



Strategic Plan

2022 - 2027

TITLE	Strategic Plan Yearly Report
REPORTING PERIOD	October 2024 - September 2025
LOCATION	City of Pharr



SUMMARY

The City of Pharr's Strategic Plan represents the collective efforts of dedicated public servants committed to delivering exceptional municipal services to the community. In just three years, the City of Pharr has made significant progress, achieving 12 strategic goals and 11 key actions. These accomplishments reflect the City's commitment to its residents.

Our Resident's Priorities



Service Excellence



Infrastructure



Quality of Life



Economic Vitality



Sound Governance



Safe & Secure
Community



Service Excellence

Ensure that our residents receive the highest level of municipal services.

ACTION NO.	DESCRIPTION	KPI	TARGET	OWNER	DUE DATE	END OF FY STATUS
SE.1	Support the City's culture of "Excellence Every Day" by providing equitable access to efficient, effective, and culturally responsive services	ACS	80% or higher	OSE	Bi-Annual	
SE.1.1	Increase customer satisfaction by developing customer service initiatives.	# of Projects Complete	4 (1 per quarter)	City Clerk	Quarterly	
SE.12	Increase employee participation in engagement programs.	Attendance Rate	80% per event	HR	Quarterly	
SE.2	Support a diverse, high-performing, and engaged workforce.	AES	80% or higher	HR	Annually	
SE.2.1	Ensure fair and equitable compensation to reflect the most current compensation study.	% Employees at Market Rate	100%	HR	Sept. 2027	
SE.3	Train and develop a skilled and resilient workforce.	Training hrs/employee	20 hrs/employee	SL	Monthly	
SE.3.1	Develop programs and/or trainings that promote DEI in the workplace.	# of trainings offered	4 trainings	HR	Annually	

Infrastructure



Building, maintaining, and improving the city's foundation.

ACTION NO.	DESCRIPTION	KPI	TARGET	OWNER	DUE DATE	END OF FY STATUS
IF.1	Ensure the long-term sustainability and safety of city roadways through proactive maintenance.	Pavement Condition Index	> 80%	Engineering	September 2027	
IF.1.1	Expand existing roadways and construct new roads in accordance with the RGV-MPO Unified Transportation Program and City Thoroughfare Plan.	# of Miles Completed	10 miles	Engineering	September 2027	
IF.2	Formalize a Stormwater System Maintenance Plan	Complete drainage system maintenance plan	100%	Engineering	Quarterly	
IF.2.1	Continue to implement drainage projects in accordance to the City's Master Drainage Plan.	Total increase in stormwater capacity	1 Million Cubic Yards	Engineering	Ongoing	
IF.3	Maintain superior water quality rating.	TCEQ Rating	Superior Rating	Public Utilities	Ongoing	
IF.3.1	Ensure reliable and sustainable water supply.	GPD per person	100 GPD per connection per person	Public Utilities	Ongoing	
IF.3.2	Expand and ensure adequate water supply (water plant improvements and reservoirs).	Capacity and supply	19 MGD Capacity 8-day supply at 8.5 MGD	Public Utilities	September 2025	
IF.3.3	Continue efforts to upgrade and actively maintain existing water system infrastructure in accordance with the Water System Master Plan.	% of completed projects	TBD	Public Utilities	September 2027	
IF.4	Maintain and improve wastewater system.	TCEQ Compliance Regulations	0 violations	Public Utilities	Ongoing	
IF.4.1	Implement the recommended improvements in the 2018 Wastewater Master Plan.	% of completed projects	TBD	Public Utilities	September 2027	
IF.5	Develop and install citywide broadband infrastructure.	Completion Rate	100%	IT	TBD	
IF.6	Create a maintenance and improvement plan for all city buildings, facilities and capital equipment (>\$100K).	Completion of Maintenance Plan	100%	Parks and Public Works	September 2024	



Quality of Life

Ensure our City is a great place to live, work, and play.

ACTION NO.	DESCRIPTION	KPI	TARGET	OWNER	DUE DATE	END OF FY STATUS
QL.1	Enhance recreation and cultural programs, events, and facilities to ensure citizens experience diversity and inclusivity.	# of DEI Events	6 programs	Special Events / Admin	Annual	
QL.1.1	Increase city programs that foster health and wellness.	# or programs	6 programs	Special Events	Annual	
QL.1.2	Deliver quality city events.	Attendance Rate	5% Increase in Attendance YOY	Special Events / Admin	After every event	
QL.1.3	Maintain and update current park and trail facilities.	ACS	> 80% Satisfaction	Parks	Annual	
QL.1.4	Increase number of household connections to Pharr Broadband Network.	% of connected households	65% of 24,000 connections	IT	Sept. 2024	
QL.1.5	Improve the health and well-being of the community by enhancing access to healthcare for all Pharr residents.	# of healthcare initiatives	4	Public Health	Annual	
QL.2	Reinforce and expand city beautification programs to improve community appearance.	# of Clean Up / Beautification Programs	12 per year	Public Works	Sept. 2024	
QL.2.1	Develop a curbside recycling program.	Completion Rate	TBD	Public Works	Sept. 2024	
QL.2.2	Develop Sustainability Programs to focus on each of the UN's 17 Sustainable Development Goals	# of programs	17	OCM	Sept. 2024	



Pharr International Bridge

Economic Vitality

Supporting business growth, creating jobs, and strengthening the local economy.

ACTION NO.	DESCRIPTION	KPI	TARGET	OWNER	DUE DATE	END OF FY STATUS
EV.1	Develop Pharr as a regional destination to live, work, and play.	% Change in Residential Permits Issued	X% Increase	Building & Code	Annual	
		% Change in Commerical Permits Issued	X% Increase	Building & Code	Annual	
EV.1.1	Provide businesses with support to foster business retention and expansion.	# of business townhalls	4	GPCC	Ongoing	
EV.1.2	Increase specialized programs that promote career development.	# of Specialized Programs	10 Specialized Programs	SL	Ongoing	
EV.1.3	Increase downtown visitors by reducing commercial vacancies.	% of commercial vacancies (DT)	<10%	EDC, OCM, Grants	Ongoing	
EV.2	Create opportunities that encourage investment in commercial and residential areas	Commercial Tax Revenue	5% increase	Finance	Annual	
		Residential Tax Revenue	5% increase	Finance	Sept. 2024	
EV.2.1	Create the Unified Development Code (UDC) to streamline the development process.	Completion Rate	100%	Development Services	Sept. 2024	
EV.2.2	Create a downtown revitalization committee to increase commercial revitalization/development programs	# of programs	4	OCM	Sept. 2024	
EV.3	Increase crossings and revenues from bridge operations.	% Change in Bridge Revenues	> 5 % YOY	Bridge	Annual	
EV.3.1	Create and implement new customer acquisition initiatives to attract new business opportunities	# of new accounts/ year	60	Bridge	Annual	



Ensuring fiscal sustainability, accountability, and integrity in all operations.

ACTION NO.	DESCRIPTION	KPI	TARGET	OWNER	DUE DATE	END OF FY STATUS
SG.1	Maintain the financial stability of the city.	# of days in the fund balance	90 days	Finance	Annual	
SG.1.1	Accurately budget for operations and maintenance.	% budget used	≤100%	Finance	Annual	
SG.1.2	Increase the City's credit worthiness.	Bond Rating	AA	Finance	Annual	
SG.2	Expand internal controls and receive clean opinion from external auditors.	# of audit findings	0	Finance	Annual	
SG.2.1	Provide trainings to city departments regarding Finance and Purchasing policies and procedures.	# Trainings	2 per year each	Finance & Purchasing	Annual	
SG.2.2	Conduct internal audits of City procedures.	# of Internal Audits Conducted	2	Purchasing	Annual	
SG.3	Support a transparent and inclusive government.	# of fraud reports escalated to formal investigations.	0	OCM & Legal	Annual	
SG.3.1	Continue to excel in financial transparency.	# of recognitions	5	Finance	Annual	
SG.3.2	Ensure ethical behavior by all city officials and employees.	% of employees/officials trained on ethical behavior	100%	OCM (City Officials) HR (workforce)	Annual	

Safe and Secure Community



Delivering quality safety, preparedness, and support services to all.

ACTION NO.	DESCRIPTION	KPI	TARGET	OWNER	DUE DATE	END OF FY STATUS
SSC.1	Continue efforts to build trust, transparency, and accountability in the City's policing services.	% Response Time Below Target	> 90%	PD	Annual	
SSC.2	Optimize fire protection services.	Average Response Time	<5 Min.	FD	Annual	
SSC.3	Ensure high quality EMS care and services.	Response Time	<6 min	EMS	Annual	
SSC.4	Maintain emergency dispatch time for Public Safety.	Average dispatch time of emergency services	< 60 seconds	PSC	Annual	
SSC.5	Enhance community preparedness for natural disasters and other emergencies.	% of households enrolled in code red	60% of population	OEM	Annual	
SSC.6	Promote public safety, animal welfare, and community well-being by effectively enforcing local regulations.	Pharr 311 Resolution	Code < 7 days Animal Control < 24 hours	Code and Public Health	Annual	