



# CITY COUNCIL STRATEGIC PLAN

APPROVED  
November 2023





The City of Surprise delivers exemplary  
and innovative public service with  
integrity and professionalism;  
in a fiscally responsible manner; creating  
a safe and attractive community where  
residents and businesses can thrive.

CITY COUNCIL - 623.222.1300

MAYOR **Skip Hall**

DISTRICT 1 **Nick Haney**

DISTRICT 2 **Aly Cline**

DISTRICT 3 **Patrick Duffy**

DISTRICT 4 **Ken Remley**

DISTRICT 5 **Jack Hastings**

DISTRICT 6 **Chris Judd**

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CITY MANAGER'S OFFICE - 623.222.1100

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CHIEF FINANCIAL OFFICER/DEPUTY CITY MANAGER **Andrea Davis**

- Council & Management Approved November 2023 -

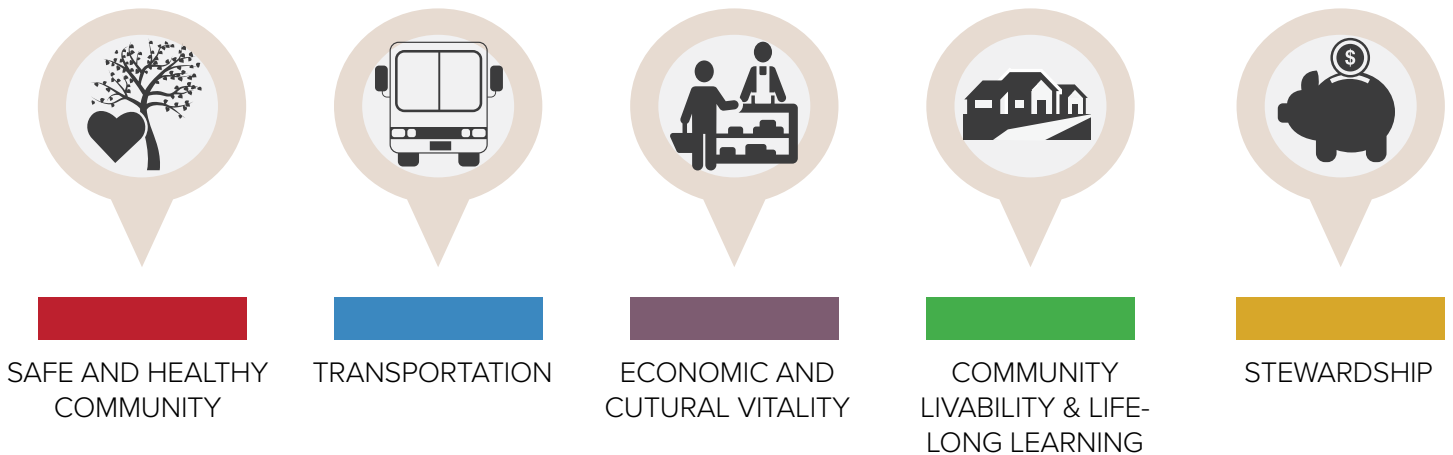
# INTRODUCTION

The City Council Strategic Plan provides a framework for establishing community priorities and focuses resources in achieving shared goals and outcomes that make Surprise a sustainable, vibrant place for residents, businesses and visitors - today and in the future.

The Surprise City Council Strategic Plan uses the City's vision and the five City Council strategic

priorities described below as its roadmap for action. The City Council has adopted citywide goals to advance each area by fiscal year 2025. To stay current with changing dynamics over time, Council may review and adjust the Strategic Plan as necessary to better support the vision of our growing community.

To make this vision become a reality, the City Council Strategic Plan identifies the following strategic priorities:



These priorities, with their accompanying strategies, will guide City Council policy and budgetary decision-making, shape partnerships locally and regionally, and involve the residents of Surprise in building the future of our community. In concert with other planning and policy documents, including the City of Surprise General Plan, the Strategic Plan will provide the guidance and tools to achieve our community's shared vision.

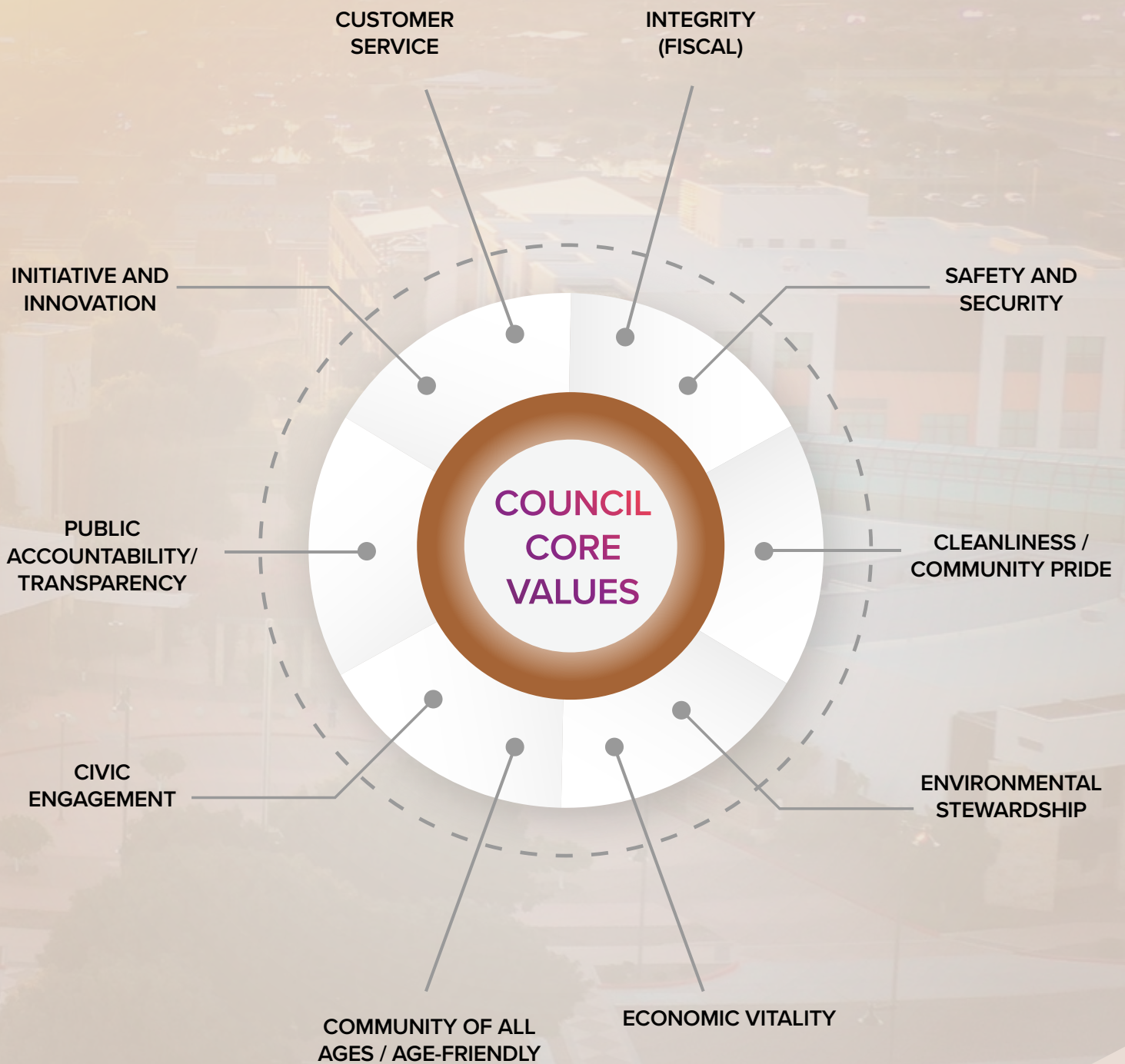




# CITY COUNCIL STRATEGIC MISSION

Develop a high standard of community life through shared vision, superior service and sustainable practices.









# SAFE AND HEALTHY COMMUNITY

Maintain a safe and  
healthy community amid  
historical growth.

### Strategy 1.1:

#### MITIGATE CRIMES AND ACCIDENTS BY ENHANCING COMMUNITY AWARENESS OF PUBLIC SAFETY SYSTEMS AND PARTNERING WITH GOVERNMENTAL ORGANIZATIONS, COMMUNITY GROUPS AND OTHER FIRE AND CRIME PREVENTION PROGRAMS.

- Maintain a partnership with area schools to provide fire and law enforcement safety awareness education to the student population through the School Resource Officer (SRO) program and other such programs which work to engage adolescents and when necessary, intervene.
- Increase awareness of residents and visitors by providing information that enhances their knowledge of how public safety agencies deliver service to the community through community events, open houses and the effective use of media and social media.

- Provide for and enhance community education opportunities such as in traffic and fire safety, crime prevention, personal safety and the prevention of accidents in the home and workplace
- Develop a data driven Community Safety Plan to continue to engage the community; including identifying outreach procedures and programs, which encourage participation of high-risk populations.

### Strategy 1.2:

#### PROVIDE PUBLIC SAFETY WORKERS WITH THE TOOLS AND TRAINING NECESSARY TO MEET COMMUNITY NEEDS.

- Identify, develop and/or enhance training programs by establishing dedicated personnel, divisions and/or reallocating resources and assets to coordinate, manage, administer and oversee training and continued education of personnel.
- Provide appropriate training (including scenario-based opportunities), education and certifications to effectively serve the community.

- Strategically plan for the necessary resources including personnel, equipment, vehicles and facilities, including training facilities, for public safety service providers.
- Explore and utilize innovative technology and data driven analytics to enhance operational support for public safety service providers.

### Strategy 1.3:

#### ENSURE PROPER, TIMELY AND APPROPRIATE RESPONSE.

- Strategically deploy public safety resources through data driven analytics in order to meet incident response goals.
- Continue to work in concert with other public safety, governmental and non-governmental agencies, and seek additional opportunities to work cooperatively to enhance customer service and efficiency.
- Work internally and externally to ensure that qualifying post-

incident recovery of public and private resources occurs.

- Enhance community resiliency efforts by expanding citywide emergency management capabilities and community engagement through further development of program planning, citywide training and exercise opportunities.



#### Strategy 1.4:

#### PROVIDE EXTRAORDINARY INTERNAL AND EXTERNAL CUSTOMER SERVICE.

- Maintain and build upon relationships with neighborhoods, communities and the public that encourage collaboration, communication, trust and understanding.
- Provide customers with a venue to openly discuss issues of concern and provide conflict resolution such as mediation services.
- Ensure public safety is incorporated into the plans

and goals of non-public safety departments by maintaining relationships.

- Further enhance volunteer opportunities for community members, including the crisis management response teams, by recruiting qualified staff that will develop, train and manage volunteers.

#### Strategy 1.5:

#### PROPERLY PLAN FOR AND ENSURE FISCAL RESPONSIBILITY IN ALL PUBLIC SAFETY EFFORTS.

- Develop a comprehensive Public Safety Master Plan that will assess the City's public safety system, including reviewing the adequacy of the existing deployment system, identifying and prioritizing infrastructure, including people, buildings, assets, technologies, training and plans for the future.
- Be receptive to discuss and implement change in service provision methods and change in the needs of the community to include the support of innovation, efficiency and continual improvement.

- Continuously evaluate the effectiveness and efficiency of the ground ambulance service delivery system.

- Promote efficiencies in public safety while enhancing service delivery, leveraging technology and data analytics to strategically deploy and maximize resources.

- Aggressively pursue grant funding from appropriate sources to assist in providing public safety services.







# TRANSPORTATION

Develop an efficient, cost effective, multi-modal transportation system that provides connectivity to the region; ease of movement into, within and out of Surprise; and supports a high standard of community life.

## Strategy 2.1: IMPROVE ACCESS TO AND FROM SURPRISE.

- Work with neighboring jurisdictions and regional partners to plan for and develop system connections.
- Facilitate planning for system connections between southern and northern Surprise and to major existing and future transportation corridors (e.g. SR303, I-10, I-11, Northern Parkway

and Maricopa County).

- Work with Regional, State and Federal agencies and elected officials on facilitating system improvements and securing funding for improvements to the Grand Avenue Corridor (e.g. SR303/163rd Avenue and Grand Avenue; Jomax Road and Grand Avenue; etc.).

## Strategy 2.2: IMPROVE THE TRANSPORTATION SYSTEM BY CONTINUOUSLY PLANNING FOR THE FUTURE, EVALUATING THE PRESENT AND COMPLETING MISSING AND INCOMPLETE LINKS IN THE CITY SYSTEM.

- Work with neighboring jurisdictions to expand regional system connections and complete scalloped city streets (streets not built to their full planned width) to increase ease of travel to, from and within Surprise.

- Develop a comprehensive Multimodal Transportation Master Plan that will assess the City's transportation system, conduct a needs assessment, identify and prioritize large-scale initiatives and projects.

## Strategy 2.3: DEVELOP AND IMPLEMENT A ROBUST MULTIMODAL TRANSIT SYSTEM THAT PROVIDES FOR TRANSIT CONNECTIVITY TO THE REGION.

- Coordinate with all regional partners and West Valley communities for provision of public transit services provided to Surprise residents.
- Pursue grants and explore funding options for transit-oriented development, and develop public transit services, such as microtransit.
- Identify transit connections for Bell Road, SR303 and the arterials connecting to the freeway.

- Identify gaps and offer solutions to provide for local multi-modal linkages (e.g. bicycle and pedestrian facilities).
- Seek partnerships with the private, public and nonprofit sectors on attracting transportation options within the city.

## Strategy 2.4: IDENTIFY FUNDING SOURCES FOR TRANSPORTATION SYSTEM.

- Commit to an annual CIP allocation for local transportation improvement projects.
- Routinely conduct community outreach to gauge resident interest in additional revenue streams dedicated to local transportation projects.
- Research ways to develop and possibly implement a new transportation impact fee ordinance to comply with state law.

- Ensure that planning efforts include identification and review of local, regional and federal programs to identify potential funding opportunities for the City's transportation system projects.
- Actively participate in public and private regional organizations that address transportation.



Strategy 2.4:  
(continued)

- Consider developing “shovel-ready” plans for local transportation priority projects to put the City in a position to secure funds that may become available.

Strategy 2.5:  
DEVELOP AND  
MAINTAIN A BALANCED  
TRANSPORTATION SYSTEM  
FOR NON-VEHICULAR MODES  
OF TRAVEL, INCLUDING  
BICYCLING AND WALKING.

- Identify missing links to enable non-vehicular travel throughout the city of Surprise.
- Ensure that access to-and-from areas that connect pedestrians and bicyclists to their destinations are thoughtfully planned and offer separation from vehicular activities (e.g. access through parking areas, rights-of-way, etc.).
- Develop and implement a complete streets policy to accommodate multimodal transportation needs on city streets (share-the-road models to accommodate vehicles, bikes, pedestrians).
- Encourage alternate, healthier transportation modes throughout the city (e.g. walking, biking).
- Support robust carpooling and park-and-ride initiatives.



# ECONOMIC AND CULTURAL VITALITY

Promote a healthy economy through strategies that add employment; attract new businesses and capital investment; support opportunities for veterans and people of all abilities and income levels to thrive; and provide tourism and cultural opportunities.



**Strategy 3.1:**  
PROMOTE SURPRISE AS A  
LOCATION FOR QUALITY  
ADVANCED MANUFACTURING OR  
LOGISTICS BUSINESSES THAT USE  
INNOVATIVE TECHNOLOGIES TO  
IMPROVE THEIR PRODUCTS OR  
PROCESSES.

- Continue to proactively market “shovel-ready” sites and available real estate within the city.
- Deliver economic development business retention and expansion principles to facilitate an advantageous growth environment for advanced manufacturing and logistics businesses.

- Maintain workforce development, marketing and business retention partnerships that support the goal of growing and retaining advanced manufacturing and logistics industries.

**Strategy 3.2:**  
PROVIDE HANDS-ON APPROACH  
TO SUPPORTING INNOVATION,  
ENTREPRENEURSHIP AND SMALL  
BUSINESSES.

- Develop and market partnerships and programming to help small businesses in the City of Surprise.
- Engage with small business organizations to enhance resources and networking opportunities for the small business community.
- Identify best practices and programs of the AZTechCelerator and engage

- in opportunities to embed in university programming and/or new development in City Center.
- Foster entrepreneurship and small business education and partnerships.
- Leverage local, regional, statewide, national and global partnerships that facilitate entrepreneurial growth in Surprise and the Greater Phoenix West Valley.

**Strategy 3.3:**  
IDENTIFY LOCAL, REGIONAL,  
STATEWIDE, NATIONAL AND  
GLOBAL PARTNERSHIPS WHICH  
SERVE TO PROMOTE LOCAL  
JOB GROWTH, LOCAL BUSINESS  
ENVIRONMENT ENHANCEMENT  
AND BUSINESS-TO-BUSINESS  
COMMUNITY ENGAGEMENT  
OPPORTUNITIES IN SURPRISE.

- Advance partnerships that promote initiatives to market and encourage new business growth, existing business retention and other business engagement opportunities.
- Utilize the credibility, contacts and resources of partnerships to add value to recruitment and retention efforts.

- Continue to cross-market local employment opportunities and job fairs with partners in order to enhance Surprise workforce development initiatives.
- Market Foreign Trade Zone and Opportunity Zone.



### Strategy 3.4:

PURSUE OPPORTUNITIES TO ATTRACT DESIRABLE RETAIL SERVICES OR PRODUCTS TO THE CITY OF SURPRISE WHICH ARE DESTINATION-ORIENTED AND/OR FAMILY-ORIENTED ENTERTAINMENT VENUES.

- Actively market and promote premiere retail sites in the City of Surprise, such as City Center, Asante and the Loop 303, to include entertainment and venues for community youth.
- Continue to promote opportunities to build and expand upon relationships with existing retail businesses, brokers, industry experts and developers in pursuit of additional quality retail growth.
- Maintain strong support for retail promotional initiatives

with ongoing workforce development support, research analytics and local, regional, statewide and national partnerships.

- Promote Surprise as a tourism and meeting destination through innovative marketing initiatives, collaborative real estate solutions and shared promotions with new and local hotel, hospitality and retail partners.

### Strategy 3.5:

ATTRACT AND ENCOURAGE THE GROWTH OF SPECIALTY, WORLD-CLASS MEDICAL SERVICES AND TREATMENTS AIMED AT SERVING THE NEEDS OF RESIDENTS AND VISITORS.

- Advance efforts to distinguish, market and promote Surprise as a premiere medical location at the center of local, regional and statewide healthcare excellence and talent.
- Strengthen partnerships with existing regional medical corporations to promote Surprise sites as future growth locations.

• Remain vigilant to identify opportunities to engage with industry and workforce experts to identify development potential.

- Promote the sharing of research analytics and marketing collateral with industry opportunities.

### Strategy 3.6:

FOSTER THE DEVELOPMENT OF SURPRISE CITY CENTER.

- In cooperation with the developer, work to enhance the design of private/public buildings and spaces that speak to the history and future of City Center.
- Identify land options and outline potential City support to prospective end-users.
- Continue to communicate the vision of Surprise City Center to potential projects.
- Promote the vision of a dynamic, high-density commercial future with a special sense of character and place within Surprise City Center in marketing strategies.

• Identify pedestrian, bicycle connections and parking solutions for recreation, tourism, education and shopping.



**Strategy 3.7:**  
**IDENTIFY, PROMOTE AND  
LEVERAGE NEW AND EXISTING  
OPPORTUNITIES FOR  
NARROWING COMPETITIVENESS  
ISSUES TO FOSTER ECONOMIC  
DEVELOPMENT PROJECTS.**

- Continuously research, categorize and communicate local/regional, statewide and national competitive incentives offered that may facilitate projects in the city.
- Promote the use of creative and in-kind value-added incentives within the city to help corporations advance their hiring, growth and time-to-market goals.
- Encourage the use of reasonable, legal, post-performance incentives, especially for projects that will offer the city of Surprise substantial, measurable public benefit.
- Identify and promote infrastructure improvements to encourage new investment, increased services and amenity offerings.

**Strategy 3.8:**  
**LEVERAGE NEW OPPORTUNITIES  
TO ATTRACT VISITORS  
AND ENGAGE RESIDENTS  
WITH ENHANCED EVENT  
AND ENTERTAINMENT  
OPPORTUNITIES.**

- Create and update infrastructure to streamline the process for third party events in order to build and promote year-round tourism activity.
- Develop local and regional partnerships that will increase tourism-related room nights, exploring the marketing of tourism package opportunities.
- Collaborate with land owners and developers to support tourism and entertainment development in Surprise.
- Create multi-beneficial partnerships with hotels, restaurants and regional tourism groups to strategically attract tourism events and development that will create revenue opportunities for all parties involved.
- Continue to expand, develop and refine neighborhood, community and regional scale events, which offer a diverse lineup of offerings (e.g. festivals, concerts, fitness events, individual and team sports competitions etc.).

**Strategy 3.9:**  
**STRATEGICALLY MARKET  
SURPRISE AS AN INTENTIONAL  
SPORTS AND TOURIST  
DESTINATION**

- Develop a comprehensive tourism advertising and communications plan to promote sports and tourism-based events and initiatives.
- Increase strategic collaboration with key partners to expand our ability to identify and target demographics for tourism.
- Market Tourism Fund opportunities to attract professional event and entertainment groups.
- Research and initiate other possible sources for creating tourism revenue in Surprise.

A young girl with dark hair is in a swimming pool, holding a green swim cap over her head with both hands. She is wearing a red and white polka-dot swimsuit. In the background, another person is partially visible. A large green diagonal overlay covers the upper half of the image. The text 'COMMUNITY LIVABILITY & LIFE-LONG LEARNING' is written in white capital letters on the left side of the green overlay. A circular callout box with a black background and white text is on the right side of the green overlay. A white diagonal line runs from the bottom left towards the center of the image.

# COMMUNITY LIVABILITY & LIFE-LONG LEARNING

Provide a high quality residential and business-built environment; revitalize at-risk communities and assist vulnerable populations; collaborate with K-8 schools, skill centers and higher educational institutions to support innovative services/programs and learning opportunities for all ages.



### Strategy 4.1:

MAINTAIN HIGH STANDARDS OF DESIGN FOR NEW AND REVITALIZED DEVELOPMENTS, WHILE PROVIDING AN EFFICIENT AND TIMELY REVIEW PROCESS.

- Ensure Surprise Unified Code maintains current design standards for neighborhoods and buildings.
- Seek the inclusion of parks, trails and community facilities when planning for new housing development, as detailed in the Parks & Recreation Master Plan.
- Focus on vertical as well as horizontal design, beautification and quality development for all income levels and abilities.
- Emphasize neighborhood preservation and rehabilitation.
- Continue in neighborhood and building design that focuses and utilizes principles of Crime Prevention Through Environmental Design (CPTED), which emphasize design of the physical environment.
- Ensure the development review process is customer focused, responsive and timely.

### Strategy 4.2:

SUPPORT OUR EDUCATIONAL PARTNERS TO ADDRESS LIFE-LONG LEARNING INITIATIVES AND PUBLIC WORKFORCE DEVELOPMENT.

- Work with all educational partners to identify innovative learning opportunities for all ages; workforce development programs for all ages; and shared-facility agreements.
- Support City and school/college initiatives and partnerships to engage with our youth population, while promoting Career and Technical Education (CTE) opportunities in Surprise to enhance vocational and technical training opportunities for Surprise residents.
- Maintain a direct connection between the City and schools through the Surprise Youth Council and other youth initiatives, promoting educational enrichment programs.
- Identify areas of opportunity in City/public professions and development recruitment, retention and professional development programs that include education, private, non-profit and/or other agency partners to better ensure the highest level of service for Surprise residents and visitors.

### Strategy 4.3:

RESPECT NATURE BY PROTECTING CRITICAL WILDLIFE CORRIDORS.

- Implement code and design guidelines for wildlife corridors.
- Follow the identified wildlife corridors listed in the Parks and Recreation Master Plan as new development occurs.
- Engage public and private stakeholders to secure easements and properties which have developable and limited developable potential along wildlife corridors.

#### Strategy 4.4:

COLLABORATE WITH PARTNERS TO MANAGE THE NEEDS OF OUR SENIOR POPULATION, ADDRESS EDUCATION, POVERTY ISSUES AND MAKE HOMELESSNESS RARE, SHORT- LIVED AND NON-RECURRING.

- Collaboration with the Veterans, Disability & Human Services Commission.
- Coordination with local and regional agencies to address homelessness issues.
- Expansion of programming through the Human Service & Community Vitality Department to specifically address senior citizen/aging issues.

- Collaborate on programs to support veterans, employment, attainable housing and mental health.
- Work to expand offerings of lifelong learning programs, digital equity programs and inclusion programs to enhance citizen access to educational programs.

#### Strategy 4.5:

IMPROVE RESIDENTS' QUALITY OF LIFE BY REINVESTING IN OUR EXISTING PARKS.

- Provide a diversity of activities at our City parks for the enjoyment of all residents.
- Design for beauty, function and longevity.

- Continuously evaluate the development and potential redevelopment of sports, tourism, event, community and recreation facilities to optimize programming and usage.

#### Strategy 4.6:

PROMOTE ACTIVE RECREATION, SPORTS AND TOURISM.

- Continue to build and support active recreational programs and facilities.

- Continue to invest in world-class facilities that support recreational, amateur and professional sports.

#### Strategy 4.7:

PROVIDE A CONNECTED PARK EXPERIENCE THROUGH THE DEVELOPMENT OF AN OVERALL PARK SYSTEM FRAMEWORK.

- Capitalize on the linear nature of our natural wash corridors and man-made features.

- Create a citywide framework of connected parks, greenways and open spaces that define the city of Surprise.

#### Strategy 4.8:

PURSUE OPPORTUNITIES TO CREATE NEW PARKS AND OPEN SPACE.

- Pursue opportunities to acquire and create new public parks, open space and conservation areas that support the needs of our residents and visitors.
- Protect the health of our natural environment.
- Identify and target properties that may be fully or partially encumbered by way of deed restrictions, flyover restrictions,

flooding restrictions, etc., and assess the feasibility of future sports, tourism, park and recreational development and/or natural open space preservation.



## Strategy 4.9:

### PROVIDE ENHANCED COMMUNITY SERVICES AND ENGAGEMENT THROUGH THE ARTS, CULTURE & LIBRARY SYSTEM DESIGNED TO SERVE SURPRISE RESIDENTS.

- Provide innovative library services utilizing a collaborative approach to support community engagement.
- Continuously expand library catalogues, collections and programs to enhance services provided to customers.
- Amplify the arts and culture sector in Surprise by supporting, growing and sustaining the creative economy through artist opportunities, partnerships with cultural organizations and grants.
- Expand partnerships with Surprise institutions,

organizations and schools; and develop new programs for specific community groups that would benefit from the arts for improved health, well-being and social connection, such as veterans and seniors.

# STEWARDSHIP

A woman with braided hair, wearing sunglasses and a blue polo shirt, is crouching on a gravel path. She is holding a worksheet and pointing at it. Two children, a boy in a blue shirt and cap and a girl in a pink shirt, are sitting on the ground, also looking at worksheets. The background shows a desert landscape with a cactus, trees, and a building under a clear blue sky. A large, semi-transparent brown shape covers the top right portion of the image, containing a circular text box.

Foster a culture of transparency and fiscal responsibility in managing resources and providing excellent municipal services.

**Strategy 5.1:**  
**REDUCE TOTAL ENERGY USAGE  
IN CITY-OWNED FACILITIES AND  
EQUIPMENT.**

- Develop an energy savings plan for City-owned facilities.
- Continue to seek grants that will provide for more sustainable choices at City facilities.

- Incorporate energy-savings methods into the budget for new City facilities.
- Seek out cleaner technologies for City fleet vehicles.

**Strategy 5.2:**  
**MAKE GOOD USE OF OUR  
PHYSICAL RESOURCES AND  
ENSURE PROPER DISPOSAL OF  
THOSE RESOURCES.**

- Adjust and adapt the City recycling program to the ever-changing recycling market to ensure the City is doing everything it can to reduce the negative impact on the environment, conserve materials and reduce the amount of reusable waste in landfills in a fiscally viable manner.

- Promote the City's household hazardous waste disposal program to allow for proper disposal of electronics, paint and other hazardous household waste.
- Develop an anti-litter program in partnership with local businesses and organizations.

**Strategy 5.3:**  
**ENSURE SUFFICIENT WATER  
RESOURCES FOR CURRENT AND  
FUTURE NEEDS.**

- Continue water conservation initiatives to the public and those carried out by the City.
- Expand the City's water portfolio and infrastructure to meet projected growth needs and to ensure safe and reliable water delivery.

- Manage growth to achieve a proper balance of land and water resources.

**Strategy 5.4:**  
**DESIGN AND MAINTAIN THE  
CITY'S TRANSPORTATION  
SYSTEM AT A HIGH LEVEL OF  
SERVICE.**

- Explore and review alternative funding methods for transportation operations and maintenance.
- Assess and maintain pavement of the city's total roadway network at an acceptable level.

- Develop infrastructure maintenance cycles to extend useful life of all assets.
- Look at ways to beautify and enhance the look and feel of transportation corridors such as Grand Avenue.

**Strategy 5.5:**  
**MAINTAIN THE CITY'S  
INFRASTRUCTURE AND FISCAL  
RESOURCES IN PREPARATION OF  
ECONOMIC FLUCTUATIONS.**

- Routinely research and update utility rates, impact fees and other user fees (such as recreation classes) to best recover service costs.
- Secure grant funding to support City programs and services where possible.

- Optimize and protect the use of technology to assist in the City's critical built infrastructure and cybersecurity.



### Strategy 5.6:

ATTRACT, DEVELOP AND RETAIN  
A HIGHLY SKILLED AND DIVERSE  
WORKFORCE TO PROVIDE  
EXCELLENT SERVICES IN THE  
COMMUNITY.

- Foster a positive employee experience and inclusive culture where all employees are afforded the opportunity to contribute to the organization's goals and objectives.
- Continuously assess total compensation (pay and benefits) in order to offer competitive packages for employees.
- Develop and look at ways to expand training opportunities for employees, especially in the areas of people development and customer service.
- Develop strategic and innovative approaches to address current and future recruitment needs.
- Identify ways to brand and market the City of Surprise as an employer of choice.

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### Strategy 5.7:

PROVIDE ENHANCED  
COMMUNITY AND RESIDENT  
ENGAGEMENT AND IMPROVE  
RESIDENT ACCESS TO CITY  
STAFF.

- Foster a servant leadership culture in which City staff are directly accessible to residents.
- Develop and examine ways to expand citizen engagement and citizen engagement training opportunities for employees.
- Find creative and innovative ways to engage residents, including public events hosted by the City for Capital Improvement Projects, public hearings and notices, etc.
- Continually measure community engagement and satisfaction in tangible ways, including through community surveys.





**SURPRISE**  
ARIZONA

[surpriseaz.gov/StrategicPlan](https://surpriseaz.gov/StrategicPlan)