



**VISION**  
A vibrant, innovative, culturally-inclusive, world-class community.

**MISSION**  
A community working together to achieve an exceptional quality of life.

**SOCIAL RESPONSIBILITY • LEADERSHIP • INTEGRITY • COMMITMENT TO EXCELLENCE • EMPOWERED WORKFORCE • DIVERSITY**

**To: Mayor & City Commission**  
**From:** Shawn Sherrouse, City Manager  
**Date:** April 20, 2026  
**Subject: City Commission Strategic Planning Retreat**

The City Commission will meet **April 23 and April 24, 2026, at the RP Funding Center** for their bi-annual Strategic Planning Retreat. Topics are scheduled to be discussed as follows:

Day 1

8:00 a.m. Welcome and Opening Remarks  
8:15 a.m. Retreat Framing and Commissioner Feedback  
8:30 a.m. Keynote Speaker – Peter Kageyama  
9:30 a.m. Community Survey Results  
10:30 a.m. Break  
10:45 a.m. Strategic Planning Terms  
11:45 a.m. Lunch  
12:45 p.m. Departmental Survey Findings  
1:30 p.m. Infrastructure  
2:45 p.m. Break  
3:00 p.m. Public Safety  
4:30 p.m. Day 1 Closing Reflection

Day 2

8:00 a.m. Day 1 Reflection and Day 2 Framing  
8:30 a.m. Economic Development  
9:30 a.m. Break  
9:45 a.m. Culture and Quality of Life  
11:15 a.m. Organizational Excellence & Modernization  
12:15 p.m. Lunch  
12:45 p.m. Strategic Plan Structure  
1:30 p.m. Wrap-Up, Closing Reflections and Next Steps

If a person decides to appeal any decision made by the City Commission with respect to any matter considered at this meeting, he or she will need a record of the proceedings, and, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. In accordance with the Americans with Disabilities Act and Section 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this proceeding, or those requiring language assistance (*free of charge*) should contact the City of Lakeland ADA Specialist, Kristin Meador, no later than 48 hours prior to the proceeding, at (863) 834-8444, Email: [ADASpecialist@lakelandgov.net](mailto:ADASpecialist@lakelandgov.net). **If hearing impaired**, please contact the **TDD numbers**: Local (863) 834-8333 or 1-800-955-8771 (TDD-Telecommunications Device for the Deaf) or the **Florida Relay Service** Number 1-800-955-8770 (VOICE), for assistance.