the long-term sustainability and safety of city roadways through proactive maintenance.
- IF.2** Formalize a Stormwater System Maintenance Plan.
- IF.3** Maintain superior water quality rating.
- IF.4** Maintain and improve wastewater system.
- IF.5** Develop and install citywide broadband infrastructure.
- IF.6** Create a maintenance and improvement plan for all city buildings, facilities, and capital equipment (>\$100K).



## QUALITY OF LIFE

- QL.1** Enhance recreation and cultural programs, events, and facilities to ensure citizens experience diversity and inclusivity.
- QL.2** Reinforce and expand city beautification programs to improve community appearance.



## ECONOMY VITALITY

- EV.1** Develop Pharr as a regional destination to live, work, and play.
- EV.2** Create opportunities that encourage investment in commercial and residential areas.
- EV.2** Increase crossings and revenues from bridge operations.



## SOUND GOVERNANCE & FISCAL SUSTAINABILITY

- SG.1** Maintain financial stability of the City.
- SG.2** Expand internal controls and receive clean opinion from external auditors.
- SG.3** Support a transparent and inclusive government.



## SAFE & SECURE COMMUNITY

- SSC.1** Continue efforts to build trust, transparency, and accountability in the City's policing services.
- SSC.2** Optimize fire protection services.
- SSC.3** Ensure high-quality EMS care and services.
- SSC.4** Maintain emergency dispatch time for Public Safety.
- SSC.5** Enhance community preparedness for natural disasters and other emergencies.
- SSC.6** Promote public safety, animal welfare, and community well-being by effectively enforcing local regulations.



## PURPOSE OF THE STRATEGIC PLAN

The Strategic Plan is designed to guide the work and future progress of the City of Pharr. The plan articulates the Vision and Mission of the City and establishes a set of Strategic Objectives, Goals, and Action Plans to guide its decision making. Successful implementation will require that each staff member understands their unique role in carrying out specific Strategic Goals and Actions. The Strategic Plan will be updated annually based on the accomplishments of the City and any changes or obstacles that may be encountered. The City of Pharr's Strategic Plan represents the efforts of many dedicated public servants who are committed to providing exceptional municipal services for the community. By working together, the City's Strategic Plan will certainly be accomplished because, **"We are Team Pharr!"**





## MISSION

To provide the highest level of municipal services every day.



## VISION

The City of Pharr will consistently lead the region in municipal excellence, sustainability, and innovation.



## VALUES

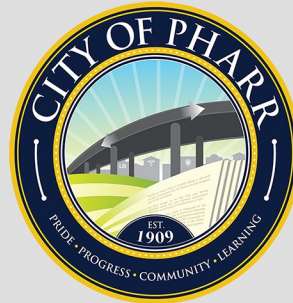
**PROFESSIONALISM** in your work and appearance.

**RESPECT** for yourself, your co-workers, employees, and residents.

**INTEGRITY** in your work and in your life.

**DISCIPLINE** in everything you do.

**ETHICS** is key to meeting and respecting the taxpayer's expectations and resources.



# Excellence EVERY DAY



## STRATEGIC PLAN

# CITY OF PHARR

2022 | 2027

