



2026 BUDGET

FOR FISCAL YEAR BEGINNING
OCTOBER 1, 2025



City Manager
Don Rosenthal



Table of Contents

Introduction	5	Airport	133
Council Members	7	Airport	135
Organizational Chart	8	Debt Service	143
General Fund Summary	9	Debt	145
All Funds Summary	10	Sales Tax Bond Fund	147
General Fund	11	Sales Tax Bond Fund	149
Council	15	Airport Construction	151
City Manager	21	Airport Construction	153
City Clerk	27	Water-Sewer Utility	155
Human Resources	33	Water Sewer Admin GIS/SCADA	158
Legal	40	Customer Service	170
Non-Departmental	45	Water Treatment Plant	175
Finance	49	Wastewater Treatment	184
Information Technology	54	NFMIP Wastewater Treatment Plant	191
Procurement	62	Sprayfield	197
Vehicle Maintenance	67	Distribution and Collections	204
General Building	72	Water-Sewer Construction	213
Police	75	Water-Sewer Construction	215
Public Works	88	Impact Fee Trust Fund	217
Public Assistance	96	Impact Fee Trust Fund	219
Garbage Services	99	Natural Gas Utility	221
Growth Management	102	Natural Gas	223
Community Redevelopment Agency	111	Strategic Plan	233
CRA	113		
Fire Special Assessment	119		
Fire	121		

Introduction

City of Lake City's Fiscal Year 2026

We are pleased to present the City of Lake City's Fiscal Year 2026 budget to the City's elected leaders, residents, businesses, community organizations, and visitors. This budget reflects our commitment to understanding and addressing the diverse needs and interests of our community.

As we enter this new fiscal year, it is important to acknowledge the significant progress made in 2025, which has reinforced our dedication to the community. Our goal is to create an environment where all individuals have the opportunity to thrive.

This budget addresses the critical issues that impact Lake City now and in the future. We are committed to delivering exceptional services that enhance the quality of life for our residents, foster a favorable environment for businesses, and ensure a welcoming atmosphere for visitors.



The FY 2026 budget serves not only as a financial blueprint but also as a tool for envisioning Lake City's future. It prioritizes initiatives that maintain financial responsibility, enhance livability, invest in infrastructure and amenities, promote organizational excellence, support public safety, and drive economic development. Every aspect of this budget highlights the City's commitment to aligning our goals and our dedication to responsible fiscal management.



Lake DeSoto

What we are prioritizing with this budget:

Investing in Infrastructure and Amenities: It is essential to prioritize the maintenance of community spaces that residents can take pride in.

Enhance Livability: We aim to create a city where the quality of life in neighborhoods is actively identified and improved.

Foster a High-Performing Organization: Our goal is to build a strong team of dedicated employees who support the community by adhering to local government best practices, while also focusing on employee development, support, and retention.

Promoting Economic Growth and Tourism: We are committed to pursuing strategic economic development initiatives that attract and retain businesses, promote job creation, and ensure a strong and diverse local economy in Lake City.



The Springs Mural Downtown Lake City – Keith Goodson, Artist

Council Members



Mayor Noah Walker



Chevella Young, District 10



Tammy Harris, District 12

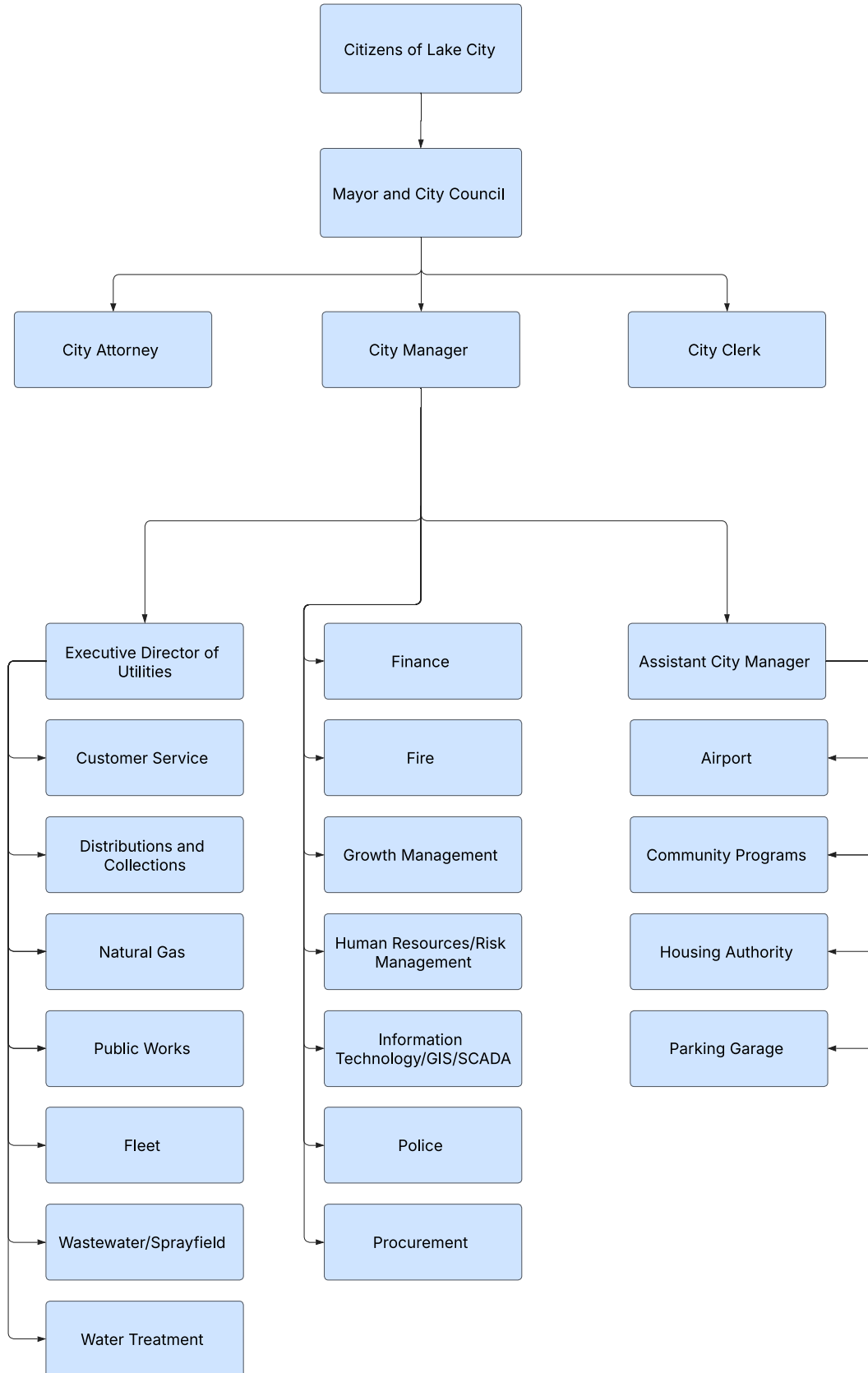


James Carter, District 13



Ricky Jernigan, District 14

Organizational Chart



General Fund Summary

All Funds Summary

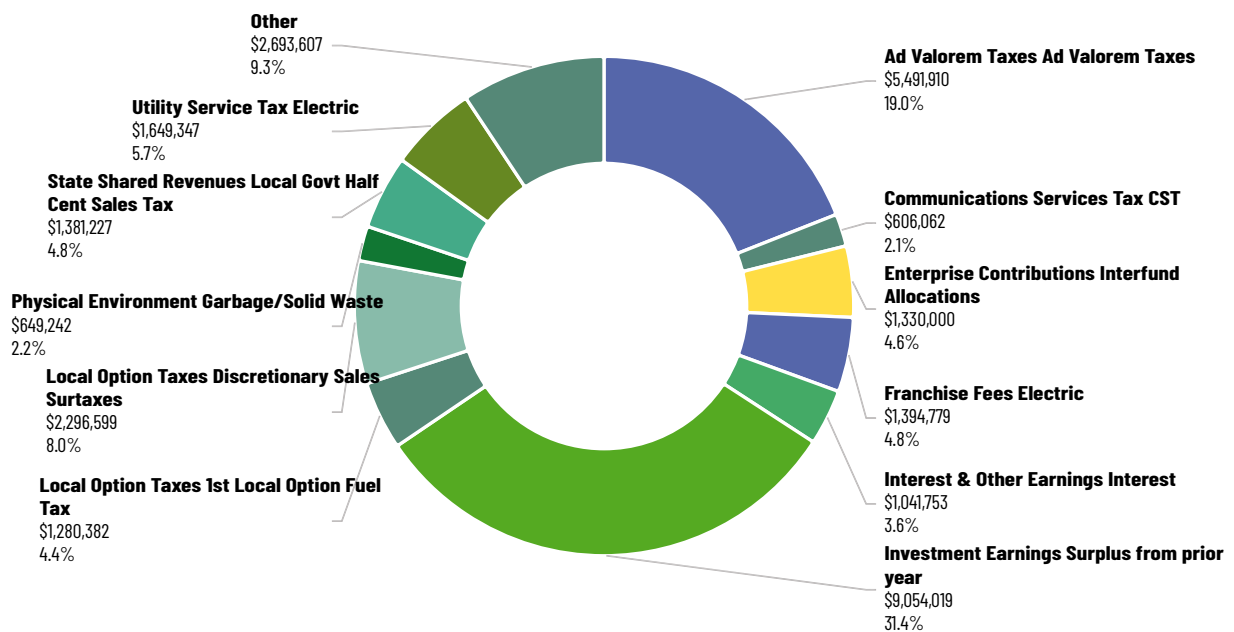
Fund	FY 2025	FY 2026	Difference	% Change
Expense				
001 - General Fund	28,566,709	28,281,913	(284,796)	(1.0)%
103 - Community Redevelopment Agency	1,426,140	975,089	(451,051)	(31.6)%
110 - Fire Special Assessment	3,802,854	4,486,529	683,675	18.0%
140 - Airport	2,730,570	3,029,061	298,491	10.9%
204 - Debt Service	844,443	844,441	(2)	(0.0)%
304 - Sales Tax Bond Fund	1,642,357	3,613,036	1,970,679	120.0%
341 - Airport Construction	165,000	1,526,388	1,361,388	825.1%
410 - Water-Sewer Utility	25,648,497	31,739,435	6,090,938	23.7%
412 - Water-Sewer Construction	1,189,896	881,828	(308,068)	(25.9)%
413 - Impact Fee Trust Fund	2,966,541	4,096,817	1,130,276	38.1%
420 - Natural Gas Utility	6,250,549	6,695,197	444,648	7.1%
Expense Total	75,233,556	86,169,734	10,936,178	14.5%

Fund	FY 2025	FY 2026	Difference	% Change
Revenue				
001 - General Fund	28,566,709	28,281,913	(284,796)	(1.0)%
103 - Community Redevelopment Agency	1,426,140	975,089	(451,051)	(31.6)%
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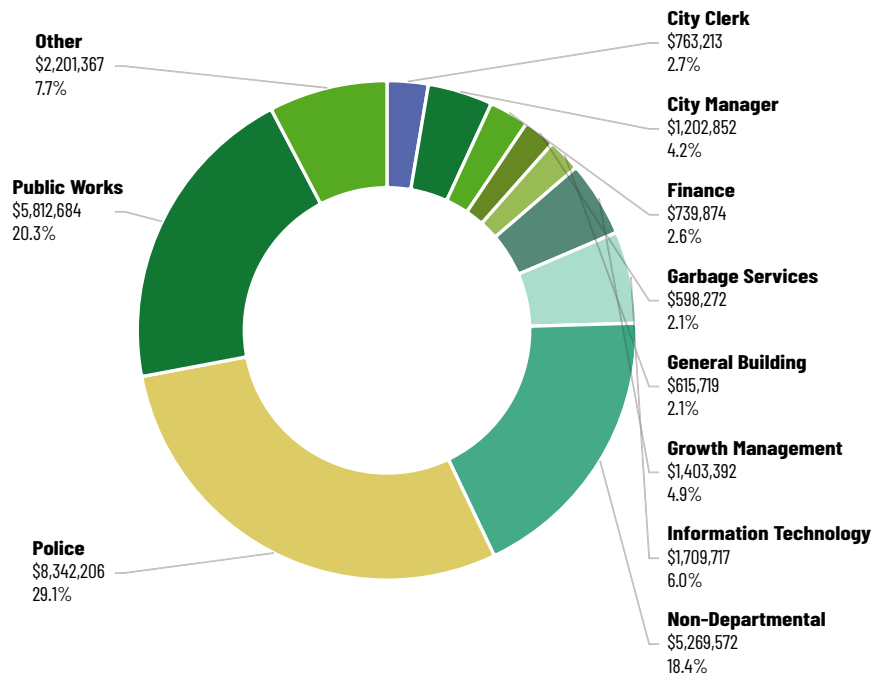
General Fund

		FY 2025	FY 2026	Difference	% Change
General Fund					
001-311.00	Ad Valorem Taxes Ad Valorem Taxes	5,190,782	5,491,910	301,128	5.8%
001-312.41	Local Option Taxes 1st Local Option Fuel Tax	1,320,080	1,165,697	(154,383)	(11.7)%
001-312.52	Local Option Taxes Insurance Premium Police	154,384	186,188	31,804	20.6%
001-312.60	Local Option Taxes Discretionary Sales Surtaxes	2,328,732	2,296,599	(32,133)	(1.4)%
001-314.10	Utility Service Tax Electric	1,524,626	1,649,347	124,721	8.2%
001-314.80	Utility Service Tax LP Gas	14,249	13,730	(519)	(3.6)%
001-315.00	Communications Services Tax CST	631,307	622,793	(8,514)	(1.3)%
001-316.10	Local Business Tax Occupational Licenses	116,815	100,772	(16,043)	(13.7)%
001-316.11	Local Business Tax License Penalties	696	633	(63)	(9.1)%
001-322.10	Building Permit Fees Construction Permits	665,795	297,412	(368,383)	(55.3)%
001-322.11	Building Permit Fees Plan Review Fees	5,000	13,862	8,862	177.2%
001-322.20	Building Permit Fees Electrical Permits	24,324	27,547	3,223	13.3%
001-322.30	Building Permit Fees Plumbing Permits	25,460	14,801	(10,659)	(41.9)%
001-322.31	Building Permit Fees Mechanical Permits	17,877	39,835	21,958	122.8%
001-323.10	Franchise Fees Electric	1,303,757	1,394,779	91,022	7.0%
001-323.70	Franchise Fees Solid Waste	305,129	321,069	15,940	5.2%
001-329.03	Other Permits, Fees, Spec Assess Zoning Fees	10,752	15,100	4,348	40.4%
001-334.49	State Grant Other Transport	984,473	0	(984,473)	(100.0)%
001-335.12.01	State Shared Revenues Proceeds Motor Fuel Tax	111,602	113,963	2,361	2.1%
001-335.12.02	State Shared Revenues Proceeds Sales/Use Tax	631	655	24	3.8%
001-335.14	State Shared Revenues Mobile Home License Tax	4,914	4,183	(731)	(14.9)%
001-335.15	State Shared Revenues Alcoholic Beverage License Tax	19,120	13,397	(5,723)	(29.9)%
001-335.16	State Shared Revenues Disc Sales Tax	518,286	540,341	22,055	4.3%
001-335.18	State Shared Revenues Local Govt Half Cent Sales Tax	1,417,315	1,381,227	(36,088)	(2.5)%
001-335.19.01	State Shared Revenues Oth Gen Govt Traffic Signal	152,191	156,775	4,584	3.0%
001-335.19.02	State Shared Revenues Oth Gen Govt State Hwy Lighting	188,808	194,471	5,663	3.0%
001-335.49	State Shared Revenues Other Trans - Fuel Tax Refund	20,340	21,275	935	4.6%
001-338.00	Shared Rev From Other Local Units County Occup License	10,291	9,725	(566)	(5.5)%
001-343.40	Physical Environment Garbage/Solid Waste	660,456	649,242	(11,214)	(1.7)%
001-347.20.03	Culture/Recreation Parks & Recreation Park & Building	6,365	6,455	90	1.4%
001-351.10	Court Ordered Judgmt & Fines Court Fines	52,263	43,611	(8,652)	(16.6)%
001-351.50.01	Court Ordered Judgmt & Fines Traffic 2nd \$ Funding	3,531	3,373	(158)	(4.5)%

		FY 2025	FY 2026	Difference	% Change
001-361.10	Interest & Other Earnings Interest	360,945	1,041,753	680,808	188.6%
001-362.00	Rents and Royalties Rents	28,459	29,415	956	3.4%
001-362.01	Rents and Royalties Rent Refund	301,167	356,177	55,010	18.3%
001-364.00	Sale/Disposition of Fixed Assets Proceeds	17,500	15,000	(2,500)	(14.3)%
001-365.00	Sale/Surplus Material Material-Scrap	5,350	3,689	(1,661)	(31.0)%
001-366.00	Contributions- Private Source & Donations Donations	20,000	17,365	(2,635)	(13.2)%
001-369.90	Other Misc Revenue Revenue	105,500	116,371	10,871	10.3%
001-369.90.01	Other Misc Revenue Revenue Restitution	10,279	13,417	3,138	30.5%
001-369.90.14	Other Misc Revenue Revenue Tech Fee	0	3,000	3,000	100.0%
001-381.00.03	Interfund Transfer Group Transfer From Water Sewer	667,000	0	(667,000)	(100.0)%
001-381.00.06	Interfund Transfer Group Transfer From Natural Gas	243,000	0	(243,000)	(100.0)%
001-382.00	Enterprise Contributions Interfund Allocations	1,330,000	1,330,000	0	—%
001-390.00	Investment Earnings Surplus from prior year	7,687,158	8,564,959	877,801	11.4%
General Fund Total		28,566,709	28,281,913	(284,796)	(1.0)%



		FY 2025	FY 2026	Difference	% Change
01	Council	401,810	402,924	1,114	0.3%
02	City Manager	1,021,466	1,217,782	196,316	19.2%
03	City Clerk	597,232	763,213	165,981	27.8%
04	Human Resources	441,652	472,399	30,747	7.0%
05	Non-Departmental	6,022,113	5,345,852	(676,261)	(11.2)%
06	Finance	680,182	754,373	74,191	10.9%
07	Information Technology	1,440,537	1,717,091	276,554	19.2%
08	Procurement	345,463	381,703	36,240	10.5%
09	Vehicle Maintenance	302,262	394,857	92,595	30.6%
10	General Building	497,406	616,719	119,313	24.0%
11	Police	7,703,590	8,342,206	638,616	8.3%
15	Public Works	6,116,853	5,268,770	(848,083)	(13.9)%
16	Public Assistance	689,000	568,500	(120,500)	(17.5)%
18	Garbage Services	597,628	598,272	644	0.1%
55	Growth Management	1,709,515	1,437,252	(272,263)	(15.9)%
Total		28,566,709	28,281,913	(284,796)	(1.0)%

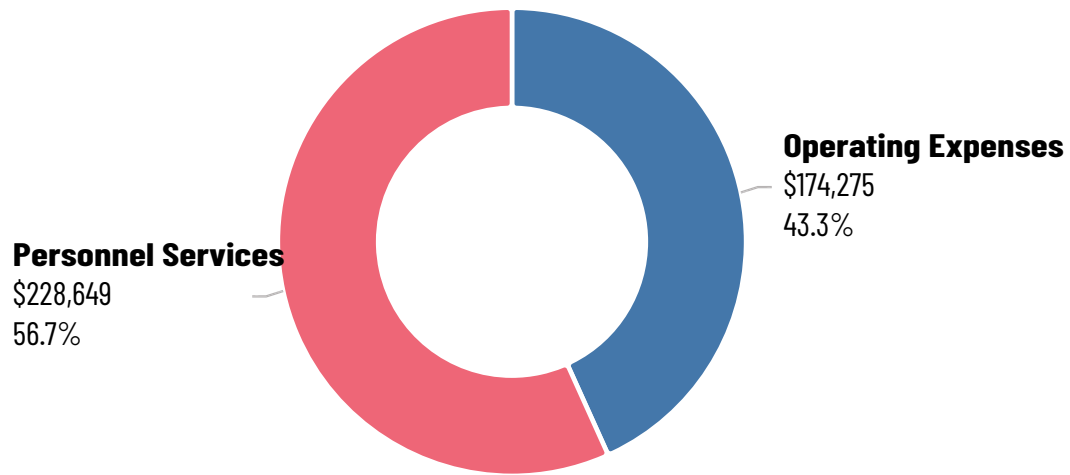


Council

The City Council provides the residents of Lake City with transparent, accountable, and forward-thinking leadership that represents the voice of the community; to adopt policies and make decisions that promote health, safety, and quality of life for all residents; and to ensure responsible stewardship of public resources while promoting sustainable growth and a high quality of life for future generations.



City Council



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.01.511-010.12	Salary	105,859	112,212	6,353	6.0%
001.01.511-010.21	FICA	8,787	9,273	486	5.5%
001.01.511-010.22	Retirement Contributions	63,862	67,530	3,668	5.7%
001.01.511-010.23	Life, Health & Disability	84,155	39,476	(44,679)	(53.1)%
001.01.511-010.24	Workers Compensation	172	158	(14)	(8.1)%
Personnel Services Total		262,835	228,649	(34,186)	(13.0)%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
001.01.511-030.31	Professional Services	1,800	1,800	0	—%
001.01.511-030.34	Contractual Services	30,000	45,000	15,000	50.0%
001.01.511-030.40	Travel	56,550	69,250	12,700	22.5%
001.01.511-030.41	Communication Services	3,600	3,600	0	—%
001.01.511-030.42	Postage	100	100	0	—%
001.01.511-030.46	Repair & Maintenance	400	400	0	—%
001.01.511-030.47	Printing & Binding	450	1,550	1,100	244.4%
001.01.511-030.48	Promotional Activities	8,150	9,650	1,500	18.4%
001.01.511-030.49	Other Current Charges	1,500	2,500	1,000	66.7%
001.01.511-030.51	Office Supplies	500	600	100	20.0%
001.01.511-030.52	Operating Supplies	12,800	15,850	3,050	23.8%
001.01.511-030.54	Books, Subscription & Membership	7,275	7,275	0	—%
001.01.511-030.55	Training	15,850	16,700	850	5.4%
Operating Expenses Total		138,975	174,275	35,300	25.4%
Total		401,810	402,924	1,114	0.3%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.01.511-030.31	Paralegal Services for Special Meetings	1,800
Operating Expense Professional Services Total		1,800
Operating Expense Contractual Services		
001.01.511-030.34	2026 Election Expense	15,000
001.01.511-030.34	Municode - Codification Project	30,000
Operating Expense Contractual Services Total		45,000
Operating Expense Travel		
001.01.511-030.40	Airport Conference (2026)	6,000
001.01.511-030.40	City Council Travel Allowance - Annual	9,000
001.01.511-030.40	Ethics Training - Mileage Expense	350
001.01.511-030.40	FL Rural Economic Development Conference	2,000
001.01.511-030.40	FLC Legislative Action Days Conference (2026)	4,500
001.01.511-030.40	FLC Legislative Conference (2025)	5,000
001.01.511-030.40	Florida Black Caucus of Local Elected Officials (2026)	2,400
001.01.511-030.40	Florida League of Cities Conference (2026)	7,500
001.01.511-030.40	Florida League of Mayors Events	1,500
001.01.511-030.40	Florida Redevelopment Conference (2025)	2,000
001.01.511-030.40	IEMO Training - Basic/Advanced	5,500
001.01.511-030.40	Misc. Travel	5,000
001.01.511-030.40	National League of Cities Summit (2025)	12,500
001.01.511-030.40	NEFL and SRL Dinner Meeting - Mileage Expense	2,000
001.01.511-030.40	Rural Counties Day (2026)	3,000
001.01.511-030.40	Tallahassee Legislative Travel	1,000
Operating Expense Travel Total		69,250
Operating Expense Communication Services		
001.01.511-030.41	AT&T Mobility	3,600
Operating Expense Communication Services Total		3,600
Operating Expense Postage		
001.01.511-030.42	Postage	100
Operating Expense Postage Total		100
Operating Expense Repair & Maintenance		
001.01.511-030.46	Misc. Repair and Maintenance	400
Operating Expense Repair & Maintenance Total		400

Expenditure Detail

FY 2026		
Operating Expense Printing & Binding		
001.01.511-030.47	Business Cards/Letterhead/Envelopes	1,500
001.01.511-030.47	Misc. Copy Reproductions	50
Operating Expense Printing & Binding Total		1,550
Operating Expense Promotional Activities		
001.01.511-030.48	Bereavement and/or Birth Celebration Boxes/Cards	2,000
001.01.511-030.48	Bereavement/Get Well Soon Cards	100
001.01.511-030.48	CHS Football Program Ad	300
001.01.511-030.48	CHS Yearbook Ad	300
001.01.511-030.48	Florida League of Cities Ad Quality Cities Publication	450
001.01.511-030.48	Lake City Reporter - Ad - Chamber Guide	2,000
001.01.511-030.48	Misc. Promotional Items	3,000
001.01.511-030.48	National Night Out	500
001.01.511-030.48	Public Outreach	1,000
Operating Expense Promotional Activities Total		9,650
Operating Expense Other Current Charges		
001.01.511-030.49	Lake City Reporter Notices - Election	2,500
Operating Expense Other Current Charges Total		2,500
Operating Expense Office Supplies		
001.01.511-030.51	Office Supplies	600
Operating Expense Office Supplies Total		600
Operating Expense Operating Supplies		
001.01.511-030.52	Annual Community Unity Day	2,000
001.01.511-030.52	Council Photo Project - Historical Photos	1,500
001.01.511-030.52	Council Photo Session and Framing	400
001.01.511-030.52	Framing for Proclamations	1,000
001.01.511-030.52	Host NEFL Dinner Meeting	3,000
001.01.511-030.52	Incoming/Outgoing Council Reception	2,000
001.01.511-030.52	Logo Apparel	1,250
001.01.511-030.52	Meeting Supplies	200
001.01.511-030.52	Miscellaneous Supplies/Expenses	1,000
001.01.511-030.52	Townhall Meetings	1,000
001.01.511-030.52	Various Dinners, Luncheons and Events	2,500
Operating Expense Operating Supplies Total		15,850

Expenditure Detail

			FY 2026
Operating Expense Books, Subscription & Membership			
001.01.511-030.54	Chamber of Commerce - Annual Dues		1,750
001.01.511-030.54	Florida Black Caucus of Local Elected Officials - Dues		450
001.01.511-030.54	Florida League of Cities - Annual Dues		2,069
001.01.511-030.54	Florida League of Mayors - Annual Dues		395
001.01.511-030.54	Government in the Sunshine Manuals and Materials		250
001.01.511-030.54	Lake City Reporter - Subscription - Proof of Publication		100
001.01.511-030.54	National League of Cities		1,701
001.01.511-030.54	North Florida Economic Development		250
001.01.511-030.54	Northeast Florida League of Cities - Annual Dues		100
001.01.511-030.54	Quality Cities Subscription		60
001.01.511-030.54	Suwannee River League of Cities - Annual Dues		150
Operating Expense Books, Subscription & Membership Total			7,275
Operating Expense Training			
001.01.511-030.55	Airport Conference		2,600
001.01.511-030.55	FL Rural Economic Development Conference		400
001.01.511-030.55	FLC Legislative Action Days Conference		250
001.01.511-030.55	FLC Legislative Conference		1,500
001.01.511-030.55	Florida Black Caucus of Local Elected Officials		750
001.01.511-030.55	Florida League of Cities Conference		3,000
001.01.511-030.55	Florida League of Mayors Events		250
001.01.511-030.55	Florida Redevelopment Association Conference		400
001.01.511-030.55	IEMO Training - Basic/Advanced		1,375
001.01.511-030.55	Misc Training		1,000
001.01.511-030.55	National League of Cities Summit		5,000
001.01.511-030.55	Rural Counties Day		175
Operating Expense Training Total			16,700
Total			174,275

Positions

Account	Position	FY 2025	FY 2026
001.01.511	Council Member	4	4
	Mayor	1	1
	Total	5	5

City Manager



Don Rosenthal, City Manager

Accomplishments:

We have improved the working relationship between the City of Lake City and Columbia County to promote a teamwork approach to our mutual problems, while looking for opportunities to be successful together. This approach has resulted in a considerable increase in joint funding for Water/Sewer and Gas projects within Columbia County. We look forward to working with Columbia County on other mutually beneficial projects.

Goals:

To continue to exercise good general and financial management along with utilizing innovative approaches to both old City problems and new City opportunities.

Objectives:

- Implement the 5-year Strategic Plan, working on Economic Development, Housing & Community Development, Infrastructure & Sustainable Growth, and Public Safety & Community Engagement
- Support the Department heads in their efforts to implement the Strategic Plan
- Look for opportunities to work on projects with the County that are mutually beneficial to both the County and the City of Lake City
- Create the Housing Authority
- Consolidation of Columbia County and Lake City's Fire Departments into a Fire District

City Manager's Office – Serving Lake City with Vision & Accountability

Who We Are

The City Manager's Office is the heartbeat of Lake City's local government—where leadership meets action. We work every day to ensure that the goals of the City Council are effectively carried out, city departments are running smoothly, and residents receive responsive and high-quality services.



What We Do for You

Put Plans into Action: We take the policies passed by City Council and make sure they're implemented in real life—across parks, roads, public safety, and beyond.

Manage the City Budget Responsibly: Every dollar matters. We carefully prepare and oversee Lake City's budget so public funds are used efficiently and transparently.

Plan for the Future: From roads to housing to local businesses, we lead initiatives that keep Lake City growing, safe, and sustainable.

Keep You Informed and Involved: Whether through public forums, newsletters, or social media, we work to engage our community in meaningful ways.

Collaborate Beyond City Limits: We work with county, state, and federal agencies to bring valuable programs, funding, and partnerships to Lake City.

Support City Staff: Our team helps ensure city employees have the support and leadership they need to serve residents effectively.

Where Your Tax Dollars Go – FY 2026 Highlights

Staffing: Funding supports the City Manager, Assistant Manager, a Community Programs Director, and a dedicated team focused on strategic leadership and community responsiveness.

Technology Improvements: Investments will continue in digital services that make it easier to connect with City Hall and access city resources.

Emergency Preparedness: Budget includes support for resilience planning and readiness programs to protect our community during unexpected events.

Community Engagement: Increased funding for outreach—more public meetings and better online access to city updates.

Why This Matters

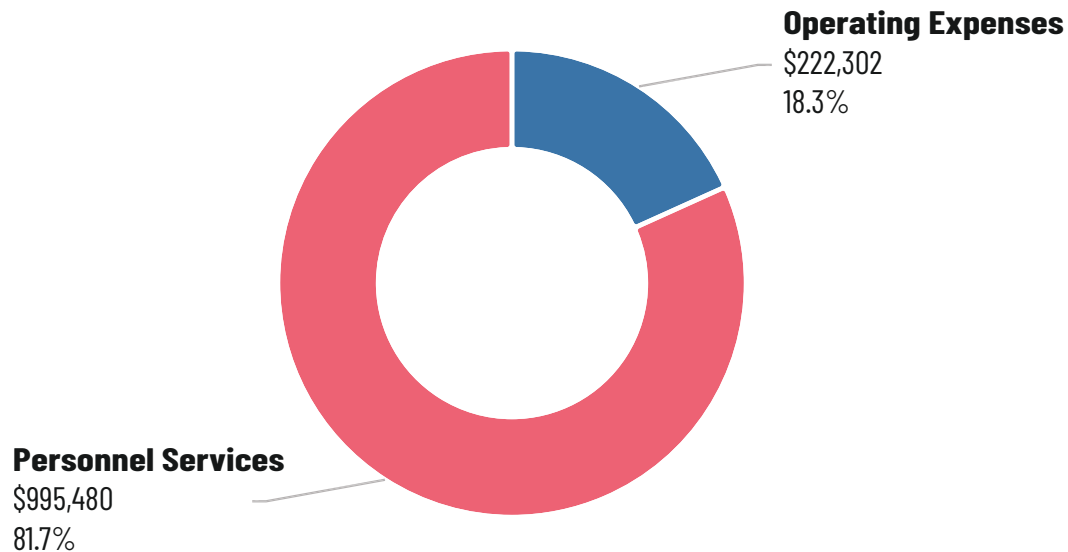
As Lake City continues to grow and thrive, it's crucial that our city leadership stays strong, transparent, and future-focused. This budget supports a City Manager's Office that remains committed to excellence, equity, and responsive governance. Our mission is to serve every resident with integrity, care, and accountability.



Working Together, With and For the Community

This leadership team doesn't just manage a city—they nurture it. Guided by the City Council's vision and inspired by the energy of its people, they work collaboratively to serve with integrity, foster partnerships, and ensure every resident feels seen, heard, and supported.

Department Expenditures



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Personnel Services				
001.02.512-010.12 Salary	602,449	687,080	84,631	14.0%
001.02.512-010.21 FICA	39,592	45,211	5,619	14.2%
001.02.512-010.22 Retirement Contributions	124,882	143,853	18,971	15.2%
001.02.512-010.23 Life, Health & Disability	89,628	118,553	28,925	32.3%
001.02.512-010.24 Workers Compensation	776	783	7	0.9%
Personnel Services Total	857,327	995,480	138,153	16.1%
Operating Expenses				
001.02.512-030.40 Travel	21,100	9,800	(11,300)	(53.6)%
001.02.512-030.41 Communication Services	2,820	3,920	1,100	39.0%
001.02.512-030.42 Postage	70	70	0	—%
001.02.512-030.44 Rental & Leases	28,386	21,449	(6,937)	(24.4)%
001.02.512-030.46 Repair & Maintenance	8,000	11,500	3,500	43.8%
001.02.512-030.49 Other Current Charges	57,000	148,500	91,500	160.5%
001.02.512-030.51 Office Supplies	8,600	3,800	(4,800)	(55.8)%
001.02.512-030.52 Operating Supplies	16,900	8,200	(8,700)	(51.5)%
001.02.512-030.54 Books, Subscription & Membership	6,363	5,913	(450)	(7.1)%
001.02.512-030.55 Training	14,900	9,150	(5,750)	(38.6)%
Operating Expenses Total	164,139	222,302	58,163	35.4%
Total	1,021,466	1,217,782	196,316	19.2%

Expenditure Detail

			FY 2026
Operating Expense Travel			
001.02.512-030.40	FFEA Conference (CP Director)		1,200
001.02.512-030.40	Florida Airport Council Conference (Asst. CM & CM)		2,500
001.02.512-030.40	FRA Conference (CP Director)		1,200
001.02.512-030.40	ICMA Conference (Asst. CM & CM)		2,900
001.02.512-030.40	NIGP Conference (Asst. CM)		2,000
Operating Expense Travel Total			9,800
Operating Expense Communication Services			
001.02.512-030.41	AT&T Mobility		2,820
001.02.512-030.41	Verizon		1,100
Operating Expense Communication Services Total			3,920
Operating Expense Postage			
001.02.512-030.42	Postage		70
Operating Expense Postage Total			70
Operating Expense Rental & Leases			
001.02.512-030.44	Chevrolet Tahoe 2026		10,327
001.02.512-030.44	Chevrolet Traverse 2020		3,235
001.02.512-030.44	Chevrolet Traverse 2024		5,287
001.02.512-030.44	Konica Copier		2,600
Operating Expense Rental & Leases Total			21,449
Operating Expense Repair & Maintenance			
001.02.512-030.46	Misc. Repairs and Maintenance		500
001.02.512-030.46	Vehicle Maintenance		2,500
001.02.512-030.46	Zoom Grants		8,500
Operating Expense Repair & Maintenance Total			11,500

Expenditure Detail

FY 2026		
Operating Expense Other Current Charges		
001.02.512-030.49	Black History Month Event	5,000
001.02.512-030.49	Christmas Tree Lighting Event	5,000
001.02.512-030.49	Community Outreach Expo	5,000
001.02.512-030.49	Concert Event	15,000
001.02.512-030.49	Downtown BBQ Showdown	30,000
001.02.512-030.49	Farm to Table Event	8,000
001.02.512-030.49	Flea Across Florida	500
001.02.512-030.49	Food Truck Wednesday	500
001.02.512-030.49	Growers and Makers Market	5,000
001.02.512-030.49	Holiday Market	5,000
001.02.512-030.49	Independence Day Celebration	20,000
001.02.512-030.49	Marketing	10,000
001.02.512-030.49	Miscellaneous Events	10,000
001.02.512-030.49	Multi-Cultural Day	10,000
001.02.512-030.49	Outdoor Movies	5,000
001.02.512-030.49	Sick Week Pit Stop Car Show	5,000
001.02.512-030.49	Spring Market	5,000
001.02.512-030.49	Sweets in the Streets	500
001.02.512-030.49	Trunk or Treat	1,000
001.02.512-030.49	Warming Hearts Coat Giveaway	3,000
Operating Expense Other Current Charges Total		148,500
Operating Expense Office Supplies		
001.02.512-030.51	Office Supplies	3,800
Operating Expense Office Supplies Total		3,800
Operating Expense Operating Supplies		
001.02.512-030.52	Computers - Replacement	2,000
001.02.512-030.52	Fuel	3,000
001.02.512-030.52	Operating Supplies	2,000
001.02.512-030.52	Shirts/Uniforms	600
001.02.512-030.52	Trunk or Treat Candy	600
Operating Expense Operating Supplies Total		8,200

Expenditure Detail

			FY 2026
Operating Expense Books, Subscription & Membership			
001.02.512-030.54	Canva Subscription		120
001.02.512-030.54	Eventeny Software Subscription		2,880
001.02.512-030.54	FFEA Dues (CP Director)		250
001.02.512-030.54	ICMA Dues (Asst. City Manager)		863
001.02.512-030.54	ICMA Dues (City Manager)		1,200
001.02.512-030.54	Lake City Reporter		100
001.02.512-030.54	Notary Renewal		200
001.02.512-030.54	Rise Vision Subscription		300
Operating Expense Books, Subscription & Membership Total			5,913
Operating Expense Training			
001.02.512-030.55	FFEA Conference (CP Director)		750
001.02.512-030.55	Florida Airport Council Conference (Asst CM & CM)		2,300
001.02.512-030.55	FRA Conference (CP Director)		500
001.02.512-030.55	ICMA Conference (Asst CM & CM)		2,000
001.02.512-030.55	NIGP Conference (Asst. CM)		1,100
001.02.512-030.55	Other Training		2,500
Operating Expense Training Total			9,150
Total			222,302

Positions

Account	Position	FY 2025	FY 2026
001.02.512	Administrative Assistant	0	1
	Assistant City Manager	1	1
	City Manager	1	1
	Community Program Director	1	1
	Grant Writer	1	1
	Executive Assistant	1	1
	Total	5	6

City Clerk



Audrey Sikes, City Clerk

Accomplishments:

Successfully responded to all public records requests in compliance with Florida Statutes. Expanded digital access to records and archives, improving transparency and efficiency. Implemented electronic agenda management to streamline meeting preparation. Provided professional support to the City Council, ensuring compliance with Sunshine Law requirements. Oversaw municipal elections with accuracy, fairness, and transparency.

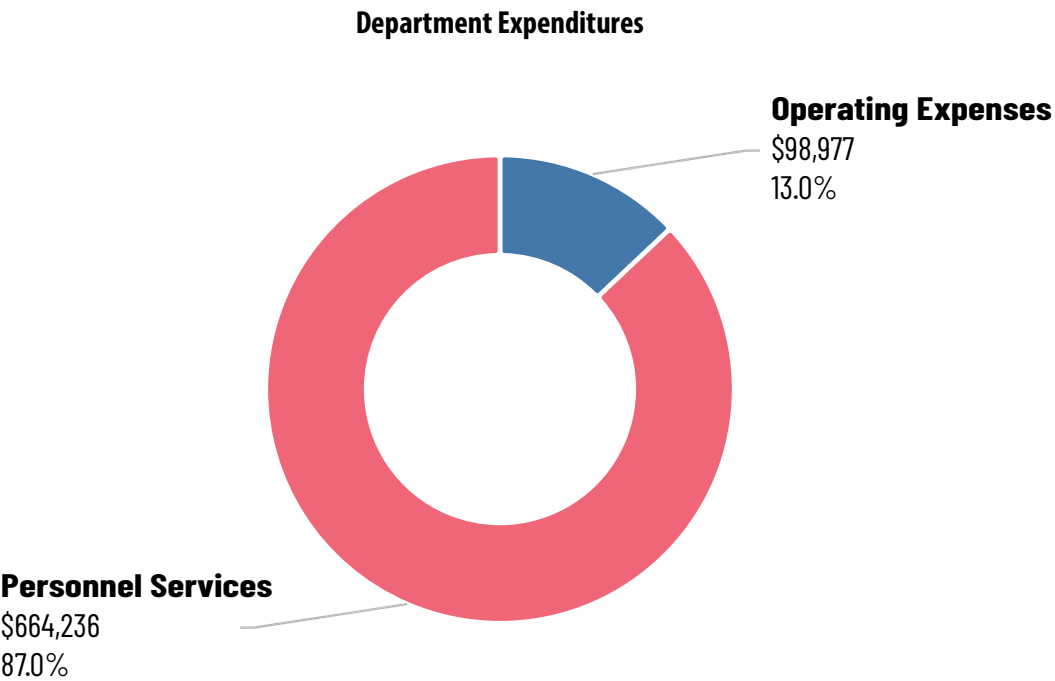
Goals:

Provide Transparent and Accessible Public Records. Respond to public records requests promptly and in compliance with Florida Statutes. Maintain organized records and expand digital access to archives. Ensure secure retention and lawful disposition of records.

Objectives:

- Support the Legislative Process. Prepare and publish meeting agendas and minutes. Provide professional support to the governing body in compliance with Sunshine Law. Enhance efficiency through electronic agendas and records management systems.
- Ensure Compliance with Legal and Ethical Standards. Administer oaths of office and safeguard official city documents. Ensure compliance with the City Charter, Code of Ordinances, and State Law. Provide training and guidance to staff and elected officials on records and meeting requirements.
- Improve Operational Efficiency. Expand paperless workflows to reduce costs and increase sustainability. Review and update processes as needed for improvement. Support professional development opportunities for staff.
- Strengthen Administrative Support Functions. Accurately codify and distribute ordinances and resolutions. Provide administrative support to City Council. Oversee municipal elections with fairness, accuracy, and transparency.

The mission of the City Clerk’s Office is to uphold the principles of open government in accordance with Florida’s Sunshine Laws. As the official custodian of the City’s records, qualifying officer of municipal elections and liaison between the public and the City Council we are dedicated to ensuring transparency, preserving the integrity of public records, and supporting accessible governance. We are committed to delivering exceptional, professional service to the City Council, staff, and citizens of our community.



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.03.512-010.12	Salary	344,280	449,572	105,292	30.6%
001.03.512-010.21	FICA	22,558	29,848	7,290	32.3%
001.03.512-010.22	Retirement Contributions	65,718	78,652	12,934	19.7%
001.03.512-010.23	Life, Health & Disability	78,669	105,657	26,988	34.3%
001.03.512-010.24	Workers Compensation	443	507	64	14.4%
Personnel Services Total		511,668	664,236	152,568	29.8%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
001.03.512-030.31	Professional Services	15,200	15,200	0	—%
001.03.512-030.34	Contractual Services	10,000	10,000	0	—%
001.03.512-030.40	Travel	7,850	11,150	3,300	42.0%
001.03.512-030.41	Communication Services	26,408	26,332	(76)	(0.3)%
001.03.512-030.42	Postage	775	775	0	—%
001.03.512-030.44	Rental & Leases	2,800	2,800	0	—%
001.03.512-030.46	Repair & Maintenance	150	150	0	—%
001.03.512-030.47	Printing & Binding	100	250	150	150.0%
001.03.512-030.48	Promotional Activities	600	1,100	500	83.3%
001.03.512-030.49	Other Current Charges	1,700	1,700	0	—%
001.03.512-030.51	Office Supplies	1,500	1,500	0	—%
001.03.512-030.52	Operating Supplies	11,840	17,540	5,700	48.1%
001.03.512-030.54	Books, Subscription & Membership	1,480	1,680	200	13.5%
001.03.512-030.55	Training	5,161	8,800	3,639	70.5%
Operating Expenses Total		85,564	98,977	13,413	15.7%
Total		597,232	763,213	165,981	27.8%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.03.512-030.31	Annual Code Update	5,200
001.03.512-030.31	Human Resources Archiving Project	10,000
Operating Expense Professional Services Total		15,200
Operating Expense Contractual Services		
001.03.512-030.34	Records Destruction - Shredding	5,800
001.03.512-030.34	Records Retention - Mini Storage	4,200
Operating Expense Contractual Services Total		10,000
Operating Expense Travel		
001.03.512-030.40	ADA and/or Misc. Training	1,500
001.03.512-030.40	FACC Fall Academy	1,450
001.03.512-030.40	FACC Summer Academy	1,850
001.03.512-030.40	Florida Certification Professional Clerk Program - FACC Fall	1,450
001.03.512-030.40	Florida League of Cities and/or IIMC Region III	1,500
001.03.512-030.40	FRMA Certification Training	1,000
001.03.512-030.40	IIMC Conference	2,100
001.03.512-030.40	SRL/NEFL/Clerk Meetings - Mileage	300
Operating Expense Travel Total		11,150
Operating Expense Communication Services		
001.03.512-030.41	ADA Software	3,000
001.03.512-030.41	Archive Social - Social Media Archiving - Annual Fee	7,500
001.03.512-030.41	AT&T Mobility	552
001.03.512-030.41	MCCI - Just FOIA Public Records Request Annual Fee	9,300
001.03.512-030.41	Municode Meetings Agenda Platform Annual Fee	5,980
Operating Expense Communication Services Total		26,332
Operating Expense Postage		
001.03.512-030.42	Mailing Correspondence - Annexations	700
001.03.512-030.42	Mailing Correspondence - Misc	50
001.03.512-030.42	Mailing Correspondence - Public Records	25
Operating Expense Postage Total		775
Operating Expense Rental & Leases		
001.03.512-030.44	Konica Copier Lease	2,800
Operating Expense Rental & Leases Total		2,800
Operating Expense Repair & Maintenance		
001.03.512-030.46	Misc. Maintenance	150
Operating Expense Repair & Maintenance Total		150

Expenditure Detail

FY 2026		
Operating Expense Printing & Binding		
001.03.512-030.47	Business Cards/Letterhead/Envelopes/Misc.	250
Operating Expense Printing & Binding Total		250
Operating Expense Promotional Activities		
001.03.512-030.48	Host NE FACC Luncheon	400
001.03.512-030.48	Misc Promotional Items	200
001.03.512-030.48	Public Outreach	500
Operating Expense Promotional Activities Total		1,100
Operating Expense Other Current Charges		
001.03.512-030.49	Credit Card Fees (Authorization Fees)	1,000
001.03.512-030.49	Credit Card Fees (Monthly Charges)	300
001.03.512-030.49	Public Record Request Expenditures	400
Operating Expense Other Current Charges Total		1,700
Operating Expense Office Supplies		
001.03.512-030.51	Misc. Supplies	1,500
Operating Expense Office Supplies Total		1,500
Operating Expense Operating Supplies		
001.03.512-030.52	Community "Shred-It" Day	5,000
001.03.512-030.52	Computer (ADA Position)	4,500
001.03.512-030.52	Drop Box - Annual Fee 5/1/2025- 5/1/2026	120
001.03.512-030.52	Logo Apparel	1,000
001.03.512-030.52	Miscellaneous Items	600
001.03.512-030.52	Monitors (ADA Position)	900
001.03.512-030.52	Municipal Code Administrative Services Fee	420
001.03.512-030.52	My Municode Package - Code on the Internet Fee 10/1/2024	1,700
001.03.512-030.52	Office Chair (ADA position)	400
001.03.512-030.52	Recording Fees	1,700
001.03.512-030.52	Storage Boxes - Records Retention	200
001.03.512-030.52	Various dinners/luncheons/events	1,000
Operating Expense Operating Supplies Total		17,540

Expenditure Detail

			FY 2026
Operating Expense Books, Subscription & Membership			
001.03.512-030.54	ADA Membership Dues		50
001.03.512-030.54	FACC Annual Membership Dues		150
001.03.512-030.54	Fitness Stipend (Per Contract)		600
001.03.512-030.54	FRMA Membership Dues		450
001.03.512-030.54	Government in the Sunshine Materials		80
001.03.512-030.54	IIMC Annual Membership Dues		350
Operating Expense Books, Subscription & Membership Total			1,680
Operating Expense Training			
001.03.512-030.55	ADA and/or Misc. Training		600
001.03.512-030.55	Chamber of Commerce Training Events		600
001.03.512-030.55	Development Training		1,800
001.03.512-030.55	FACC Fall Academy		950
001.03.512-030.55	FACC Summer Academy		400
001.03.512-030.55	FACC Webinars		300
001.03.512-030.55	Florida League of Cities and/or IIMC Region III		700
001.03.512-030.55	FRMA Certification Training		750
001.03.512-030.55	IIMC Conference		700
001.03.512-030.55	Tuition Assistance		2,000
Operating Expense Training Total			8,800
Total			98,977

Positions

Account	Position	FY 2025	FY 2026
001.03.512	ADA Remediation Specialist	0	1
	Administrative Assistant	1	0
	City Clerk	1	1
	Deputy City Clerk	1	1
	Executive Specialist to City Clerk	0	1
	Records Management Supervisor	1	1
	Total	4	5

Human Resources



BillieJo Bible, Human Resource Director

Accomplishments:

We have helped create a work environment that promotes employee engagement and retention and is centered on teamwork where Director's and staff feel comfortable coming to Human Resources for assistance and support. We have increased measures to assist with talent acquisition and workforce planning, implemented new recruitment software, promoted increased employee morale with annual employee holiday party and employee recognition awards luncheon, partnered with the County to help the youth with career goals, and initiated safety measures to help protect staff.

Goals:

Continue to support directors and staff, recruit and retain quality staff and strengthen workplace safety programs.

Objectives:

- Digitize onboarding new hire process
- Work towards having archived personnel files digitized
- Support Directors and staff as needs arise
- Increase Risk & Safety measures

Human Resources Overview:

The Human Resources Department's mission is to support the goals and challenges of the City of Lake City by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the organization. This includes the operational duties of Risk & Safety.

It is the purpose of Human Resources to provide effective human resource management by developing and implementing policies, programs and services that contribute to the attainment of City and employee goals which include, but are not limited to: maintaining a diverse workplace, employee training, recruitment, retention, leadership, assistance, competitive wages and benefits, support of employees and management, and a safe and secure work environment.

Projects and functions that have been successful in the past year included: implementing NeoGov software for recruitment, Employee Holiday Party in December, Employee Recognition Luncheon in April, partnering with the local schools and colleges career fairs, partnering with the Police Department for Active Shooter training, and partnering with the Police Department to sponsor the Summer Youth Work Program.



Employee Recognition Luncheon in April



Implementing NeoGov software for recruitment

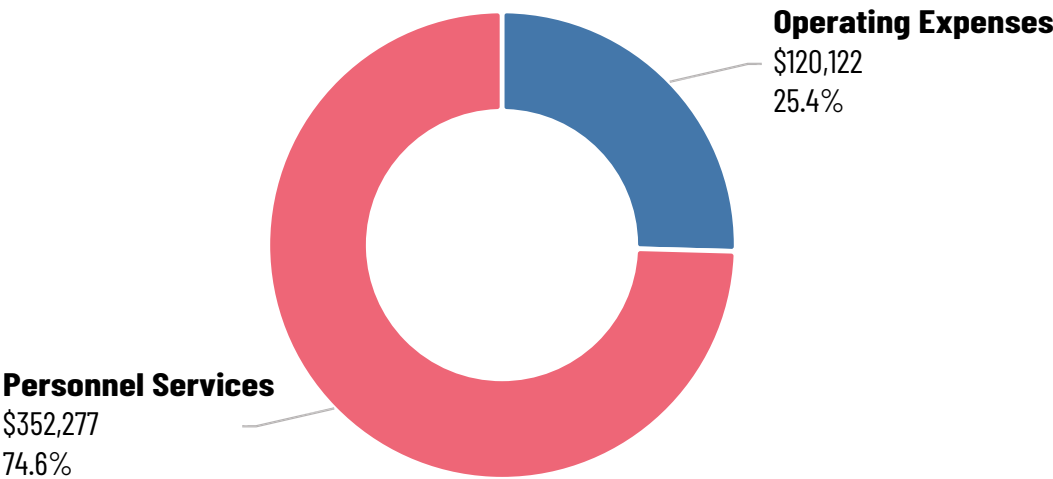


Employee Holiday Party in December



Partnering with the local schools and colleges career fairs

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.04.513-010.12	Salary	210,471	224,840	14,369	6.8%
001.04.513-010.21	FICA	16,101	17,200	1,099	6.8%
001.04.513-010.22	Retirement Contributions	52,702	56,478	3,776	7.2%
001.04.513-010.23	Life, Health & Disability	52,766	53,467	701	1.3%
001.04.513-010.24	Workers Compensation	315	292	(23)	(7.3)%
Personnel Services Total		332,355	352,277	19,922	6.0%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
001.04.513-030.31	Professional Services	28,275	29,500	1,225	4.3%
001.04.513-030.34	Contractual Services	28,020	31,020	3,000	10.7%
001.04.513-030.40	Travel	7,600	7,250	(350)	(4.6)%
001.04.513-030.41	Communication Services	972	2,172	1,200	123.5%
001.04.513-030.42	Postage	300	300	0	—%
001.04.513-030.44	Rental & Leases	2,500	2,500	0	—%
001.04.513-030.46	Repair & Maintenance	100	100	0	—%
001.04.513-030.47	Printing & Binding	200	300	100	50.0%
001.04.513-030.48	Promotional Activities	13,000	15,000	2,000	15.4%
001.04.513-030.49	Other Current Charges	1,000	4,000	3,000	300.0%
001.04.513-030.51	Office Supplies	1,500	1,500	0	—%
001.04.513-030.52	Operating Supplies	4,700	6,000	1,300	27.7%
001.04.513-030.54	Books, Subscription & Membership	1,730	1,930	200	11.6%
001.04.513-030.55	Training	19,400	18,550	(850)	(4.4)%
Operating Expenses Total		109,297	120,122	10,825	9.9%
Total		441,652	472,399	30,747	7.0%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.04.513-030.31	AAP	7,500
001.04.513-030.31	Immunizations	700
001.04.513-030.31	Pre-Employment Background FDLE	625
001.04.513-030.31	Pre-Employment Background Misc.	500
001.04.513-030.31	Pre-Employment Drug Screen 10-Panel	1,000
001.04.513-030.31	Pre-Employment Drug Screen 5-Panel	1,375
001.04.513-030.31	Pre-Employment Physical General	3,250
001.04.513-030.31	Pre-Employment Physical Public Safety	12,765
001.04.513-030.31	Random Drug Testing	560
Operating Expense Professional Services Total		28,275
Operating Expense Contractual Services		
001.04.513-030.34	Employee Assistance Program	3,600
001.04.513-030.34	Flex Employee Debit Service	1,980
001.04.513-030.34	Flex Plan Renewal	440
001.04.513-030.34	NeoGov - Application Software	25,000
Operating Expense Contractual Services Total		31,020
Operating Expense Travel		
001.04.513-030.40	HR Conference	4,000
001.04.513-030.40	Hurricane Conference	750
001.04.513-030.40	Tyler Tech Conference	2,500
Operating Expense Travel Total		7,250
Operating Expense Communication Services		
001.04.513-030.41	AT&T Mobility	1,200
001.04.513-030.41	Verizon	972
Operating Expense Communication Services Total		2,172
Operating Expense Postage		
001.04.513-030.42	Postage	300
Operating Expense Postage Total		300
Operating Expense Rental & Leases		
001.04.513-030.44	Konica Copier Lease	2,500
Operating Expense Rental & Leases Total		2,500
Operating Expense Repair & Maintenance		
001.04.513-030.46	Repair and Maintenance	100
Operating Expense Repair & Maintenance Total		100

Expenditure Detail

			FY 2026
Operating Expense Printing & Binding			
001.04.513-030.47	Envelopes		200
Operating Expense Printing & Binding Total			200
Operating Expense Promotional Activities			
001.04.513-030.48	Awards / Banquets		14,000
001.04.513-030.48	Recruiting Promotional Items		1,000
Operating Expense Promotional Activities Total			15,000
Operating Expense Other Current Charges			
001.04.513-030.49	COBRA Fees		3,000
001.04.513-030.49	General Employment Advertisement		1,000
Operating Expense Other Current Charges Total			4,000
Operating Expense Office Supplies			
001.04.513-030.51	Office Supplies / Personnel folders		1,500
Operating Expense Office Supplies Total			1,500
Operating Expense Operating Supplies			
001.04.513-030.52	City Shirts		500
001.04.513-030.52	Computers - Replacement		4,000
001.04.513-030.52	Misc Operating Expenses		1,500
Operating Expense Operating Supplies Total			6,000
Operating Expense Books, Subscription & Membership			
001.04.513-030.54	Notary Renewal		200
001.04.513-030.54	Poster Compliance		700
001.04.513-030.54	SHRM Membership		530
001.04.513-030.54	Updated Human Resources Manuals		500
Operating Expense Books, Subscription & Membership Total			1,930
Operating Expense Training			
001.04.513-030.55	HR Personnel Annual Training		3,000
001.04.513-030.55	HR Training Material / Onboarding		1,000
001.04.513-030.55	Hurricane Conference		350
001.04.513-030.55	Safety/Risk City-Wide Training		10,000
001.04.513-030.55	Social Media Training		3,000
001.04.513-030.55	Tyler Tech Conference		1,200
Operating Expense Training Total			18,550
Total			118,797

Positions

Account	Position	FY 2025	FY 2026
001.04.513	Director of Human Resources	1	1
	HR Generalist	1	1
	HR Admin Assistant	0	1
	HR Senior Admin Assistant	1	0
	Total	3	3

Legal



Clay Martin, City Attorney

Accomplishments:

With an external focus, the City Attorney's Office successfully provided routine legal support to the City departments and charter officers, providing legal advice relevant to their respective subject areas. We continue identifying areas of critical need requiring updates to the City's ordinances, policies, and procedures. To educate City team members on the changing legal landscape we initiated a series of legal updates through "lunch & learn" seminars. Focusing externally, the City Attorney's office has developed cordial, professional working relationships with legal counsel for other local governmental entities in Columbia County.

Goals:

Provide sound counsel and legal advice in response to legal questions presented by the City Council, charter officers, and departments, and leverage strategic operational opportunities for the City as those opportunities arise. Draft and revise ordinances and policies to ensure compliance with state and federal law. Educate City leaders to ensure legal compliance and minimize legal liabilities.

Objectives:

Cooperate with the City Council, charter officers, and departments to implement the City's adopted Strategic Plan by

- Pursuing City Council directives on matters of legal importance to enforce the City's legal rights
- Continuing to provide day-to-day legal support on matters of legal consequence encountered by front-line City team members
- Prioritizing, developing, and revising ordinances, policies, and procedures.

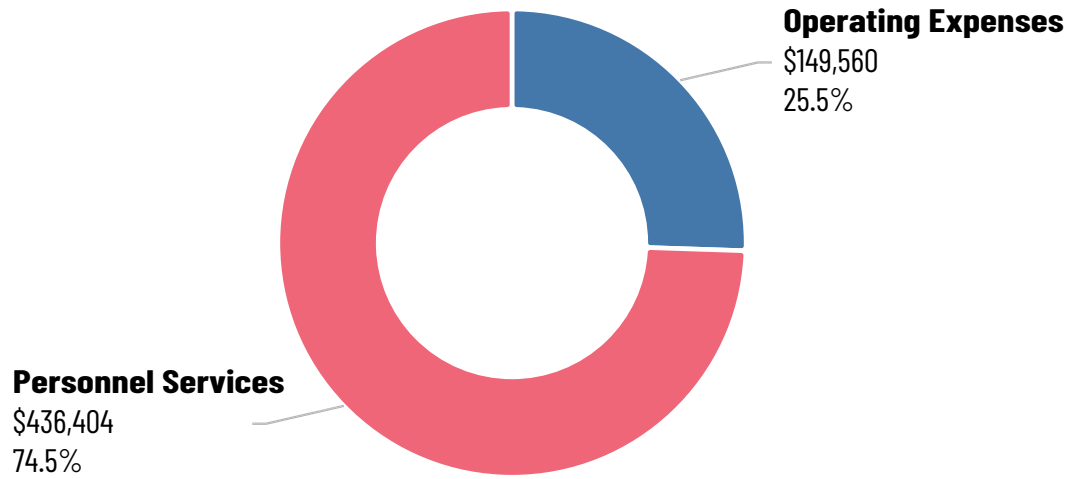
City Attorney Overview:

The City Attorney's Office is committed to a culture of customer service and collaboration. The office views each City department as a valued client and strives to provide responsive, solution-oriented legal support. A strong emphasis is placed on continued legal education and training to empower City staff with the knowledge and tools needed to carry out their responsibilities lawfully and effectively.

Clay Martin is the City's in-house City Attorney. As a charter officer, he provides legal counsel to the City Council, City Manager, City Clerk, and the City's departments and boards. The City Attorney provides legal guidance on a broad range of municipal matters, including land use, contracts, public records, employment law, and code enforcement, in addition to preparing most ordinances and resolutions to be considered by the City Council.

The City Attorney's Office remains dedicated to being a reliable and accessible resource for all City departments by helping ensure legally sound day-to-day operations which are in the best interests of the community we serve.

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.05.514-010.12	Salary	0	302,456	302,456	100.0%
001.05.514-010.21	FICA	0	17,400	17,400	100.0%
001.05.514-010.22	Retirement Contributions	0	63,943	63,943	100.0%
001.05.514-010.23	Life, Health & Disability	0	52,322	52,322	100.0%
001.05.514-010.24	Workers Compensation	0	283	283	100.0%
Personnel Services Total		0	436,404	436,404	100.0%
Operating Expenses					
001.05.514-030.31	Professional Services	195,700	100,000	(95,700)	(48.9)%
001.05.514-030.40	Travel	0	7,390	7,390	100.0%
001.05.514-030.41	Communication Services	0	1,920	1,920	100.0%
001.05.514-030.42	Postage	0	1,000	1,000	100.0%
001.05.514-030.44	Rental & Leases	0	2,000	2,000	100.0%
001.05.514-030.47	Printing & Binding	0	500	500	100.0%
001.05.514-030.49	Other Current Charges	35,000	15,000	(20,000)	(57.1)%
001.05.514-030.51	Office Supplies	0	6,500	6,500	100.0%
001.05.514-030.52	Operating Supplies	0	10,500	10,500	100.0%
001.05.514-030.54	Books, Subscription & Membership	0	1,400	1,400	100.0%
001.05.514-030.55	Training	0	3,350	3,350	100.0%
Operating Expenses Total		230,700	149,560	(81,140)	(35.2)%
Total		230,700	585,964	355,264	154.0%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.05.514-030.31	External Legal Services	50,000
001.05.514-030.31	Legal Fees for Former City Manager Suit	50,000
Operating Expense Professional Services Total		100,000
Operating Expense Travel		
001.05.514-030.40	City, County, Local Gov. Law Annual Meeting	1,345
001.05.514-030.40	FL League of Cities	1,400
001.05.514-030.40	FL Municipal Attorney Asso. Annual Meeting	1,145
001.05.514-030.40	Local Meetings	600
001.05.514-030.40	Misc. Conferences	1,500
001.05.514-030.40	Tallahassee Legislative Meetings	1,400
Operating Expense Travel Total		7,390
Operating Expense Communication Services		
001.05.514-030.41	AT&T Mobility	1,200
001.05.514-030.41	iPad Service	480
001.05.514-030.41	Zoom	240
Operating Expense Communication Services Total		1,920
Operating Expense Postage		
001.05.514-030.42	Postage	1,000
Operating Expense Postage Total		1,000
Operating Expense Rental & Leases		
001.05.514-030.44	Konica Lease	2,000
Operating Expense Rental & Leases Total		2,000
Operating Expense Printing & Binding		
001.05.514-030.47	Business Cards, Envelops, etc.	500
Operating Expense Printing & Binding Total		500
Operating Expense Other Current Charges		
001.05.514-030.49	Lake City Reporter - Legal Ads	15,000
Operating Expense Other Current Charges Total		15,000
Operating Expense Office Supplies		
001.05.514-030.51	Computer	2,000
001.05.514-030.51	Office Supplies	4,500
Operating Expense Office Supplies Total		6,500

Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
001.05.514-030.52	Court Filing Fees		3,000
001.05.514-030.52	Operating Supplies		2,500
001.05.514-030.52	Research Platform - Lexis/WestLaw		4,400
001.05.514-030.52	Various Local Events		600
Operating Expense Operating Supplies Total			10,500
Operating Expense Books, Subscription & Membership			
001.05.514-030.54	Misc. Attorney Membership		500
001.05.514-030.54	Rotary Dues		900
Operating Expense Books, Subscription & Membership Total			1,400
Operating Expense Training			
001.05.514-030.55	City, County, Local Gov. Law Annual Meeting		500
001.05.514-030.55	Continuing Legal Education		750
001.05.514-030.55	Developmental Training for Assistant		500
001.05.514-030.55	FL League of Cities		500
001.05.514-030.55	FL Municipal Attorney Asso. Annual Meeting		500
001.05.514-030.55	Misc. Conference		500
001.05.514-030.55	Tallahassee Legislative Meetings		100
Operating Expense Training Total			3,350
Total			149,560

Positions

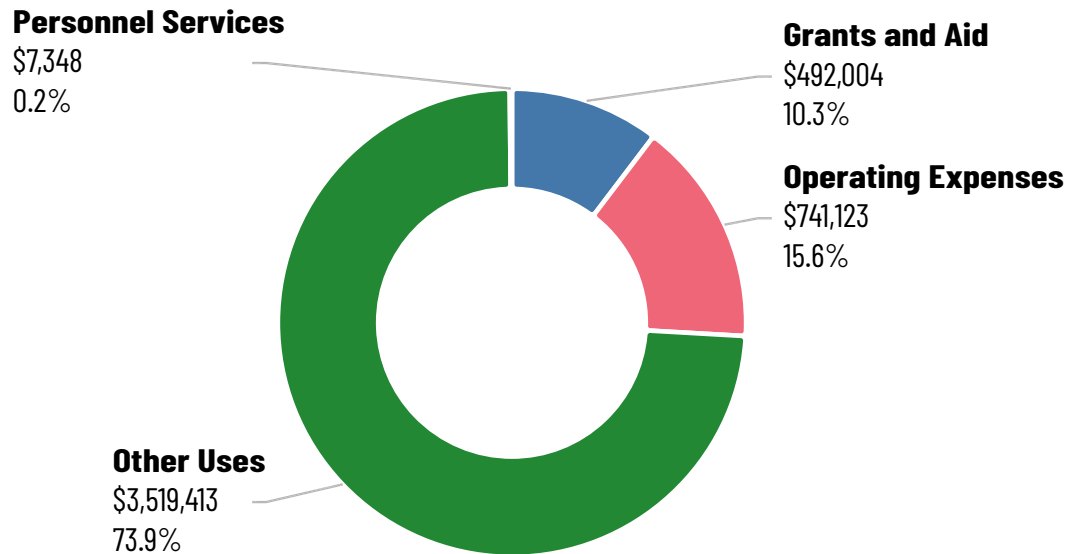
Account	Position	FY 2025	FY 2026
001.05.514	City Attorney	0	1
	Legal Admin Assistant	0	1
	Total	0	2

Non-Departmental

The Non-Departmental budget serves as a centralized account for citywide expenditures that are not directly attributable to any one department. This section provides funding for functions and obligations that benefit the City of Lake City as a whole, ensuring operational continuity, fiscal responsibility, and administrative efficiency.

Key expenditures within the Non-Departmental budget include general government obligations such as citywide insurance premiums, financial advisory and auditing services, debt service payments, and interfund transfers. Additionally, this category includes contingency reserves for unforeseen events.

By consolidating these essential but non-program-specific costs, the Non-Departmental budget provides transparency and ensures that shared services are effectively managed. It reflects the City's dedication to sound financial stewardship and the prudent allocation of resources across all operational areas.



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.05.519-010.22	Retirement Contributions	5,149	7,348	2,199	42.7%
Personnel Services Total		5,149	7,348	2,199	42.7%
Operating Expenses					
001.05.519-030.31	Professional Services	45,000	104,000	59,000	131.1%
001.05.519-030.32	Accounting & Auditing	35,289	36,300	1,011	2.9%
001.05.519-030.42	Postage	2,100	2,100	0	—%
001.05.519-030.43	Utility Services	2,880	2,880	0	—%
001.05.519-030.45	Insurance	541,482	589,343	47,861	8.8%
001.05.519-030.49	Other Current Charges	6,000	6,500	500	8.3%
Operating Expenses Total		632,751	741,123	108,372	17.1%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Grants and Aid					
001.05.519-080.82	Aid to Private Organizations	837,004	492,004	(345,000)	(41.2)%
Grants and Aid Total		837,004	492,004	(345,000)	(41.2)%
Other Uses					
001.05.519-090.91.02	Intragovernmental Transfers	0	1,943,544	1,943,544	100.0%
001.05.519-090.91.03	Intragovernmental Transfers	489,672	0	(489,672)	(100.0)%
001.05.519-090.91.08	Intragovernmental Transfers	925,056	685,395	(239,661)	(25.9)%
001.05.519-090.91.12	Intragovernmental Transfers	590,474	590,474	0	—%
001.05.519-090.99.02	Other Uses	2,311,307	300,000	(2,011,307)	(87.0)%
Other Uses Total		4,316,509	3,519,413	(797,096)	(18.5)%
Total		5,791,413	4,759,888	(1,031,525)	(17.8)%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
001.05.519-030.31	Bond Financial Advisor - PFM		15,000
001.05.519-030.31	Financial Consultant - NJN		39,000
001.05.519-030.31	Lobbyist Services		45,000
001.05.519-030.31	Strategic Planning Update		5,000
Operating Expense Professional Services Total			104,000
Operating Expense Accounting & Auditing			
001.05.519-030.32	Audit		36,300
Operating Expense Accounting & Auditing Total			36,300
Operating Expense Postage			
001.05.519-030.42	Postage for Tax Roll		2,100
Operating Expense Postage Total			2,100
Operating Expense Utility Services			
001.05.519-030.43	Florida Power & Light		2,880
Operating Expense Utility Services Total			2,880
Operating Expense Insurance			
001.05.519-030.45	FMIT		589,343
Operating Expense Insurance Total			589,343
Operating Expense Other Current Charges			
001.05.519-030.49	FFSB Service Fees		6,500
Operating Expense Other Current Charges Total			6,500
Grants and Aid Aid to Private Organizations			
001.05.519-080.82	Blanche Hotel - Rent Abatement		425,004
001.05.519-080.82	Blanche Hotel - Tax Abatement		67,000
Grants and Aid Aid to Private Organizations Total			492,004

Expenditure Detail

			FY 2026
Other Uses Intragovernmental Transfers Bond Fund			
Other Uses Intragovernmental Transfers Debt Service			
Other Uses Intragovernmental Transfers Fire Special Assessments			
001.05.519-090.91.02	ARPA Funds Transfer for New City Hall		1,943,544
001.05.519-090.91.12	Key Government Finance - Principal & Interest		382,391
001.05.519-090.91.12	Motorola Lease #1 - Principal & Interest		113,959
001.05.519-090.91.12	Motorola Lease #2 - Principal & Interest		94,124
001.05.519-090.91.08	Fire Special Assessment - Exempt Properties		437,064
001.05.519-090.91.08	General Fund Transfer for 3 FF Positions		248,331
Other Uses Intragovernmental Transfers Bond Fund Total			1,943,544
Other Uses Intragovernmental Transfers Debt Service Total			590,474
Other Uses Intragovernmental Transfers Fire Special Assessments Total			685,395
Other Uses Other Uses Contingency			
001.05.519-090.99.02	Contingency		300,000
Other Uses Other Uses Contingency Total			300,000
Total			4,752,540

Finance



Angela Taylor Moore, Finance Director

Accomplishments:

The Finance Department has strengthened the City's financial stability by improving transparency, accountability, and efficiency in managing public funds. We have successfully streamlined reporting processes, enhanced budget preparation practices, and worked closely with departments to ensure resources are allocated effectively. Our efforts have also resulted in clean annual audits, strengthened financial policies, and improved citizen confidence in the City's financial management.

Goals:

To continue exercising sound fiscal responsibility, maintaining transparency in financial reporting, and adopting innovative tools and methods to improve efficiency in managing the City's resources and future financial planning.

Objectives:

- Provide timely, accurate financial information to the City Council, management, and citizens to foster informed decision-making.
- Enhance internal controls and improve efficiency in accounts payable, receivable, payroll, and purchasing processes.
- Support City departments in budget planning and execution to maximize the impact of available funds.
- Continue to pursue opportunities for grant funding and alternative revenue sources to support City projects and reduce the burden on taxpayers.
- Leverage new financial software and technology to improve accuracy, transparency, and efficiency across all financial operations.



The Finance Department of the City of Lake City serves as a cornerstone of fiscal stewardship, accountability, and transparency. Its primary mission is to ensure the responsible management of public funds in support of the City's strategic objectives and operational needs. Through a combination of rigorous financial controls, modern technology, and professional expertise, the department supports all municipal functions with integrity and efficiency.

Budgeting and Financial Reporting

The Finance Department plays a central role in the development and administration of the City's annual budget. Working in collaboration with all departments, the team prepares a balanced budget aligned with City priorities and available resources. Comprehensive financial reporting is maintained throughout the year, including monthly budget-to-actual reviews, quarterly reports to leadership, and the preparation of the Annual Comprehensive Financial Report (ACFR), which complies with Governmental Accounting Standards Board (GASB) requirements. Transparency and accessibility of financial information remain a core focus to build trust with residents and stakeholders.

Accounts Payable and Accounts Receivable

The department oversees the timely and accurate processing of all City disbursements through its Accounts Payable division, ensuring vendor payments are made in accordance with contracts and procurement policies. The Accounts Receivable function is responsible for billing, tracking, and collecting revenues owed to the City, including utility billing, permits, fines, and various service charges. Both functions utilize modern accounting systems that support automation, reduce error, and improve cash flow tracking.

Payroll Administration

Managing the City's payroll system is another essential duty of the Finance Department. Payroll services encompass processing biweekly payrolls, maintaining employee compensation records, managing tax withholdings, and ensuring compliance with federal and state labor laws. The department collaborates closely with Human Resources to support employee benefits administration and year-end reporting such as W-2s and 1099s.

Grant Management

The City benefits from numerous federal, state, and local grants to support critical infrastructure, community development, and public safety programs. The Finance Department administers a centralized Grant Management Program, ensuring all grant funds are tracked, drawn down timely, and expended according to program guidelines. Staff are responsible for grant accounting, reimbursement requests, compliance reporting, and audit readiness. This coordinated approach helps maximize available funding while reducing risks of noncompliance.

Internal Controls and Audit

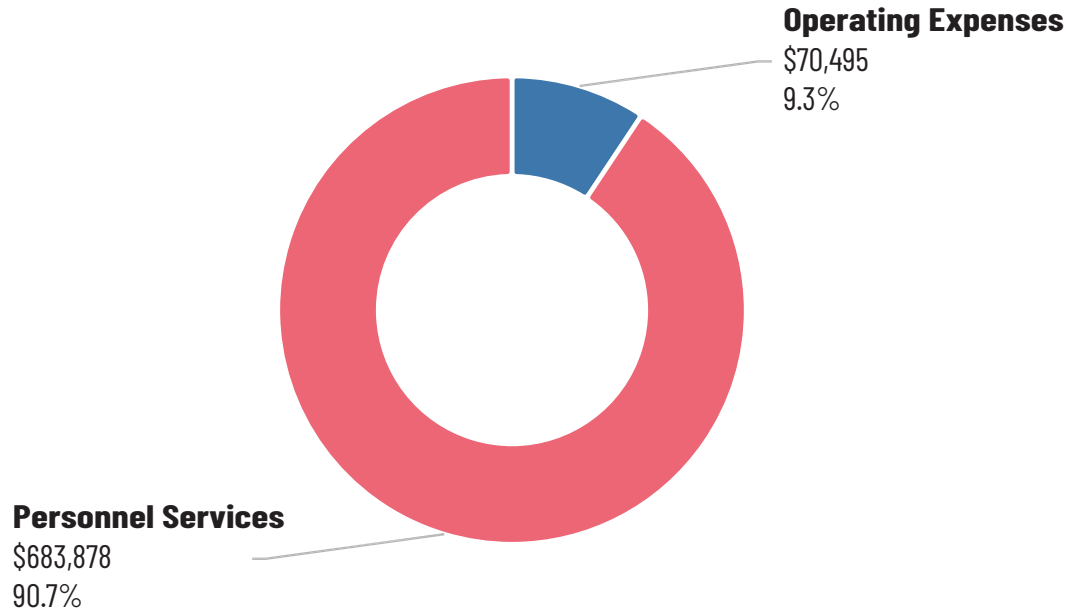
The Finance Department maintains a strong internal control environment to safeguard public assets and support operational integrity. Procedures are routinely reviewed and updated to mitigate risks of fraud, waste, or mismanagement. The department also coordinates the City's annual external audit and implements recommendations to continually enhance financial practices.

Through its commitment to excellence and fiscal responsibility, the Finance Department ensures fiscal responsibility and supports the City's transparency and growth and remains committed to serving residents with integrity and efficiency.



Finance Department at the 2025 Employee Appreciation Luncheon

Department Expenditures



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Personnel Services				
001.06.513-010.12 Salary	435,002	464,240	29,238	6.7%
001.06.513-010.14 Overtime	0	0	0	0%
001.06.513-010.21 FICA	32,513	35,514	3,001	9.2%
001.06.513-010.22 Retirement Contributions	84,814	93,356	8,542	10.1%
001.06.513-010.23 Life, Health & Disability	78,892	90,164	11,272	14.3%
001.06.513-010.24 Workers Compensation	637	604	(33)	(5.2)%
Personnel Services Total	631,858	683,878	52,020	8.2%
Operating Expenses				
001.06.513-030.31 Professional Services	8,650	8,000	(650)	(7.5)%
001.06.513-030.40 Travel	8,350	19,850	11,500	137.7%
001.06.513-030.41 Communication Services	1,864	2,000	136	7.3%
001.06.513-030.42 Postage	1,800	2,500	700	38.9%
001.06.513-030.44 Rental & Leases	3,200	3,200	0	—%
001.06.513-030.46 Repair & Maintenance	2,120	3,375	1,255	59.2%
001.06.513-030.51 Office Supplies	4,500	6,000	1,500	33.3%
001.06.513-030.52 Operating Supplies	9,200	14,900	5,700	62.0%
001.06.513-030.54 Books, Subscription & Membership	690	1,270	580	84.1%
001.06.513-030.55 Training	7,950	9,400	1,450	18.2%
Operating Expenses Total	48,324	70,495	22,171	45.9%
Total	680,182	754,373	74,191	10.9%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.06.513-030.31	Other Post Employment Benefits Study (OPEB)	8,000
Operating Expense Professional Services Total		8,000
Operating Expense Travel		
001.06.513-030.40	FGFOA Conference	5,000
001.06.513-030.40	FGFOA One Day Seminars	1,000
001.06.513-030.40	GFOA Conference	5,600
001.06.513-030.40	Hurricane Conference	750
001.06.513-030.40	Tyler Tech Conference	7,500
Operating Expense Travel Total		19,850
Operating Expense Communication Services		
001.06.513-030.41	Cell Phone - Verizon	1,000
001.06.513-030.41	iPad Service - AT&T Mobility	1,000
Operating Expense Communication Services Total		2,000
Operating Expense Postage		
001.06.513-030.42	Postage	2,500
Operating Expense Postage Total		2,500
Operating Expense Rental & Leases		
001.06.513-030.44	Konica Copier Lease	3,200
Operating Expense Rental & Leases Total		3,200
Operating Expense Repair & Maintenance		
001.06.513-030.46	Fixed Asset Software Maintenance	1,875
001.06.513-030.46	Miscellaneous repairs	1,500
Operating Expense Repair & Maintenance Total		3,375
Operating Expense Office Supplies		
001.06.513-030.51	Budget Books & Supplies	1,000
001.06.513-030.51	Check Stock & Ink	500
001.06.513-030.51	Office Supplies	4,500
Operating Expense Office Supplies Total		6,000
Operating Expense Operating Supplies		
001.06.513-030.52	Computer Monitors & Mounts	3,200
001.06.513-030.52	Computers	6,000
001.06.513-030.52	Miscellaneous Operating Supplies	2,000
001.06.513-030.52	Office Chairs	700
001.06.513-030.52	Office Desk	2,000
001.06.513-030.52	Printer supplies	1,000
Operating Expense Operating Supplies Total		14,900

Expenditure Detail

			FY 2026
Operating Expense Books, Subscription & Membership			
001.06.513-030.54	FGFOA Membership Dues		300
001.06.513-030.54	GFOA Membership Dues		600
001.06.513-030.54	North Florida FGFOA Dues		100
001.06.513-030.54	Notary Renewal		200
001.06.513-030.54	Women In Public Finance		70
Operating Expense Books, Subscription & Membership Total			1,270
Operating Expense Training			
001.06.513-030.55	FGFOA Conference		1,350
001.06.513-030.55	GFOA Conference		1,100
001.06.513-030.55	Hurricane Conference		350
001.06.513-030.55	Staff Training		3,000
001.06.513-030.55	Tyler Tech Conference		3,600
Operating Expense Training Total			9,400
Total			70,495

Positions

Account	Position	FY 2025	FY 2026
001.06.513	Accounting Clerk	1	1
	Assistant Finance Director	1	1
	Director of Finance	1	1
	Grants Program Specialist	1	1
	Senior Accountant	2	2
	Total	6	6

Information Technology



Jason Dumas, Director of Technologies

Accomplishments:

We conducted a comprehensive audit of the city's network infrastructure to ensure optimal efficiency and resilience. As part of this initiative, both hardware and software systems have been upgraded to reinforce security across all departments. Significant improvements have also been implemented within our email infrastructure, enhancing reliability and protection against threats. Additionally, a cloud-based backup solution has been deployed to safeguard critical data and support continuity.

Goals: Enhance and broaden the digital infrastructure serving city employees and residents to improve operational efficiency, expand service capabilities, and strengthen cybersecurity. Design and implement an asset management system to further enhance the transparency of city operations.

Objectives:

- Upgrade the Document Management System - Transition to a modern, cloud-based platform to improve accessibility, collaboration, and data integrity.
- Deploy Citywide Enterprise Wi-Fi - Establish reliable, high-speed wireless connectivity across all municipal facilities to support seamless operations and staff mobility.
- Enhance Physical Security Infrastructure - Implement advanced surveillance, access control, and monitoring technologies to safeguard city facilities.
- Strengthen Cybersecurity Frameworks - Expand threat detection, incident response, and data protection protocols to safeguard critical systems and sensitive information.
- Enhance the City Website's Functionality and Reach - Improve user experience, accessibility, and service delivery through expanded digital capabilities and intuitive design.
- Integrate AI Solutions with Oversight Mechanisms - Deploy artificial intelligence across key departments while establishing monitoring systems that align with city governance standards.

IT Overview:

IT support is essential for maintaining the efficiency and security of local government and public safety operations. The Information Technology Department serves as the technological backbone, ensuring that municipal services and emergency response systems function seamlessly.

Our dedicated team of IT personnel works continuously to support critical government and public safety functions, from managing network security to troubleshooting hardware and software issues.

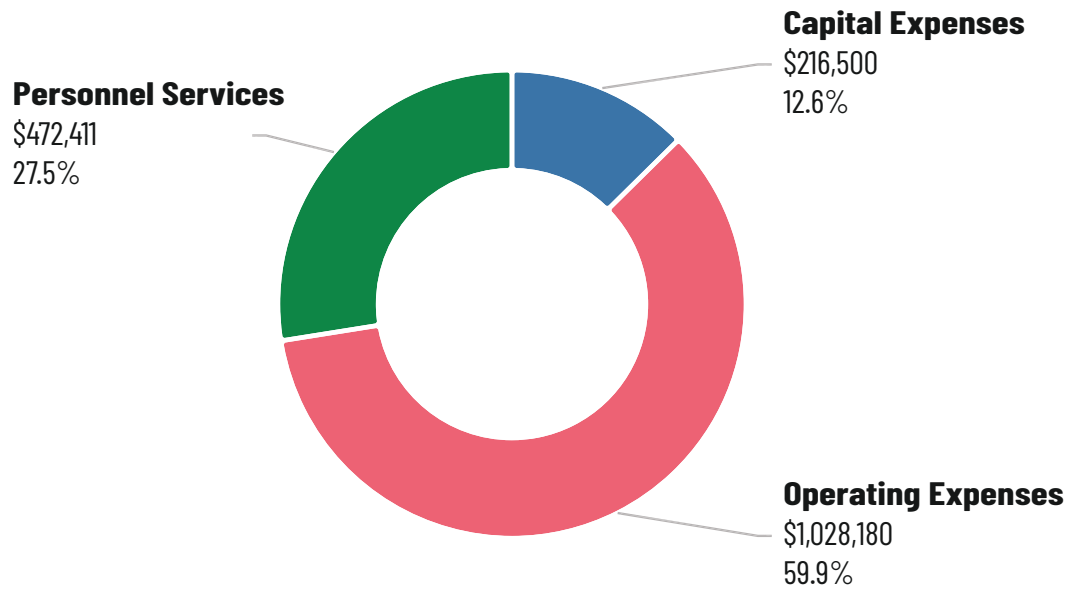
Cybersecurity remains a top priority. As cyber threats grow more sophisticated, we implement rigorous security measures to protect sensitive government data and safeguard the privacy of residents. Through proactive monitoring, regular system updates, and incident response planning, we ensure that digital assets remain secure and resilient against potential breaches.

Additionally, we provide technical assistance to government employees, offer training on new software, and maintain public-facing digital platforms. By collaboration and leveraging technology, the Information Technology Department strengthens local government and public safety operations—ensuring that technology serves as a tool for efficiency, security, and progress.



Incident Management System

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.07.513-010.12	Salary	306,095	327,764	21,669	7.1%
001.07.513-010.14	Overtime	12,500	12,500	0	—%
001.07.513-010.21	FICA	23,420	26,034	2,614	11.2%
001.07.513-010.22	Retirement Contributions	41,009	45,534	4,525	11.0%
001.07.513-010.23	Life, Health & Disability	73,944	59,876	(14,068)	(19.0)%
001.07.513-010.24	Workers Compensation	459	703	244	53.2%
Personnel Services Total		457,427	472,411	14,984	3.3%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
001.07.513-030.31	Professional Services	10,000	10,000	0	—%
001.07.513-030.34	Contractual Services	0	1,200	1,200	100.0%
001.07.513-030.40	Travel	4,500	14,750	10,250	227.8%
001.07.513-030.41	Communication Services	34,060	36,420	2,360	6.9%
001.07.513-030.43	Utility Services	5,150	5,700	550	10.7%
001.07.513-030.44	Rental & Leases	15,500	0	(15,500)	(100.0)%
001.07.513-030.46	Repair & Maintenance	385,600	568,860	183,260	47.5%
001.07.513-030.49	Other Current Charges	243,200	251,200	8,000	3.3%
001.07.513-030.51	Office Supplies	1,500	1,500	0	—%
001.07.513-030.52	Operating Supplies	119,700	103,200	(16,500)	(13.8)%
001.07.513-030.54	Books, Subscription & Membership	1,000	2,300	1,300	130.0%
001.07.513-030.55	Training	31,500	33,050	1,550	4.9%
Operating Expenses Total		851,710	1,028,180	176,470	20.7%
Capital Expenses					
001.07.513-060.62	Building	0	27,000	27,000	100.0%
001.07.513-060.64	Machinery & Equipment	131,400	189,500	58,100	44.2%
Capital Expenses Total		131,400	216,500	85,100	64.8%
Total		1,440,537	1,717,091	276,554	19.2%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
001.07.513-030.31	Professional Services		10,000
Operating Expense Professional Services Total			10,000
Operating Expense Contractual Services			
001.07.513-030.34	MCA Camera Licenses		1,200
Operating Expense Contractual Services Total			1,200
Operating Expense Travel			
001.07.513-030.40	FLGISA		3,000
001.07.513-030.40	Hurricane Conference		750
001.07.513-030.40	OnBase		4,000
001.07.513-030.40	Travel		4,500
001.07.513-030.40	Tyler Connect		2,500
Operating Expense Travel Total			14,750
Operating Expense Communication Services			
001.07.513-030.41	AT&T Mobility		3,180
001.07.513-030.41	Comcast		1,440
001.07.513-030.41	Smarsh Text Message Archiving		20,000
001.07.513-030.41	Verizon		9,300
001.07.513-030.41	Zoom		2,500
Operating Expense Communication Services Total			36,420
Operating Expense Utility Services			
001.07.513-030.43	Florida Power & Light		3,500
001.07.513-030.43	Water Sewer Utility		2,200
Operating Expense Utility Services Total			5,700

Expenditure Detail

FY 2026		
Operating Expense Repair & Maintenance		
001.07.513-030.46	Adobe Licensing	10,000
001.07.513-030.46	Annual Pest Control	500
001.07.513-030.46	APC Battery Backup Monitoring	1,600
001.07.513-030.46	Barracuda	4,200
001.07.513-030.46	Bomgar Remote Support Renewal	14,000
001.07.513-030.46	Commercial Interactive Monitoring	2,200
001.07.513-030.46	DocuSign	5,000
001.07.513-030.46	Duo - MFA	22,000
001.07.513-030.46	Enterprise	160
001.07.513-030.46	FHP/PD Tower Maintenance	11,000
001.07.513-030.46	Fire Extinguisher Maintenance	200
001.07.513-030.46	HVAC Maintenance Contract	2,700
001.07.513-030.46	IT Building Cleaning	5,000
001.07.513-030.46	IT Building Maintenance	10,000
001.07.513-030.46	Kantech Door Access Control Maintenance	5,000
001.07.513-030.46	Keeper Passwords & Security	6,000
001.07.513-030.46	Lepide	23,000
001.07.513-030.46	Managed Security	151,000
001.07.513-030.46	Microsoft 365 Licensing	78,000
001.07.513-030.46	OnBase Maintenance	16,500
001.07.513-030.46	PDQ Software	6,500
001.07.513-030.46	Qnap Replacement	6,000
001.07.513-030.46	Rock - Landscape	2,000
001.07.513-030.46	SESAC Hold Music Licensing Renewal	700
001.07.513-030.46	Solarwinds Helpdesk Renewal	8,000
001.07.513-030.46	SpecOps	14,000
001.07.513-030.46	SQL Licensing	20,000
001.07.513-030.46	Truck and Equipment	7,000
001.07.513-030.46	Unified Cloud Controller	600
001.07.513-030.46	Veeam - City/PD	17,000
001.07.513-030.46	VM Ware City/PD	60,000
001.07.513-030.46	VXRail City	26,000
001.07.513-030.46	VXRail PD	30,000
001.07.513-030.46	Windows Server Licensing	3,000
Operating Expense Repair & Maintenance Total		568,860

Expenditure Detail

			FY 2026
Operating Expense Other Current Charges			
001.07.513-030.49	Cloud Backup - Servers		180,000
001.07.513-030.49	Cloud Services		5,000
001.07.513-030.49	Municode Hosting & Maintenance		20,000
001.07.513-030.49	SSL Certificates for Websites		1,200
001.07.513-030.49	Support Block		20,000
001.07.513-030.49	Veeam Cloud Services - M365		25,000
Operating Expense Other Current Charges Total			251,200
Operating Expense Office Supplies			
001.07.513-030.51	Misc. Office Supplies		1,500
Operating Expense Office Supplies Total			1,500
Operating Expense Operating Supplies			
001.07.513-030.52	Badge Printer License		700
001.07.513-030.52	Cisco Licensing		23,000
001.07.513-030.52	Desk Phones		5,000
001.07.513-030.52	Hard Drives		1,000
001.07.513-030.52	ID Badges		600
001.07.513-030.52	Key FOBs		600
001.07.513-030.52	Laptops		10,000
001.07.513-030.52	LCD Monitors		3,500
001.07.513-030.52	Misc. Supplies		5,000
001.07.513-030.52	Office Furniture		500
001.07.513-030.52	Printer Supplies		300
001.07.513-030.52	Switches - Replacements		40,000
001.07.513-030.52	UPS Batteries		10,000
001.07.513-030.52	Vehicle Fuel		3,000
Operating Expense Operating Supplies Total			103,200
Operating Expense Books, Subscription & Membership			
001.07.513-030.54	Amazon Subscription		1,300
001.07.513-030.54	FLGISA		1,000
Operating Expense Books, Subscription & Membership Total			2,300

Expenditure Detail

			FY 2026
Operating Expense Training			
001.07.513-030.55	CJIS Training		4,000
001.07.513-030.55	FLGISA Annual Conference		2,500
001.07.513-030.55	Hurricane Conference		350
001.07.513-030.55	INE Cybersecurity Platform		4,000
001.07.513-030.55	Onbase		5,000
001.07.513-030.55	Professional Development		16,000
001.07.513-030.55	Tyler Connect		1,200
		Operating Expense Training Total	33,050
Capital Outlay Building			
001.07.513-060.62	Replacement Windows		27,000
		Capital Outlay Building Total	27,000
Capital Outlay Machinery & Equipment			
001.07.513-060.64	Cloud Backup Solution		14,000
001.07.513-060.64	Generator		62,000
001.07.513-060.64	Onbase Upgrade		100,000
001.07.513-060.64	Truck #30 (Purchase)		9,500
001.07.513-060.64	Truck #48 (Purchase)		4,000
		Capital Outlay Machinery & Equipment Total	189,500
		Total	1,244,680

Positions

Account	Position	FY 2025	FY 2026
001.07.513	Director of Technologies	1	1
	IT Help Desk Tech	2	2
	Security Administrator	0	1
	System Administrator	1	1
	System Specialist	1	0
	Total	5	5

Procurement



Brenda Karr, Procurement Director

Accomplishments:

The Procurement department has established strategic partnerships with key vendors, expanding and diversifying the supplier base to reduce procurement risk, enhance supply chain resilience, and promote fair competition following municipal procurement policies and procedures. Managed post-solicitation project phases, including contract execution, vendor coordination, milestone tracking, and performance evaluation, ensuring on-time, compliance, and cost-effective delivery of goods and services. Implemented a centralized warehouse system for inventory control.

Goals:

Aim to stock all essential supplies required by City departments within the centralized warehouse to maximize cost savings, improve purchasing efficiency, and ensure timely availability of resources. Implement a comprehensive asset tracking system to improve inventory accuracy, reduce loss, enhance accountability, and support data-driven purchasing decisions.

Objectives:

- Improve Efficiency – Streamline purchasing and inventory processes to reduce order times and eliminate unnecessary steps.
- Ensure Cost Savings – Use bulk buying, competitive bidding, and the centralized warehouse to lower costs for all departments.
- Enhance Inventory Control – Maintain accurate, up-to-date records for all supplies and assets to prevent shortages or overstocking.
- Support City Departments – Make sure every department has quick access to the supplies and equipment they need to do their jobs.
- Promote Fair and Open Competition – Follow municipal procurement policies to ensure transparency and fairness in vendor selection.
- Strengthen Vendor Relationships – Work with reliable suppliers to keep quality high and delivery times short.
- Increase Accountability – Use asset tracking and reporting to make sure City resources are used responsibly.

Procurement Overview:

At the City of Lake City, procurement is more than a process—it's a commitment to responsibly managing public resources while delivering vital services to our community. Every purchase, from office supplies to major infrastructure projects, starts with thoughtful planning and collaboration across departments to assess needs, align with budget priorities, and support the City's long-term goals. Through transparent and competitive bidding, whether via Invitations to Bid, Requests for Proposals, or Requests for Qualifications, we ensure fairness for vendors, compliance with Florida procurement laws, and the best possible value for Lake City taxpayers.

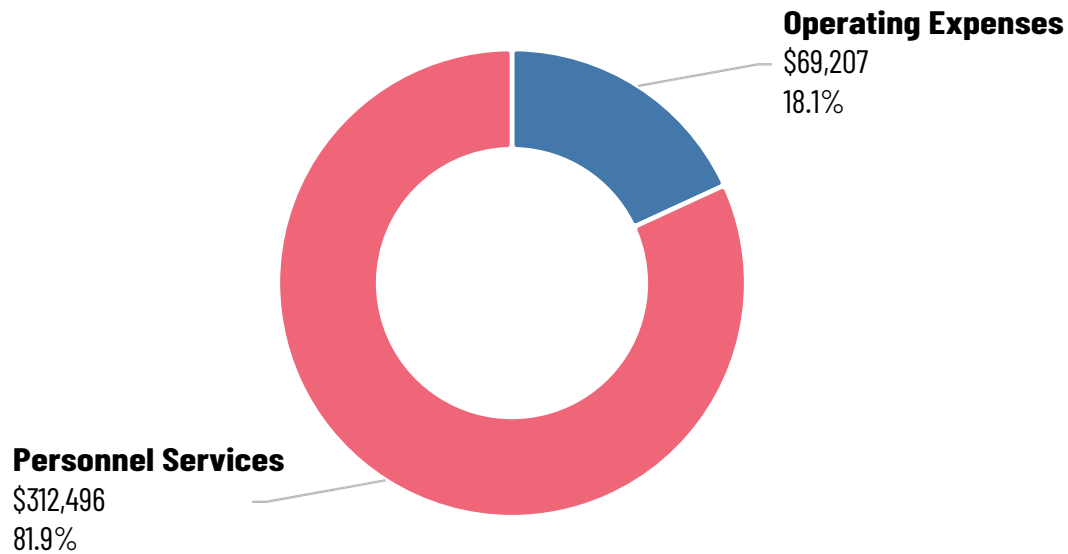


Once contracts are awarded, our procurement team takes a hands-on role in guiding the process to completion. We work closely with vendors to make sure deliverables meet expectations and timelines, while coordinating with finance to ensure payments are timely and budget aligned. Our focus on compliance, ethics, and documentation safeguards the city against risk, supports transparency, and prepares us for internal and external audits. By carefully managing contracts and upholding high standards, we help departments serve our residents efficiently and effectively.



Equity and local economic development are also core to Lake City's procurement mission. We actively seek opportunities to include local, small, and minority-owned businesses in our contracting process and strive to make our procurement system accessible and clear. Procurement is a key part of how Lake City grows with integrity, ensuring every dollar spent strengthens our infrastructure, empowers local vendors, and enhances the quality of life for the people who call our city home. Through diligent stewardship, we uphold the public trust and help move Lake City forward.

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.08.513-010.12	Salary	198,103	221,668	23,565	11.9%
001.08.513-010.21	FICA	14,390	16,958	2,568	17.8%
001.08.513-010.22	Retirement Contributions	28,597	33,145	4,548	15.9%
001.08.513-010.23	Life, Health & Disability	65,165	40,437	(24,728)	(37.9)%
001.08.513-010.24	Workers Compensation	282	288	6	2.1%
Personnel Services Total		306,537	312,496	5,959	1.9%
Operating Expenses					
001.08.513-030.40	Travel	3,050	10,100	7,050	231.1%
001.08.513-030.41	Communication Services	1,692	2,184	492	29.1%
001.08.513-030.42	Postage	100	100	0	—%
001.08.513-030.43	Utility Services	1,900	1,900	0	—%
001.08.513-030.44	Rental & Leases	7,680	7,212	(468)	(6.1)%
001.08.513-030.46	Repair & Maintenance	2,000	2,000	0	—%
001.08.513-030.47	Printing & Binding	405	489	84	20.7%
001.08.513-030.51	Office Supplies	1,000	1,100	100	10.0%
001.08.513-030.52	Operating Supplies	14,550	34,612	20,062	137.9%
001.08.513-030.54	Books, Subscription & Membership	1,485	2,075	590	39.7%
001.08.513-030.55	Training	5,064	7,435	2,371	46.8%
Operating Expenses Total		38,926	69,207	30,281	77.8%
Total		345,463	381,703	36,240	10.5%

Expenditure Detail

FY 2026		
Operating Expense Travel		
001.08.513-030.40	FAPPO Conference	5,100
001.08.513-030.40	NIGP Forum	2,500
001.08.513-030.40	Tyler Connect	2,500
Operating Expense Travel Total		10,100
Operating Expense Communication Services		
001.08.513-030.41	AT&T Mobility	492
001.08.513-030.41	Comcast	1,164
001.08.513-030.41	Verizon	528
Operating Expense Communication Services Total		2,184
Operating Expense Postage		
001.08.513-030.42	Postage	100
Operating Expense Postage Total		100
Operating Expense Utility Services		
001.08.513-030.43	Florida Power & Light	750
001.08.513-030.43	Water Sewer Utility	1,150
Operating Expense Utility Services Total		1,900
Operating Expense Rental & Leases		
001.08.513-030.44	Copier Lease	1,908
001.08.513-030.44	Enterprise Lease Vehicles	5,304
Operating Expense Rental & Leases Total		7,212
Operating Expense Repair & Maintenance		
001.08.513-030.46	Repairs or Maintenance	2,000
Operating Expense Repair & Maintenance Total		2,000
Operating Expense Printing & Binding		
001.08.513-030.47	Stationary	489
Operating Expense Printing & Binding Total		489
Operating Expense Office Supplies		
001.08.513-030.51	Supplies	1,500
Operating Expense Office Supplies Total		1,500

Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
001.08.513-030.52	COLC Shirts		400
001.08.513-030.52	Desktop and Monitors		2,500
001.08.513-030.52	Open Gov Contract Management		16,612
001.08.513-030.52	Operating Supplies		1,000
001.08.513-030.52	Procurenow (OpenGov) E-Procurement System		7,800
001.08.513-030.52	Warehouse Shelving		6,300
Operating Expense Operating Supplies Total			34,612
Operating Expense Books, Subscription & Membership			
001.08.513-030.54	FAPPO Membership		275
001.08.513-030.54	Misc. Subscription		1,200
001.08.513-030.54	NIGP Membership		375
001.08.513-030.54	North Florida Procurement		225
Operating Expense Books, Subscription & Membership Total			2,075
Operating Expense Training			
001.08.513-030.55	FAPPO Conference		1,500
001.08.513-030.55	NIGP Classes		2,551
001.08.513-030.55	NIGP Forum		1,045
001.08.513-030.55	Tyler Connect		1,200
001.08.513-030.55	UPPCC Certification		1,140
Operating Expense Training Total			7,436
Total			69,608

Positions

Account	Position	FY 2025	FY 2026
001.08.513	Director of Procurement	1	1
	Facilities Maintenance Tech	0	1
	Procurement Analyst	1	1
	Procurement Clerk	1	1
	Total	3	4

Vehicle Maintenance



Steve Brown, Executive Director of Utilities

Accomplishments:

Fleet mechanics perform in-house repair services whenever feasible in the event of malfunctions or breakdowns. For repairs that require external expertise, we collaborate with trusted local vendors. We coordinate with city departments to provide onsite fueling service for our heavy equipment.

Goals:

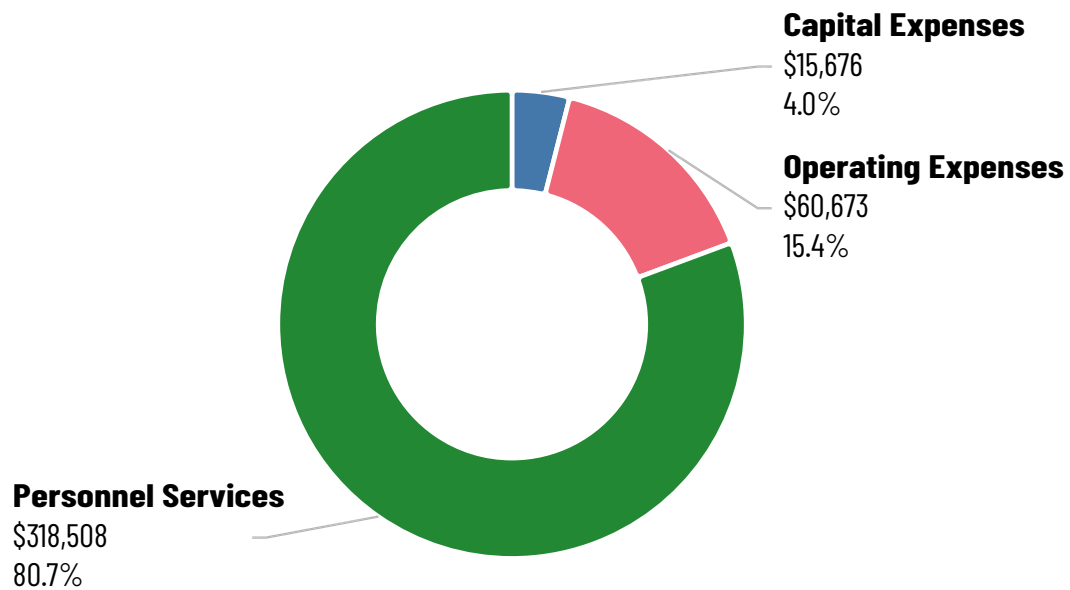
The main goal of fleet maintenance is to keep vehicles/equipment safe, reliable, and in optimal working condition, thereby reducing downtime, operational costs, and extending the vehicle/equipment lifespan.

Objectives:

Keep city vehicles and equipment in safe and operational order so that they can provide essential services to the public.

Fleet Overview:

The Fleet budget is designed to ensure the City of Lake City's municipal vehicles are safe, reliable, and operationally efficient. This includes routine preventative maintenance, emergency repairs, parts replacement, fuel management, inspections, and compliance with state and federal regulations.



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.09.519-010.12	Salary	157,130	202,391	45,261	28.8%
001.09.519-010.14	Overtime	9,000	9,000	0	—%
001.09.519-010.21	FICA	12,071	16,212	4,141	34.3%
001.09.519-010.22	Retirement Contributions	17,732	24,640	6,908	39.0%
001.09.519-010.23	Life, Health & Disability	29,358	62,535	33,177	113.0%
001.09.519-010.24	Workers Compensation	3,245	3,730	485	14.9%
Personnel Services Total		228,536	318,508	89,972	39.4%
Operating Expenses					
001.09.519-030.41	Communication Services	10	10	0	—%
001.09.519-030.43	Utility Services	2,520	2,680	160	6.3%
001.09.519-030.44	Rental & Leases	16,091	16,091	0	—%
001.09.519-030.46	Repair & Maintenance	19,516	19,517	1	0.0%
001.09.519-030.51	Office Supplies	200	500	300	150.0%
001.09.519-030.52	Operating Supplies	13,740	20,375	6,635	48.3%
001.09.519-030.55	Training	1,500	1,500	0	—%
Operating Expenses Total		53,577	60,673	7,096	13.2%
Capital Expenses					
001.09.519-060.64	Machinery & Equipment	20,149	15,676	(4,473)	(22.2)%
Capital Expenses Total		20,149	15,676	(4,473)	(22.2)%
Total		302,262	394,857	92,595	30.6%

Expenditure Detail

			FY 2026
Operating Expense Communication Services			
001.09.519-030.41	Verizon		10
Operating Expense Communication Services Total			10
Operating Expense Utility Services			
001.09.519-030.43	Florida Power & Light		1,680
001.09.519-030.43	Water Sewer Utility		1,000
Operating Expense Utility Services Total			2,680
Operating Expense Rental & Leases			
001.09.519-030.44	Enterprise Lease Vehicles		13,691
001.09.519-030.44	Mats and Shop Towels		1,600
001.09.519-030.44	Uniforms		800
Operating Expense Rental & Leases Total			16,091
Operating Expense Repair & Maintenance			
001.09.519-030.46	IWorq Software Maintenance		1,500
001.09.519-030.46	Maintenance Fee for Leased Vehicles		1,516
001.09.519-030.46	Repairs		5,000
001.09.519-030.46	Ring Power		10,000
001.09.519-030.46	Safety Kleen		1,500
Operating Expense Repair & Maintenance Total			19,516
Operating Expense Office Supplies			
001.09.519-030.51	Office Supplies		500
Operating Expense Office Supplies Total			500
Operating Expense Operating Supplies			
001.09.519-030.52	AED		1,500
001.09.519-030.52	Filter Crusher		3,000
001.09.519-030.52	Fuel		4,800
001.09.519-030.52	Identifix Computer System		1,800
001.09.519-030.52	Mohawk LMF 12,000 lb 2 Post 3 Stage Arm Lift		2,135
001.09.519-030.52	Stipend - Boots		180
001.09.519-030.52	Stipend- Pants		260
001.09.519-030.52	Supplies		1,700
001.09.519-030.52	Tools		5,000
Operating Expense Operating Supplies Total			20,375
Operating Expense Training			
001.09.519-030.55	Training Classes		1,500
Operating Expense Training Total			1,500

Expenditure Detail

			FY 2026
Capital Outlay Machinery & Equipment			
001.09.519-060.64	Hofmann Speed Tire Changer/Rim Clamping		9,995
001.09.519-060.64	Wheel Balancer		5,681
Capital Outlay Machinery & Equipment Total			15,676
Total			76,348

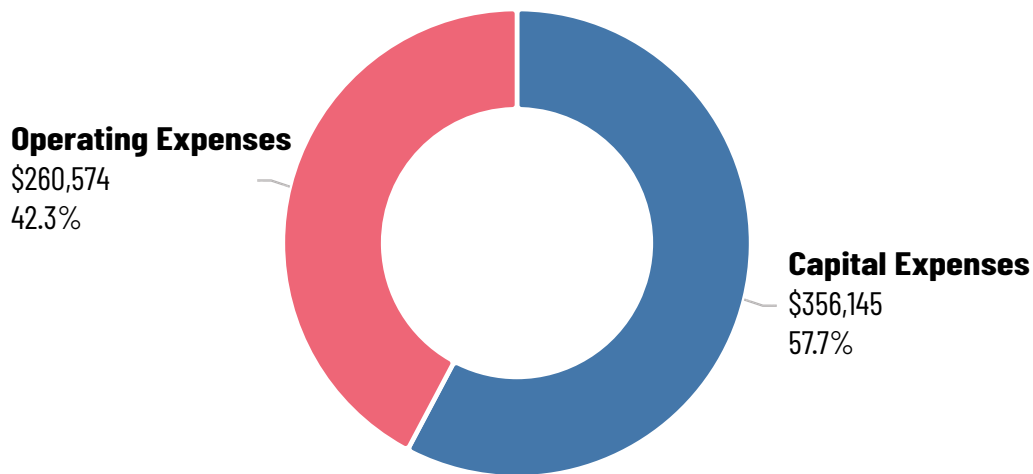
Positions

Account	Position	FY 2025	FY 2026
001.09.519	Admin Assistant	0	1
	Mechanic I & II	2	2
	Service Technician	1	1
	Total	3	4

General Building

The General Building Department provides critical financial support for the planning, construction, renovation, and maintenance of municipal facilities that serve the community's daily needs. Through this department, the city ensures that its public infrastructure remains safe, functional, and responsive to future growth.

The General Building Department represents the city's commitment to investing in long-term assets that improve the quality of life, support public safety, and sustain economic vitality. Regular updates on department activities will be made available to ensure transparency and foster civic engagement.



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Operating Expenses				
001.10.519-030.31 Professional Services	15,000	25,000	10,000	66.7%
001.10.519-030.34 Contractual Services	49,111	49,712	601	1.2%
001.10.519-030.41 Communication Services	10,802	13,784	2,982	27.6%
001.10.519-030.43 Utility Services	40,510	26,360	(14,150)	(34.9)%
001.10.519-030.46 Repair & Maintenance	102,985	131,585	28,600	27.8%
001.10.519-030.52 Operating Supplies	5,448	13,948	8,500	156.0%
001.10.519-030.54 Books, Subscription & Membership	75	185	110	146.7%
Operating Expenses Total	223,931	260,574	36,643	16.4%
Capital Expenses				
001.10.519-060.62 Building	0	250,000	250,000	100.0%
001.10.519-060.63 Infrastructure	233,475	20,000	(213,475)	(91.4)%
001.10.519-060.64 Machinery & Equipment	40,000	86,145	46,145	115.4%
Capital Expenses Total	273,475	356,145	82,670	30.2%
Total	497,406	616,719	119,313	24.0%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.10.519-030.31	Land Survey	10,000
001.10.519-030.31	Professional Services	15,000
Operating Expense Professional Services Total		25,000
Operating Expense Contractual Services		
001.10.519-030.34	City Hall Elevator Inspections	3,761
001.10.519-030.34	City Hall HVAC Quarterly Maintenance	6,028
001.10.519-030.34	Customer Service HVAC Quarterly Maintenance	1,428
001.10.519-030.34	MCA Camera Licenses	11,000
001.10.519-030.34	New World Software Maintenance	24,475
001.10.519-030.34	Pest Control	1,100
001.10.519-030.34	Postage Machine	1,920
Operating Expense Contractual Services Total		49,712
Operating Expense Communication Services		
001.10.519-030.41	AT&T Pro Cabs	2,000
001.10.519-030.41	Comcast	4,800
001.10.519-030.41	Comcast Business	3,710
001.10.519-030.41	Dept of Management Services	3,274
Operating Expense Communication Services Total		13,784
Operating Expense Utility Services		
001.10.519-030.43	FPL - City Hall	18,500
001.10.519-030.43	Water Sewer - City Hall	7,860
Operating Expense Utility Services Total		26,360
Operating Expense Repair & Maintenance		
001.10.519-030.46	Air Conditioning Repairs	15,000
001.10.519-030.46	Backflow Inspections	685
001.10.519-030.46	Building Repairs	100,000
001.10.519-030.46	City Hall Annual Fire Sprinkler Service	600
001.10.519-030.46	Elevator Repairs	5,500
001.10.519-030.46	Fire Extinguisher Annual Service	1,200
001.10.519-030.46	HVAC Maintenance	6,600
001.10.519-030.46	Security Safe Monitoring & Maintenance	2,000
Operating Expense Repair & Maintenance Total		131,585

Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
001.10.519-030.52	Camera Addition - Customer Service/Growth Management		1,000
001.10.519-030.52	Cleaning & Stockroom Supplies		3,600
001.10.519-030.52	Culligan Water Cooler		648
001.10.519-030.52	Docusign		3,500
001.10.519-030.52	Miscellaneous Supplies		1,200
001.10.519-030.52	Wi-Fi Access Point		4,000
Operating Expense Operating Supplies Total			13,948
Operating Expense Books, Subscription & Membership			
001.10.519-030.54	City Hall Elevator License Renewal		75
001.10.519-030.54	Sam's Club Membership Renewal		110
Operating Expense Books, Subscription & Membership Total			185
Capital Outlay Building			
001.10.519-060.62	City Hall Upgrades		250,000
Capital Outlay Building Total			250,000
Capital Outlay Infrastructure			
001.10.519-060.63	Dog Park		20,000
Capital Outlay Infrastructure Total			20,000
Capital Outlay Machinery & Equipment			
001.10.519-060.64	5 Ton AC Unit Replacement City Hall		15,000
001.10.519-060.64	Camera Additions City Hall		29,145
001.10.519-060.64	Monitor/Screen Council Chambers		10,000
001.10.519-060.64	Wireless Mics - Council Chambers		32,000
Capital Outlay Machinery & Equipment Total			86,145
Total			616,719

Police



Gerald Butler, Chief of Police

Accomplishments:

The Department's enforcement strategies included the implementation of a gunshot detection system installed in the city. This system detects gunshots, triangulates the location and alerts officers via an application installed on their city-issued cell phones. This system is helping to significantly reduce the number of gunshot incidents and firearm related crimes. The Department will continue to maintain pressure on offenders while at the same time enhancing operations to reduce gun violence. This will be accomplished through active Directed Patrols and enhanced Community Oriented Policing strategies and programs, along with early intervention programs and aggressive investigation of criminal activity.

Goals:

Continued reduction in violent/gun-related crimes through proactive policing. Improve crime fighting efforts through officer training and community engagement. Increase staffing by five officers each year based on annexation and increased call volume. Improve technology as a tool for success

Objective:

- Continued reduction in gun-related violence by use of the Gunshot Detection System.
- Identification and apprehension of individuals involved in sale of illegal drugs.
- Reduce traffic crashes through proactive enforcement.
- Increase staffing to keep pace with the City's growth and annexation plans.

Police Overview:

The Lake City Police Department works diligently to find ways to maintain a high level of public safety services for a growing city population. Our community's transient population (visitors and commuters traveling to town for work) directly contributes to the level of traffic and criminal activity. Two major Interstate Highways (I-10 & I-75) intersect in Lake City, along with several major north/south, and east/west state roads, creating a significant impact on the calls for service answered by the Department. Citizens living in, or visiting, Lake City see firsthand the impact of the additional vehicles and traffic. Citizens' perspectives on crime are largely influenced by what happens in their immediate neighborhood and areas in which they work.



Farm Share

The key to successful property-related crime control is community partnerships that help inform residents and businesses about how to protect their property, and building active crime prevention programs. The Department utilizes several outreach programs to involve the citizens in these community partnerships, including "Coffee with a Cop," and The Citizens Police Academy. Quarterly "Breakfast with the Chief" meetings help bring citizens together with the Department to directly discuss issues of concern to the community, and the Citizens Police Academy educates the public about law enforcement programs and initiatives.



Officer handing out food at the Farm Share



Shop with a Cop

The Department's enforcement strategies included the implementation of a gunshot detection system being installed throughout the city. This system detects gunshots, triangulates the location and alerts officers via an application installed on their city-issued cell phones. This system is helping to significantly reduce the number of gunshot incidents and firearm related crimes. The Department will continue to maintain the pressure on offenders while at the same time enhancing operations to reduce gun violence. This will be accomplished through active Directed Patrols and enhanced Community Oriented Policing strategies and programs, along with early intervention programs and aggressive investigation of criminal activity.



K9 Demonstration

There remains a significant difference between the City's resident population as of 12,329 as shown on the 2020 census, US Census as of 2023 estimated 12,602, and the "service" population for the Police Department, which is estimated by FDOT at 65,000 daily. Lake City is the only major urban community in the surrounding area and has two major interstates intersecting the city limits. The number of people who may potentially need public safety services is far greater than the resident population.

As part of the strategic planning process, the Department identified three goals, which will serve as the central focus for the Department's Strategic Plans:

- Improve crime fighting efforts through technology and traditional crime fighting techniques.
- Increase Department staffing levels each year based on growth in the city.

- Continued identification and use of improved technologies as a tool for success.

The following objectives will help move the Department toward accomplishing each of the stated goals:

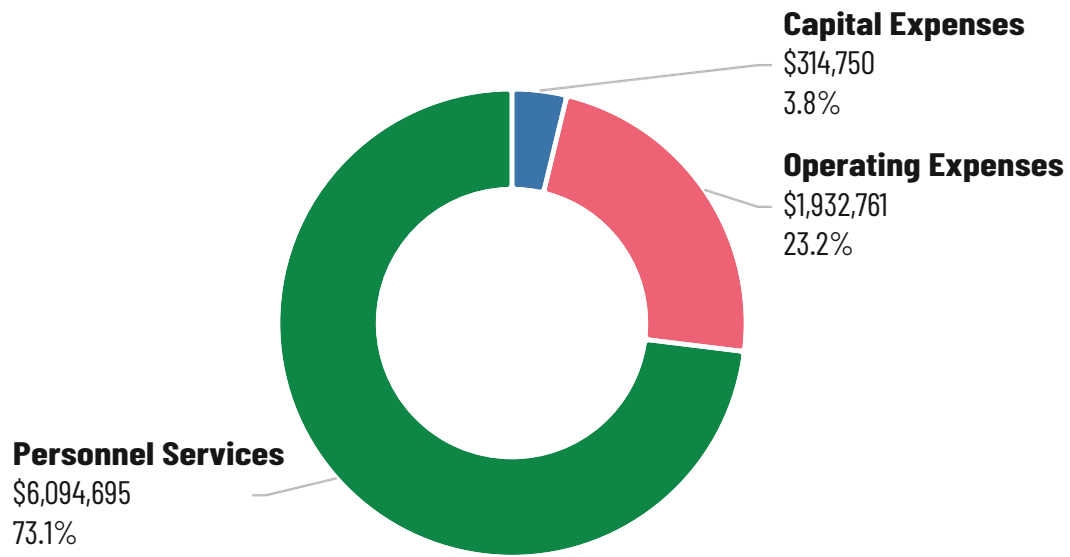
Objective 1: Improve response time to calls for service.

Objective 2: Continue to reduce gun-related violence by expansion of the Flock Gunshot Detection System.

Objective 3: Reduce traffic crashes through proactive enforcement



Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.11.521-010.12	Salary	3,755,651	3,915,244	159,593	4.2%
001.11.521-010.14	Overtime	350,000	350,000	0	—%
001.11.521-010.15	Special Pay Incentive	19,138	18,598	(540)	(2.8)%
001.11.521-010.21	FICA	285,007	312,829	27,822	9.8%
001.11.521-010.22	Retirement Contributions	476,294	558,723	82,429	17.3%
001.11.521-010.23	Life, Health & Disability	885,510	839,146	(46,364)	(5.2)%
001.11.521-010.24	Workers Compensation	100,592	100,155	(437)	(0.4)%
Personnel Services Total		5,872,192	6,094,695	222,503	3.8%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
001.11.521-030.31	Professional Services	14,990	14,990	0	—%
001.11.521-030.34	Contractual Services	148,059	137,031	(11,028)	(7.4)%
001.11.521-030.40	Travel	16,875	16,875	0	—%
001.11.521-030.41	Communication Services	107,316	131,459	24,143	22.5%
001.11.521-030.42	Postage	1,000	1,000	0	—%
001.11.521-030.43	Utility Services	46,750	46,966	216	0.5%
001.11.521-030.44	Rental & Leases	332,841	611,020	278,179	83.6%
001.11.521-030.46	Repair & Maintenance	225,151	199,867	(25,284)	(11.2)%
001.11.521-030.47	Printing & Binding	1,000	1,000	0	—%
001.11.521-030.48	Promotional Activities	9,560	9,560	0	—%
001.11.521-030.49	Other Current Charges	29,900	29,900	0	—%
001.11.521-030.51	Office Supplies	8,000	8,000	0	—%
001.11.521-030.52	Operating Supplies	566,168	610,223	44,055	7.8%
001.11.521-030.54	Books, Subscription & Membership	33,945	33,945	0	—%
001.11.521-030.55	Training	80,925	80,925	0	—%
Operating Expenses Total		1,622,480	1,932,761	310,281	19.1%
Capital Expenses					
001.11.521-060.64	Machinery & Equipment	208,918	314,750	105,832	50.7%
Capital Expenses Total		208,918	314,750	105,832	50.7%
Total		7,703,590	8,342,206	638,616	8.3%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.11.521-030.31	Accreditation	5,000
001.11.521-030.31	Mock Accreditation	5,000
001.11.521-030.31	Psychological Exams (Baseline ICAC New Hire)	4,000
001.11.521-030.31	Random Drug Testing	990
Operating Expense Professional Services Total		14,990
Operating Expense Contractual Services		
001.11.521-030.34	Dispatch Services County (Year 2 of 8)	100,000
001.11.521-030.34	Generator Maintenance	4,025
001.11.521-030.34	New World Software Maintenance	32,556
001.11.521-030.34	Shredder Service	450
Operating Expense Contractual Services Total		137,031
Operating Expense Travel		
001.11.521-030.40	Background Investigations	10,000
001.11.521-030.40	FAPIO	100
001.11.521-030.40	FL Crime Prevention	400
001.11.521-030.40	FL Police Chiefs (FPCA)	1,737
001.11.521-030.40	FLA-PAC	500
001.11.521-030.40	FLEPIOA Conference (annual)	350
001.11.521-030.40	FRMA Certification Trng-Records	1,500
001.11.521-030.40	IACP (Internatl Assoc Chiefs)	2,288
Operating Expense Travel Total		16,875
Operating Expense Communication Services		
001.11.521-030.41	AT&T Mobility	42,720
001.11.521-030.41	AT&T Pro Cabs	13,100
001.11.521-030.41	Cellphone	960
001.11.521-030.41	Comcast	1,440
001.11.521-030.41	Comcast Business	46,324
001.11.521-030.41	Comcast Business - EOC Combined Dispatch	1,440
001.11.521-030.41	Department of Management Services	7,260
001.11.521-030.41	Verizon	18,215
Operating Expense Communication Services Total		131,459
Operating Expense Postage		
001.11.521-030.42	Postage	600
001.11.521-030.42	UPS/FEDX Shipping	400
Operating Expense Postage Total		1,000

Expenditure Detail

			FY 2026
Operating Expense Utility Services			
001.11.521-030.43	Florida Power & Light		42,000
001.11.521-030.43	Water Sewer Utility		4,966
Operating Expense Utility Services Total			46,966
Operating Expense Rental & Leases			
001.11.521-030.44	Copier Rental (Administration)		3,000
001.11.521-030.44	Copier Rental (EOC)		1,490
001.11.521-030.44	Copier Rental (Investigations)		2,500
001.11.521-030.44	Copier Rental (Records)		1,375
001.11.521-030.44	Enterprise Lease Rental Vehicles		602,655
Operating Expense Rental & Leases Total			611,020

Expenditure Detail

FY 2026		
Operating Expense Repair & Maintenance		
001.11.521-030.46	Adobe Cloud Subscription	1,000
001.11.521-030.46	Batteries Motorola and Watchguard	7,500
001.11.521-030.46	Building Maintenance/Repair	16,500
001.11.521-030.46	Crossmatch Upgrade/Installation/Support (Livescan)	2,000
001.11.521-030.46	CTS Smart Cop Annual Maintenance	32,037
001.11.521-030.46	Domestic Backflow	75
001.11.521-030.46	Elevator License Renewal	38
001.11.521-030.46	Elevator Maintenance PD/FD	1,650
001.11.521-030.46	Eventide Voice Recorder (3way split w/FD, Airport)	8,500
001.11.521-030.46	FARO Zone Annual Maintenance	5,800
001.11.521-030.46	Fire Alarm Maintenance Inspection	375
001.11.521-030.46	Fire Extinguisher Service (Public Safety Building)	285
001.11.521-030.46	Fire Sprinkler Test/Maintenance	125
001.11.521-030.46	FM200 Fire Suppression Test/Maintenance	1,200
001.11.521-030.46	General Maintenance (Public Safety Building)	4,500
001.11.521-030.46	HID - Live Scan Support	1,200
001.11.521-030.46	IAPRO Annual Maintenance	1,450
001.11.521-030.46	IT Repair Maintenance	5,000
001.11.521-030.46	Laser/Radar/Speedometer Calibration	6,000
001.11.521-030.46	Motorola Post Warranty Radio Plan Year 6 of 10 PD/FD	20,250
001.11.521-030.46	Pest Control	210
001.11.521-030.46	Power DMS (Annual)	10,497
001.11.521-030.46	Public Safety Building BDA PD/FD	2,000
001.11.521-030.46	Rise Vision Subscription	160
001.11.521-030.46	SDAir Cleaner: Evidence Rooms (Annual)	4,320
001.11.521-030.46	SmartCop Motorola GPS Interface	9,500
001.11.521-030.46	Subscriber Radio Access, 2/3 PD, 1/3 FD, (Columbia City	18,533
001.11.521-030.46	Trane Annual Maintenance	2,640
001.11.521-030.46	Vehicle Maintenance	20,000
001.11.521-030.46	Vehicle Towing	2,000
001.11.521-030.46	Vigilant Solutions (LPR annual subscription)	9,100
001.11.521-030.46	Virtra Annual Maintenance	3,600
001.11.521-030.46	Weatherbug Annual	1,822
Operating Expense Repair & Maintenance Total		199,867

Expenditure Detail

FY 2026		
Operating Expense Printing & Binding		
001.11.521-030.47	Printing and Binding	1,000
Operating Expense Printing & Binding Total		1,000
Operating Expense Promotional Activities		
001.11.521-030.48	Breakfast with the Chief (Quarterly)	1,200
001.11.521-030.48	CARC/Happy House Event	60
001.11.521-030.48	Citizens Police Academy	1,500
001.11.521-030.48	Community Events	500
001.11.521-030.48	Community Outreach (ad, event tickets, Promotional items)	2,000
001.11.521-030.48	Facebook Market Ads	100
001.11.521-030.48	Greater Lake City CDC Ad	100
001.11.521-030.48	Greater Lake City CDC Banquet	225
001.11.521-030.48	Hurricane Ad	375
001.11.521-030.48	National Night Out/Halloween Safety Bash	1,000
001.11.521-030.48	Recruiting/Crime Prevention Supplies	2,000
001.11.521-030.48	Swearing-In Ceremonies	500
Operating Expense Promotional Activities Total		9,560
Operating Expense Other Current Charges		
001.11.521-030.49	Awards Banquet	2,400
001.11.521-030.49	Retirement Bonus	2,500
001.11.521-030.49	Summer Youth Program	25,000
Operating Expense Other Current Charges Total		29,900
Operating Expense Office Supplies		
001.11.521-030.51	Copier Paper	1,500
001.11.521-030.51	Office Supplies	2,000
001.11.521-030.51	Thermal Paper (Patrol)	3,000
001.11.521-030.51	Toner Cartridges for Printers	1,500
Operating Expense Office Supplies Total		8,000

Expenditure Detail

FY 2026		
Operating Expense Operating Supplies		
001.11.521-030.52	Ammunition, Firearms, Targets and Supplies	50,000
001.11.521-030.52	Axon Taser (Year 2 of 5)	4,805
001.11.521-030.52	Axon Taser 7 (qty 47) (Year 4 of 5)	32,594
001.11.521-030.52	Ballistic Vest (CIU, CID)	925
001.11.521-030.52	Ballistic Vest with Carrier	35,000
001.11.521-030.52	Brother Thermal Printer	2,500
001.11.521-030.52	Carpet and Tile Cleaning	1,200
001.11.521-030.52	Cleaning Supplies	3,000
001.11.521-030.52	Clothing Allowance Support Bureau	5,000
001.11.521-030.52	Clothing Cleaning Allowance	30,000
001.11.521-030.52	Desktops, Laptops	70,000
001.11.521-030.52	Evidence - Lab Work	2,500
001.11.521-030.52	Evidence Supplies	4,500
001.11.521-030.52	Facelogic Program	999
001.11.521-030.52	Fuel for Generator	1,000
001.11.521-030.52	General Medical Supplies	5,000
001.11.521-030.52	Investigative Supplies	3,500
001.11.521-030.52	IT Operating Supplies	12,000
001.11.521-030.52	K-9 Officer (Canine)	15,000
001.11.521-030.52	K-9 Supplies and Services	7,500
001.11.521-030.52	Keys	500
001.11.521-030.52	Leads Online Program	4,442
001.11.521-030.52	New Vehicle Up-Fit	10,000
001.11.521-030.52	Police Explorers Clothing	1,000
001.11.521-030.52	Police Explorers Operating Expenses	5,000
001.11.521-030.52	Power Inverters	3,000
001.11.521-030.52	Rise Vision - Digital Device	450
001.11.521-030.52	Smartcop Upgrades	3,000
001.11.521-030.52	Uniform Cleaning (Returned)	500
001.11.521-030.52	Uniforms and Accessories	15,000
001.11.521-030.52	Vehicle Fuel / Car Wash	250,000
001.11.521-030.52	Watchguard In Car/Bodycam Lease (2 of 5)	27,308
001.11.521-030.52	Wicking Polos	3,000
Operating Expense Operating Supplies Total		610,223

Expenditure Detail

FY 2026		
Operating Expense Books, Subscription & Membership		
001.11.521-030.54	Coalition of Accreditation	300
001.11.521-030.54	Crime Prevention Thru Environmental Design (CPTED Dues)	160
001.11.521-030.54	Evidence Library	22,000
001.11.521-030.54	Florida Crime Handbooks (Traffic)	1,000
001.11.521-030.54	Florida Crime Prevention Association & Dues	75
001.11.521-030.54	Florida Police Accreditation Comm. (FLA-PAC)	175
001.11.521-030.54	Florida Police Chiefs Association (FPCA)	350
001.11.521-030.54	FRMA Membership Dues	270
001.11.521-030.54	Government in Sunshine Manuals	75
001.11.521-030.54	Gym Memberships	2,400
001.11.521-030.54	IACP Membership	150
001.11.521-030.54	Lake City Reporter (Annual)	100
001.11.521-030.54	PIO Dues	180
001.11.521-030.54	Redaction Software	2,000
001.11.521-030.54	ROCIC Membership	300
001.11.521-030.54	Rotary	900
001.11.521-030.54	Social Media Management Tool	360
001.11.521-030.54	Third Judicial Circuit Police Chiefs Association	150
001.11.521-030.54	Watchguard Cloud Storage Annual Subscription	3,000
Operating Expense Books, Subscription & Membership Total		33,945

Expenditure Detail

			FY 2026
Operating Expense Training			
001.11.521-030.55	Accreditation		5,000
001.11.521-030.55	Background Investigation		6,000
001.11.521-030.55	Calibre Press Annual		495
001.11.521-030.55	Command Staff-Supervisor, Civilian		3,000
001.11.521-030.55	Continuing Education (Officers)		3,000
001.11.521-030.55	Crime Prevention		1,500
001.11.521-030.55	Defensive Tactics Training		10,000
001.11.521-030.55	Diversity/Implicit Bias/De-escalation Training		5,000
001.11.521-030.55	FLAPAC		150
001.11.521-030.55	Florida Police Chiefs Association		2,000
001.11.521-030.55	FRMA Certification Training for Records Clerk		580
001.11.521-030.55	Hurricane Conference		3,000
001.11.521-030.55	IACP		5,000
001.11.521-030.55	In-Service Training		3,000
001.11.521-030.55	K-9 and Handler - Certification and Training		2,000
001.11.521-030.55	Sponsorship Program		25,000
001.11.521-030.55	SRT Training		5,000
001.11.521-030.55	Taser Instructor Certification Course		1,200
Operating Expense Training Total			80,925

Expenditure Detail

			FY 2026
Capital Outlay Machinery & Equipment			
001.11.521-060.64	Crimescene Barrier System		5,000
001.11.521-060.64	Flock Flex ALPR 1 of 5		3,500
001.11.521-060.64	Flock Safety - Gunshot Detection/ALPR (Year 3 of 5)		100,000
001.11.521-060.64	Marked Patrol Cars (End of Lease Purchase)		4,000
001.11.521-060.64	Marked Patrol Cars Enterprise Lease 1 of 5*		75,000
001.11.521-060.64	Misc. Equipment (Firearms, Uniforms, Ballistic Vest)*		8,400
001.11.521-060.64	Motorola Lease (Watchguard and Radios 1 of 5)*		17,534
001.11.521-060.64	Motorola Mobile Radios		6,030
001.11.521-060.64	Rapid ID		41,652
001.11.521-060.64	Second Interview Room Motorola (Year 2 of 5)		4,127
001.11.521-060.64	Surveillance Equipment		11,000
001.11.521-060.64	Taser 1 Officer (Year 1 of 3)		2,427
001.11.521-060.64	Toughbooks		1,900
001.11.521-060.64	Vehicle Striping		750
001.11.521-060.64	Watchguard Replacement (35 In car/50 BC)		33,430
Capital Outlay Machinery & Equipment Total			314,750
Total			2,247,511

Positions

Account	Position	FY 2025	FY 2026
001.11.521	Accreditation Manager	1	1
	Administrative Assistant	2	2
	Assistant Police Chief	1	1
	Community Relations Coord.	1	1
	Crime Scene/Evidence Tech	1	1
	IT Public Safety Technician	1	1
	Police Chief	1	1
	Police Investigator	5	5
	Police Lieutenant	2	2
	Police Officer	35	36
	Police Ops Sergeant	1	1
	Records Coordinator	4	4
	Police Reservist	3	3
	School Crossing Guard	4	4
	Police Sergeant	6	6
	Total	68	69

Public Works



Steve Brown, Executive Director of Utilities

Accomplishments:

We are keeping up with an ever-changing demand for road maintenance, recovered from several major hurricanes, cleaning city streets, vegetation trimming, tree removal, pothole repairs, and asphalt patches as needed.

Goals:

The goal of the Public Works Department is to provide top quality, professional, efficient and timely delivery of services to City residents, businesses and City departments.

Objectives:

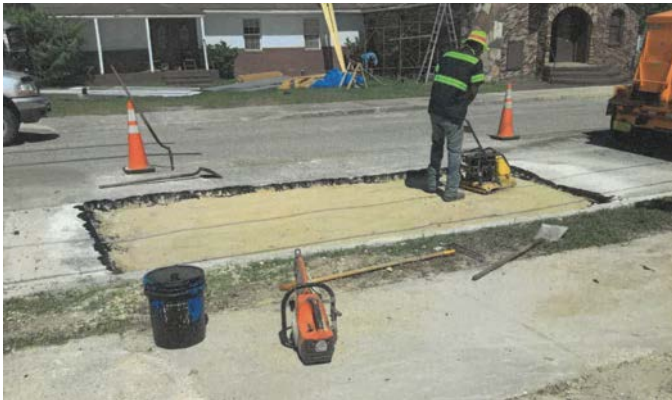
- Keep the City's roads clean, accessible and in good condition
- Maintain City's ROW vegetation landscape in a visually aesthetic order
- Manage and mitigate slip lining for storm water infrastructure as well as forecasting for new development
- Managing stormwater systems to help prevent flooding and ensure effective drainage
- Implement and maintain an asset management program while advancing GIS programs

Public Works Overview:

The goal of the Public Works Department is to provide top quality, professional, efficient and timely delivery of services to City Residents, businesses, and City departments.

We plan to train and develop to meet the future growth. The Public Works Department will continue the process of improvement through public and employee trust, flexibility, innovation, competitiveness, responsibility and accountability, with employee excellence and satisfaction; while supporting all City departments.

Public Works is responsible for the City's infrastructure, including the construction, maintenance and repair of street, parks, signs, signalization, streetlights, storm drains, and sidewalk repairs, as well as for the repair and maintenance of all City facilities. The Department also assists with special events and installs holiday decorations and City banners along the roadways.



The Traffic Control Department is responsible for the continued implementation of progressive public safety through the use of traffic signalization, signage, and pavement markings. Traffic Control maintains traffic control signage and traffic control lighting within the City of Lake City limits.



The Facilities and Grounds Department maintains City Hall and other city facilities, medians and parks, by providing custodial, painting, plumbing, electrical, carpentry, irrigation and ball field maintenance services. Emphasis is placed on ensuring that all city owned facilities remain hazard-free, in optimum working condition, and aesthetically pleasing.

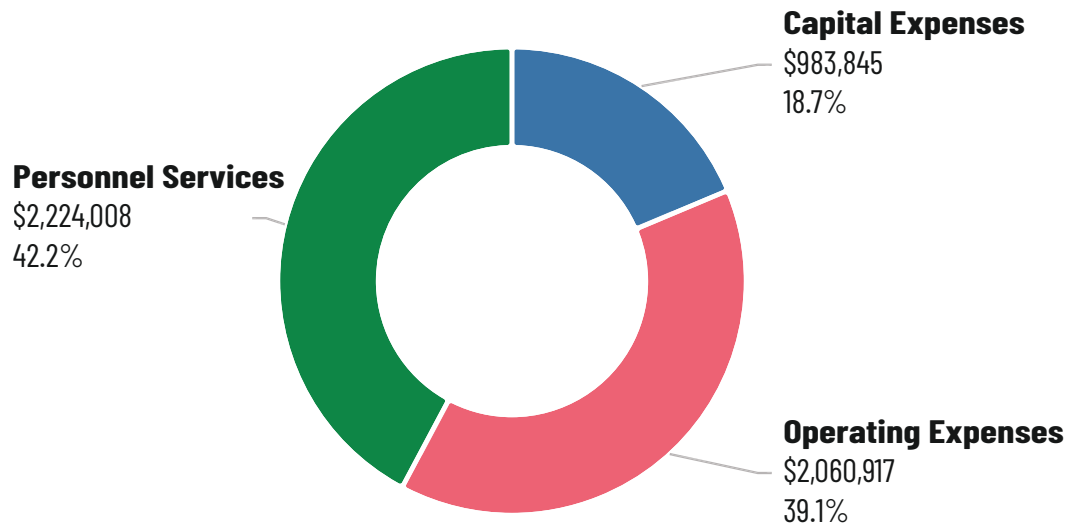


The Streets and Drainage Division maintains the streets, drainage, rights-of-way, and sidewalks within the City's corporate limits in accordance with local and State laws. Streets and Drainage Division provides a street sweeping and storm water inlet cleaning program to minimize the pollution entering our lake systems. All curbed streets are swept on a weekly basis. All storm inlets are inspected and cleaned (if necessary) on an annual basis.



The primary goal of the City's Public Works Department is to maintain and improve essential infrastructure and services to ensure a safe, clean, and functional environment for the community.

Department Expenditures



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Personnel Services				
001.15.541-010.12 Salary	1,338,824	1,328,029	(10,795)	(0.8)%
001.15.541-010.14 Overtime	50,000	50,000	0	—%
001.15.541-010.21 FICA	102,915	105,890	2,975	2.9%
001.15.541-010.22 Retirement Contributions	175,716	187,783	12,067	6.9%
001.15.541-010.23 Life, Health & Disability	362,468	457,947	95,479	26.3%
001.15.541-010.24 Workers Compensation	107,806	94,359	(13,447)	(12.5)%
Personnel Services Total	2,137,729	2,224,008	86,279	4.0%
Operating Expenses				
001.15.541-030.31 Professional Services	55,000	15,000	(40,000)	(72.7)%
001.15.541-030.34 Contractual Services	425,903	429,732	3,829	0.9%
001.15.541-030.41 Communication Services	60,780	66,856	6,076	10.0%
001.15.541-030.43 Utility Services	461,300	461,300	0	—%
001.15.541-030.44 Rental & Leases	200,073	219,105	19,032	9.5%
001.15.541-030.46 Repair & Maintenance	349,901	384,895	34,994	10.0%
001.15.541-030.51 Office Supplies	2,400	2,400	0	—%
001.15.541-030.52 Operating Supplies	271,066	394,929	123,863	45.7%
001.15.541-030.53 Road Material & Supplies	75,800	75,800	0	—%
001.15.541-030.55 Training	10,900	10,900	0	—%
Operating Expenses Total	1,913,123	2,060,917	147,794	7.7%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Capital Expenses					
001.15.541-060.63	Infrastructure	1,449,491	605,741	(843,750)	(58.2)%
001.15.541-060.64	Machinery & Equipment	616,510	378,104	(238,406)	(38.7)%
Capital Expenses Total		2,066,001	983,845	(1,082,156)	(52.4)%
Total		6,116,853	5,268,770	(848,083)	(13.9)%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
001.15.541-030.31	Engineering		15,000
Operating Expense Professional Services Total			15,000
Operating Expense Contractual Services			
001.15.541-030.34	Cemetery Maintenance		56,700
001.15.541-030.34	Hwy 90 Median Maintenance		16,000
001.15.541-030.34	Lighting Contractors		183,307
001.15.541-030.34	MCA Camera Licenses		20,750
001.15.541-030.34	New World Software Maintenance		25,850
001.15.541-030.34	Traffic Signal Contractors		147,875
Operating Expense Contractual Services Total			450,482
Operating Expense Communication Services			
001.15.541-030.41	AT&T Mobility		3,006
001.15.541-030.41	AT&T Pro Cabs		11,065
001.15.541-030.41	Comcast		3,865
001.15.541-030.41	Comcast Business		42,300
001.15.541-030.41	Dept of Management Services		3,500
001.15.541-030.41	Verizon		3,120
Operating Expense Communication Services Total			66,856
Operating Expense Utility Services			
001.15.541-030.43	Clay Electric		22,800
001.15.541-030.43	Florida Power & Light		384,000
001.15.541-030.43	Water Sewer Utility		54,500
Operating Expense Utility Services Total			461,300
Operating Expense Rental & Leases			
001.15.541-030.44	Copier		1,750
001.15.541-030.44	Enterprise Leased Vehicles		183,447
001.15.541-030.44	Equipment Rentals		10,000
001.15.541-030.44	Long Reach Excavator (1 month)		14,148
001.15.541-030.44	Mats and Rugs		760
001.15.541-030.44	Uniforms		9,000
Operating Expense Rental & Leases Total			219,105

Expenditure Detail

			FY 2026
Operating Expense Repair & Maintenance			
001.15.541-030.46	Ditch Spraying		10,951
001.15.541-030.46	Field Marking Paint		2,000
001.15.541-030.46	Gate Maintenance for PW Electrical Gate		3,500
001.15.541-030.46	Heavy Equipment Maintenance		10,000
001.15.541-030.46	Holiday Maintenance		20,000
001.15.541-030.46	HVAC Maintenance		900
001.15.541-030.46	Maintenance Fee of Leased Vehicles		10,694
001.15.541-030.46	Parks Maintenance		25,000
001.15.541-030.46	Pest Control		350
001.15.541-030.46	Repairs to Traffic Building		3,000
001.15.541-030.46	Sidewalk Repairs		50,000
001.15.541-030.46	Stormwater Repairs		100,000
001.15.541-030.46	Street Repairs		40,000
001.15.541-030.46	Teen Town/ Park Repair and Maintenance		30,000
001.15.541-030.46	Traffic Loops		5,000
001.15.541-030.46	Vehicle and Equipment Repair		70,000
001.15.541-030.46	Weed and Pest Control at Memorial Stadium		3,500
		Operating Expense Repair & Maintenance Total	384,895
Operating Expense Office Supplies			
001.15.541-030.51	Office Supplies		2,400
		Operating Expense Office Supplies Total	2,400

Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
001.15.541-030.52	AED		1,500
001.15.541-030.52	Antique Poles		15,000
001.15.541-030.52	Barricades, Cones & Cone Bars		12,000
001.15.541-030.52	Cameras for City Parks		15,000
001.15.541-030.52	Conflict Monitor Tester		15,000
001.15.541-030.52	Debris Removal		6,500
001.15.541-030.52	Fuel - Vehicle & Equipment		87,600
001.15.541-030.52	iPads, Accessories, & Computers		10,000
001.15.541-030.52	Lights for Pole Barn		13,000
001.15.541-030.52	Locates		2,520
001.15.541-030.52	Memorial Stadium Restrooms		40,000
001.15.541-030.52	Railroad Crossings		12,454
001.15.541-030.52	Small Equipment		5,000
001.15.541-030.52	Solid Waste		47,800
001.15.541-030.52	Stipend - Boots and Pants		6,600
001.15.541-030.52	Supplies		85,000
001.15.541-030.52	Traffic Controller Cabinet		16,155
001.15.541-030.52	Various Tools for Traffic		3,800
Operating Expense Operating Supplies Total			394,929
Operating Expense Road Material & Supplies			
001.15.541-030.53	57 Stone		4,000
001.15.541-030.53	Bulk Cold Asphalt		4,800
001.15.541-030.53	Hot Asphalt Mix		16,000
001.15.541-030.53	Limerock		15,000
001.15.541-030.53	Milling		21,000
001.15.541-030.53	Street Striping		15,000
Operating Expense Road Material & Supplies Total			75,800
Operating Expense Training			
001.15.541-030.55	CDL		2,700
001.15.541-030.55	MOT Training		1,400
001.15.541-030.55	Various Training and Safety Equipment		6,800
Operating Expense Training Total			10,900

Expenditure Detail

			FY 2026
Capital Outlay Infrastructure			
001.15.541-060.63	CIPP Pulled in Place Liners		100,000
001.15.541-060.63	Gwen Lake - Four Waters		183,000
001.15.541-060.63	Mill and Repave NE Bailey St		57,320
001.15.541-060.63	Mill and Repave NE Bradley Ter		58,111
001.15.541-060.63	Mill and Repave NE Congress		117,644
001.15.541-060.63	Mill and Repave NE Saint Clair St--Broadway to Center		28,555
001.15.541-060.63	Mill and Repave SE Castiillo Ter		61,111
Capital Outlay Infrastructure Total			605,741
Capital Outlay Machinery & Equipment			
001.15.541-060.64	16' Dump Trailer with 48" sides		16,515
001.15.541-060.64	6'11 X 16' Heavy Duty Full Tilt Equipment Trailer		9,390
001.15.541-060.64	Asset Management Software		200,000
001.15.541-060.64	Boom Attachment & 48" Saw blade for MowerMax		27,315
001.15.541-060.64	Caterpillar Cold Planer		31,190
001.15.541-060.64	Compact Skid Steer CTX 160		58,689
001.15.541-060.64	Hydraulic Thumb for 308 Cat		6,405
001.15.541-060.64	Mowers		28,600
Capital Outlay Machinery & Equipment Total			378,104
Total			3,065,511

Positions

Account	Position	FY 2025	FY 2026
001.15.541	Crew Leader	5	5
	Director of Public Works	1	1
	Equipment Operator II	4	4
	Maintenance Worker I/II	15	15
	Public Works Supervisor	3	3
	Senior Administrative Assistant	1	1
	Senior Concrete Finisher	1	1
	Small Engine Mechanic	1	1
	Total	31	31

Public Assistance

The Public Assistance allocation within the City of Lake City's annual budget reflects the City's commitment to enhancing quality of life, promoting community engagement, and supporting essential services delivered by key nonprofit and civic organizations. The following allocations represent strategic partnerships designed to strengthen the fabric of the community through targeted financial support.

Chamber of Commerce

The City provides funding to the Lake City-Columbia County Chamber of Commerce to support economic development, business retention, and local workforce initiatives. This partnership enhances the City's visibility, fosters a favorable business climate, and promotes entrepreneurship through community events and marketing efforts.

Lake City Animal Shelter

The budget includes appropriations to support the Lake City Animal Shelter in its mission to provide humane care for stray, abandoned, and surrendered animals. Funding helps ensure adequate staffing, veterinary services, shelter maintenance, and community outreach programs such as adoption events and spay/neuter campaigns.

Columbia County Senior Services

Financial support is allocated to Columbia County Senior Services to assist in delivering essential programs for the elderly population. These services include daily meals, transportation, wellness checks, and recreational activities. This funding helps address the health, independence, and social needs of the senior community within Lake City.



Columbia County Historical Museum

The City recognizes the importance of preserving and celebrating local history through support for the Columbia County Historical Museum. Budgeted funds assist with operational costs, exhibit development, educational programs, and historical preservation efforts that enrich community identity and tourism.

Mayor's Matching Grant Program

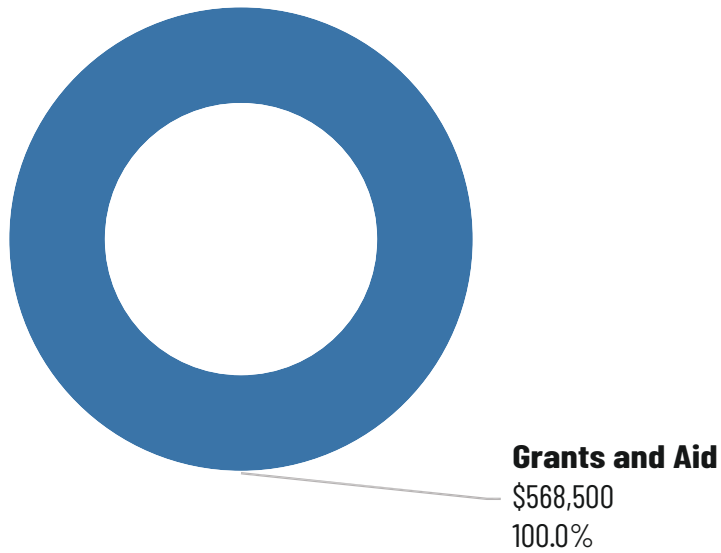
The Mayor's Matching Grant Program empowers local nonprofit organizations by providing matching funds for community-based projects. These grants promote civic pride and volunteerism with an emphasis on youth engagement.

City of Lake City's Mayor's Matching Grant



The Public Assistance budget reflects the City's proactive approach to fostering strong community partnerships. By investing in these local organizations and initiatives, the City of Lake City continues to advance its mission of building a vibrant, inclusive, and well-supported community.

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Grants and Aid					
001.16.562-080.82	Aid to Private Organizations	201,000	201,000	0	—%
001.16.564-080.82	Aid to Private Organizations	82,500	82,500	0	—%
001.16.573-080.82	Aid to Private Organizations	11,000	5,000	(6,000)	(54.5)%
001.16.574-080.82	Aid to Private Organizations	394,500	280,000	(114,500)	(29.0)%
Grants and Aid Total		689,000	568,500	(120,500)	(17.5)%
Total		689,000	568,500	(120,500)	(17.5)%

Expenditure Detail

			FY 2026
Grants and Aid Aid to Private Organizations			
001.16.562-080.82	Lake City Animal Shelter		201,000
001.16.564-080.82	Columbia County Senior Services		82,500
001.16.573-080.82	Columbia County Historical Museum		5,000
001.16.574-080.82	Chamber of Commerce		30,000
001.16.574-080.82	Mariah Smith Fund - Gun Violence Prevention		150,000
001.16.574-080.82	Mayor's Matching Grant Program		50,000
001.16.574-080.82	Richardson Community Center Programs		50,000
Grants and Aid Aid to Private Organizations Total			568,500
Total			568,500

Garbage Services



The City of Lake City contracts with Waste Pro USA, Inc. for comprehensive solid waste collection and disposal services. Waste Pro serves as the primary provider for residential garbage, yard waste, and bulk item collection within the City limits, ensuring a clean, safe, and environmentally responsible community.

In addition to routine collection, Waste Pro supports the City's goals for sustainability and public health by maintaining compliance with all applicable environmental regulations. Their services play a critical role in reducing illegal dumping, controlling odors, and enhancing the overall appearance of Lake City neighborhoods.

The City monitors Waste Pro's performance through contractual service level agreements, with emphasis on customer satisfaction, timely service delivery, and complaint resolution. Waste Pro maintains a local operations team in North Florida to support efficient service response and community engagement.

Through its partnership with Waste Pro, Lake City remains committed to providing reliable, cost-effective, and eco-conscious solid waste management services to residents and businesses alike.

Waste Pro Schedule:

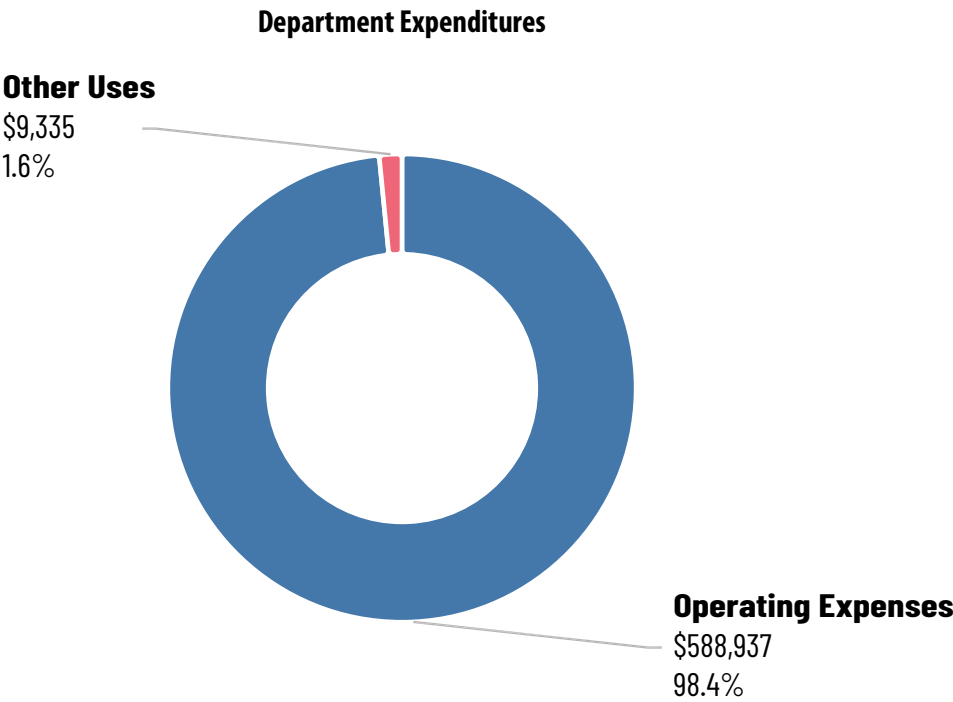
Utility Customers residing east of Main Boulevard – Garbage pick-up day is Monday

Utility Customers residing west of Main Boulevard - Garbage pick-up day is Thursday

Utility Customers in City limits - Yard Waste pick-up is Wednesday*

Utility Customers outside City limits, please call Waste Pro for the pickup day.

*Yard waste/Debris is not to exceed the volume dimensions which measure 4 feet high by 4 feet wide by 8 feet long. Limbs shall not exceed 6 feet in length and 6 inches in diameter. No one item can weigh more than 40 lbs. Grass clippings, leaves or other organic cuttings must be bagged or containerized. For any waste pick-up outside these guidelines or additional information, please call Waste Pro at (386)758-7800.



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
001.18.534-030.34	Contractual Services	588,293	588,937	644	0.1%
Operating Expenses Total		588,293	588,937	644	0.1%
Other Uses					
001.18.534-090.99.01	Other Uses	9,335	9,335	0	—%
Other Uses Total		9,335	9,335	0	—%
Total		597,628	598,272	644	0.1%

Expenditure Detail

			FY 2026
Operating Expense Contractual Services			
001.18.534-030.34	Contractual Services		588,937
Operating Expense Contractual Services Total			588,937
Other Uses Other Uses Bad Debts			
001.18.534-090.99.01	Bad Debt		9,335
Other Uses Other Uses Bad Debts Total			9,335
Total			598,272

Growth Management



Scott Thomason, Growth Management Director

Accomplishments:

The Growth Management Department, which includes Code Enforcement, Business Tax Receipts, Planning and Zoning, Building Safety, and the Community Redevelopment Agency, achieved several milestones this year. Code Enforcement expanded community outreach to assist property owners with improvements. Business Tax Receipts issued a record number of licenses and is preparing to transition to a Certificate of Use model. Planning and Zoning advanced updates to Land Development Regulations, annexations, and zoning changes. The Building Safety Department streamlined permitting, enhanced record retention, implemented virtual inspections, and improved coordination with contractors and developers. These efforts have also strengthened collaboration with Columbia County.

Goals:

To continue working towards providing our customers with the very best experience. Obtain interlocal and mutual aid agreements with Columbia County and other regional partners. Implementation of our new Enterprise Permitting and Licensing software and conversion to an all-electronic format.

Objectives:

- Guiding Future Growth: Providing a framework for how and where development should occur while ensuring the benefits are inclusive of all residents.
- Balancing Growth and Preservation: Recognizing the need for development while protecting natural resources and community character.
- Economic Opportunity: Supporting a healthy and diverse economy.
- Fair and Impartial: Ensuring that all building inspection and code enforcement activities are conducted in a fair and consistent manner, ensuring that all residents and businesses are treated equally.
- Maintaining Community Standards: Helping to maintain the overall quality and appearance of a community by addressing issues like blight, nuisance properties, and property maintenance violations.

The Growth Management Department is responsible for a wide range of services, including current and long-range planning, zoning administration, building permitting and inspections, and code enforcement. The department is committed to delivering efficient, responsive, and customer-focused services to residents, contractors, and developers. Our goal is to support a well-planned, sustainable, and vibrant community that enhances the quality of life for all who live and work in Lake City.



Departmental Objectives and Guiding Principles:

Continuous Improvement: We are dedicated to enhancing our processes and services to better meet the evolving needs of the community.

Guiding Future Growth: We provide strategic direction on how and where development should occur, ensuring that growth is inclusive and benefits all residents.

Balancing Growth and Preservation: We promote responsible development while protecting the natural environment and preserving the character of Lake City's neighborhoods.

Economic Opportunity: We support policies and practices that encourage a healthy, diverse, and resilient local economy.

Public Health and Safety: We prioritize the safety and well-being of residents by ensuring compliance with building codes and safety standards.

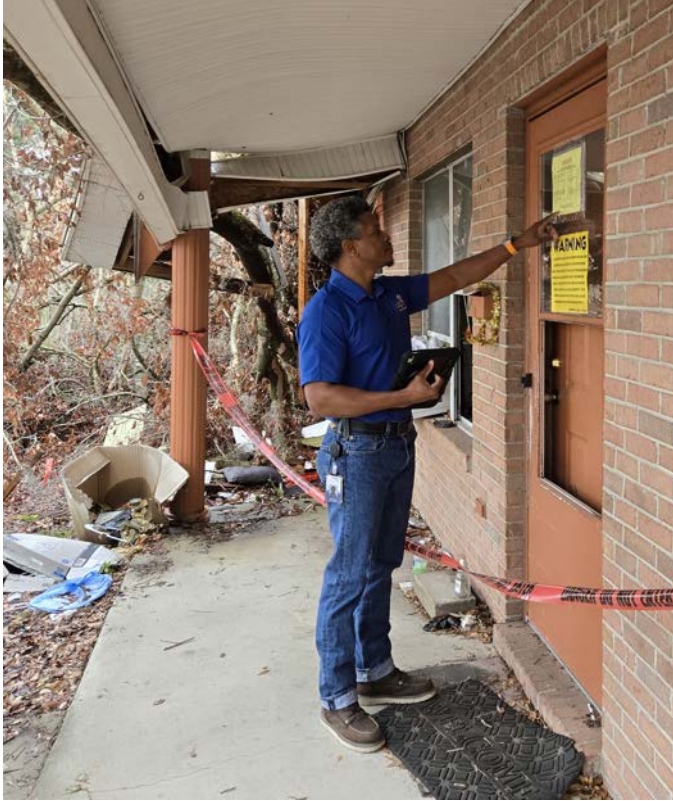
Fair and Impartial Enforcement: We uphold consistency and fairness in all inspections and code enforcement activities, treating all residents and businesses equitably.

Maintaining Community Standards: We actively address issues such as blight, nuisance properties, and property maintenance to preserve neighborhood integrity and appearance.

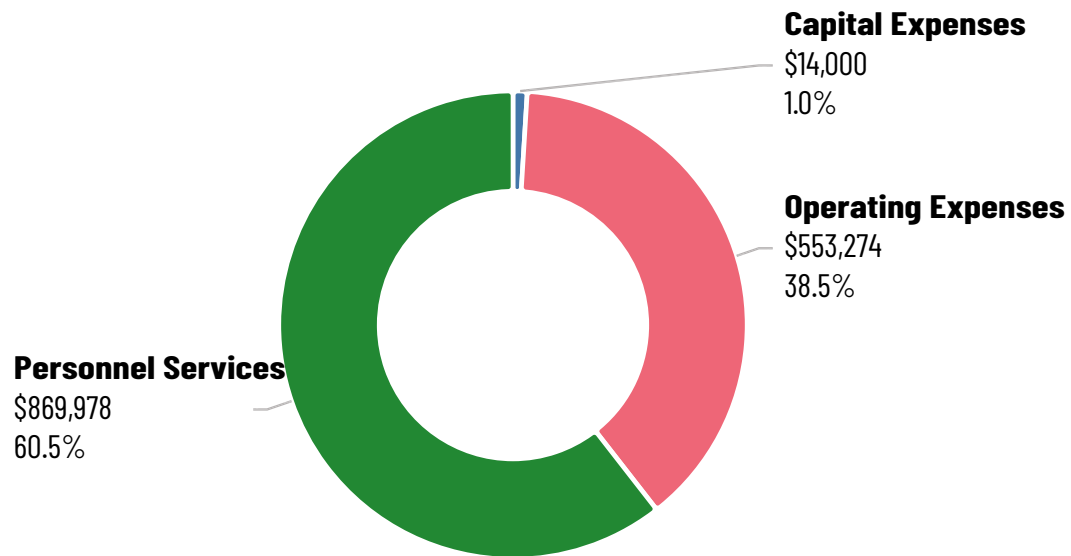
Promoting Voluntary Compliance: We emphasize education and outreach to encourage property owners to meet code requirements, using enforcement as a last resort.

Through proactive planning and responsive service, the Growth Management Department plays a vital role in shaping a thriving and well-balanced future for Lake City.





Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
001.55.524-010.12	Salary	645,330	584,918	(60,412)	(9.4)%
001.55.524-010.21	FICA	49,416	44,788	(4,628)	(9.4)%
001.55.524-010.22	Retirement Contributions	81,034	83,424	2,390	2.9%
001.55.524-010.23	Life, Health & Disability	191,520	146,722	(44,798)	(23.4)%
001.55.524-010.24	Workers Compensation	13,724	10,126	(3,598)	(26.2)%
Personnel Services Total		981,024	869,978	(111,046)	(11.3)%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
001.55.524-030.31	Professional Services	185,000	165,000	(20,000)	(10.8)%
001.55.524-030.34	Contractual Services	361,747	151,374	(210,373)	(58.2)%
001.55.524-030.40	Travel	12,200	25,300	13,100	107.4%
001.55.524-030.41	Communication Services	20,828	11,906	(8,922)	(42.8)%
001.55.524-030.42	Postage	12,000	12,500	500	4.2%
001.55.524-030.44	Rental & Leases	18,124	34,830	16,706	92.2%
001.55.524-030.46	Repair & Maintenance	5,000	11,500	6,500	130.0%
001.55.524-030.47	Printing & Binding	11,000	4,000	(7,000)	(63.6)%
001.55.524-030.49	Other Current Charges	60,000	60,000	0	—%
001.55.524-030.51	Office Supplies	4,300	10,000	5,700	132.6%
001.55.524-030.52	Operating Supplies	4,000	39,700	35,700	892.5%
001.55.524-030.54	Books, Subscription & Membership	12,318	9,664	(2,654)	(21.5)%
001.55.524-030.55	Training	14,974	17,500	2,526	16.9%
Operating Expenses Total		721,491	553,274	(168,217)	(23.3)%
Capital Expenses					
001.55.524-060.64	Machinery & Equipment	7,000	14,000	7,000	100.0%
Capital Expenses Total		7,000	14,000	7,000	100.0%
Total		1,709,515	1,437,252	(272,263)	(15.9)%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
001.55.524-030.31	Attorney Fees for Foreclosures	40,000
001.55.524-030.31	North Central Florida Regional Planning Council	25,000
001.55.524-030.31	Surveying of Parcels	65,000
001.55.524-030.31	Traffic Analysis	35,000
Operating Expense Professional Services Total		165,000
Operating Expense Contractual Services		
001.55.524-030.34	Clean Up of Overgrown Parcels	20,000
001.55.524-030.34	Code Enforcement Special Magistrate	10,000
001.55.524-030.34	Demolition of Hazardous Structures	40,000
001.55.524-030.34	Mobility Cost	75,000
001.55.524-030.34	New World Software Maintenance	2,374
001.55.524-030.34	VUSPEX Virtual Inspection Program	4,000
Operating Expense Contractual Services Total		151,374
Operating Expense Travel		
001.55.524-030.40	APA Conference Association	3,800
001.55.524-030.40	BOAF Conference (BPS)	4,000
001.55.524-030.40	BOAF Permit Tech Conference (BPS)	3,000
001.55.524-030.40	Florida Association of Code Enforcement	3,000
001.55.524-030.40	Florida Planning and Zoning Conference	3,000
001.55.524-030.40	Misc Building Inspector Classes (BPS)	3,000
001.55.524-030.40	Misc Code Enforcement Classes	3,000
001.55.524-030.40	Tyler Tech Conference	2,500
Operating Expense Travel Total		25,300
Operating Expense Communication Services		
001.55.524-030.41	AT&T Mobility	4,000
001.55.524-030.41	AT&T Pro Cabs	1,428
001.55.524-030.41	Comcast Business	5,076
001.55.524-030.41	Dept of Management Services	967
001.55.524-030.41	Verizon	435
Operating Expense Communication Services Total		11,906
Operating Expense Postage		
001.55.524-030.42	Building (BPS)	500
001.55.524-030.42	Business Tax Receipt Mailings	3,000
001.55.524-030.42	Code Enforcement Mailings	4,000
001.55.524-030.42	Planning and Zoning Mailings	5,000
Operating Expense Postage Total		12,500

Expenditure Detail

			FY 2026
Operating Expense Rental & Leases			
001.55.524-030.44	Copier Rental		2,900
001.55.524-030.44	Enterprise Vehicles		31,930
Operating Expense Rental & Leases Total			34,830
Operating Expense Repair & Maintenance			
001.55.524-030.46	Vehicle Maintenance		6,000
001.55.524-030.46	Vehicle Maintenance (BPS)		2,000
001.55.524-030.46	Vehicle Safety Lighting (BPS)		1,000
001.55.524-030.46	Vehicle Safety Lighting (Codes)		2,500
Operating Expense Repair & Maintenance Total			11,500
Operating Expense Printing & Binding			
001.55.524-030.47	BTR		1,000
001.55.524-030.47	Code Enforcement		500
001.55.524-030.47	Permitting (BPS)		500
001.55.524-030.47	Planning and Zoning		2,000
Operating Expense Printing & Binding Total			4,000
Operating Expense Other Current Charges			
001.55.524-030.49	Clerk of Courts Recording Fees		5,000
001.55.524-030.49	Lake City Reporter - Annexation/Planning & Zoning		30,000
001.55.524-030.49	Misc (BPS)		5,000
001.55.524-030.49	Misc Fees and Charges		10,000
001.55.524-030.49	Public Outreach		5,000
001.55.524-030.49	Public Outreach (BPS)		5,000
Operating Expense Other Current Charges Total			60,000
Operating Expense Office Supplies			
001.55.524-030.51	Office Supplies		7,500
001.55.524-030.51	Office Supplies (BPS)		2,500
Operating Expense Office Supplies Total			10,000

Expenditure Detail

FY 2026		
Operating Expense Operating Supplies		
001.55.524-030.52	Computers and Dual Monitors (Codes)	4,000
001.55.524-030.52	Field Personnel Safety (BPS)	800
001.55.524-030.52	Field Personnel Safety (Codes) Protective Vests	4,000
001.55.524-030.52	Field Tech Vehicle Mounts (BPS)	1,800
001.55.524-030.52	Field Tech Vehicle Mounts and Printers (Codes)	3,600
001.55.524-030.52	General Supplies	15,000
001.55.524-030.52	General Supplies (BPS)	5,000
001.55.524-030.52	Kiosk Computer & Stand	500
001.55.524-030.52	Kiosk Computer & Stand (BPS)	2,000
001.55.524-030.52	Tools & Equipment (BPS)	1,000
001.55.524-030.52	Uniforms	1,000
001.55.524-030.52	Uniforms (BPS)	1,000
Operating Expense Operating Supplies Total		39,700
Operating Expense Books, Subscription & Membership		
001.55.524-030.54	American Planning Association	800
001.55.524-030.54	Books	500
001.55.524-030.54	Building Official Association of Florida Dues	600
001.55.524-030.54	Columbia Builders Association	555
001.55.524-030.54	Florida Association of Code Enforcement	500
001.55.524-030.54	Florida Flood Plain Association	150
001.55.524-030.54	Florida ICC Subscription - FBC (BPS)	900
001.55.524-030.54	ICC Dues	400
001.55.524-030.54	Mail Chimp	800
001.55.524-030.54	North Central Florida Planning Council Membership	4,300
001.55.524-030.54	Project Management Institute	159
Operating Expense Books, Subscription & Membership Total		9,664

Expenditure Detail

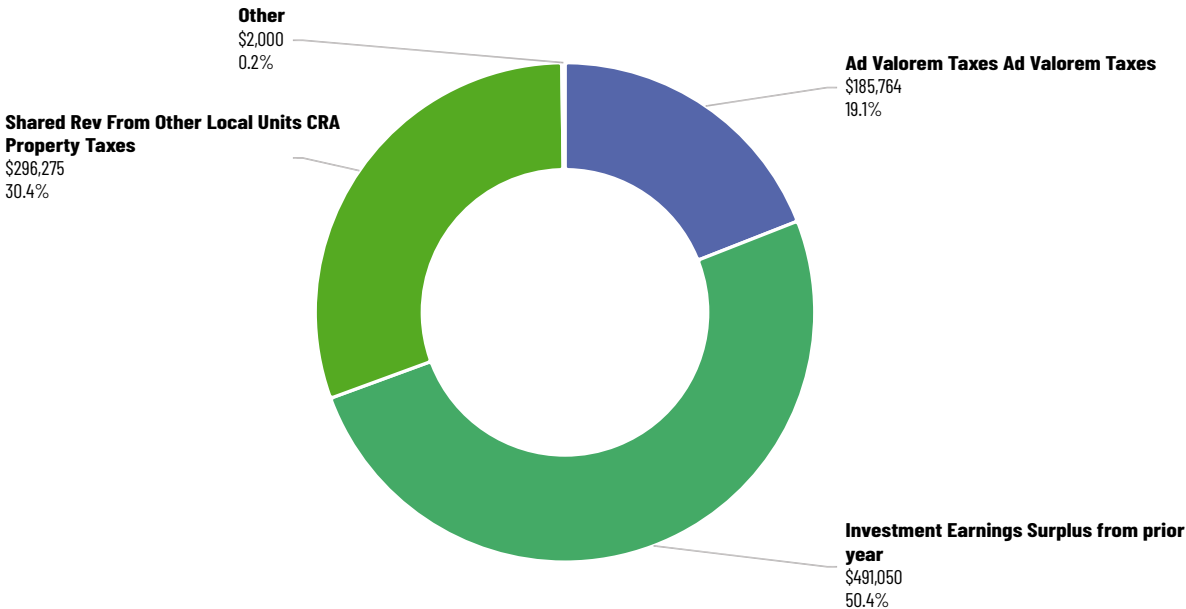
			FY 2026
Operating Expense Training			
001.55.524-030.55	BOAF Conference		1,500
001.55.524-030.55	BOAF Permit Tech Conference		1,000
001.55.524-030.55	Customer Service Training		500
001.55.524-030.55	FACE Conference		1,300
001.55.524-030.55	FL APA Conference		1,000
001.55.524-030.55	FL P & Z Conference		1,000
001.55.524-030.55	Training and CEU's for Building Inspectors & Techs (BPS)		6,000
001.55.524-030.55	Training and CEU's for Code Enforcement		4,000
001.55.524-030.55	Tyler Tech Conference		1,200
Operating Expense Training Total			17,500
Capital Outlay Machinery & Equipment			
001.55.524-060.64	Plotter		6,500
001.55.524-060.64	Purchase Truck - Airport		4,500
001.55.524-060.64	Purchase Truck - Fire		3,000
Capital Outlay Machinery & Equipment Total			14,000
Total			567,274

Positions

Account	Position	FY 2025	FY 2026
001.55.524	Assistant Director of Growth Mgmt	1	0
	Building Inspector	1	1
	Code Enforcement Officer	2	2
	Director of Growth Management	1	1
	Permits Technician	2	2
	Planning Technician	1	1
	Principal Planner	1	1
	Total	9	8

Community Redevelopment Agency

		FY 2025	FY 2026	Difference	% Change
Community Redevelopment Agency					
103-311.00	Ad Valorem Taxes Ad Valorem Taxes	164,158	185,764	21,606	13.2%
103-334.90	State Grant Other	726,000	0	(726,000)	(100.0)%
103-338.10	Shared Rev From Other Local Units CRA Property Taxes	261,815	296,275	34,460	13.2%
103-347.20.03	Culture/Recreation Parks & Recreation Park & Building	3,500	2,000	(1,500)	(42.9)%
103-390.00	Investment Earnings Surplus from prior year	270,667	491,050	220,383	81.4%
Community Redevelopment Agency Total		1,426,140	975,089	(451,051)	(31.6)%



		FY 2025	FY 2026	Difference	% Change
40	CRA	1,426,140	975,089	(451,051)	(31.6)%
Total		1,426,140	975,089	(451,051)	(31.6)%

CRA



CRA Boundary Districts

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Areas when certain conditions exist. Since all the monies used in financing CRA activities are locally generated, CRAs are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans. Examples of conditions that can support the creation of a Community Redevelopment Area include, but are not limited to: the presence of substandard or inadequate structures, a shortage of affordable housing, inadequate infrastructure, insufficient roadways, and inadequate parking. To document that the required conditions exist, the local government must survey the proposed redevelopment area and prepare a Finding of Necessity. If the Finding of Necessity determines that the required conditions exist, the local government may create a Community Redevelopment Area to provide the tools needed to foster and support redevelopment of the targeted area.



Wilson Park

Community Redevelopment Agency (CRA) refers to a public entity created by a city or county to implement the community redevelopment activities outlined under the Community Redevelopment Act which was enacted in 1969

(Chapter 163, Part III, Florida Statutes). The CRA is established by the local government and functions within that local government. The City of Lake City established the Community Redevelopment Agency (CRA) in 1981 to create an area in which the Central Business District would evolve into a more dynamic office, service, financial, entertainment, residential and governmental area.

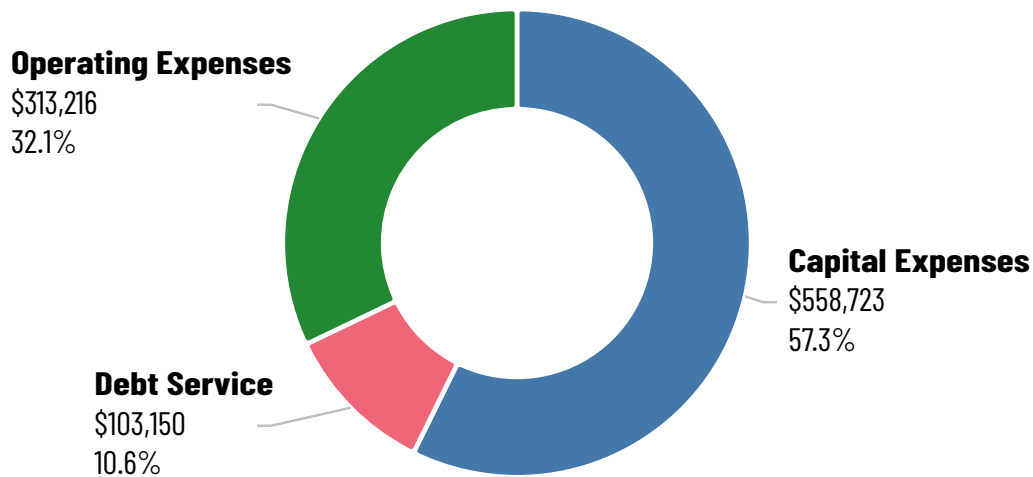


Darby Pavillion



Sallie Mae Jerry Memorial Park

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
103.40.559-030.31	Professional Services	3,500	83,000	79,500	2,271.4%
103.40.559-030.32	Accounting & Auditing	5,000	5,000	0	—%
103.40.559-030.34	Contractual Services	2,471	7,798	5,327	215.6%
103.40.559-030.40	Travel	0	5,500	5,500	100.0%
103.40.559-030.41	Communication Services	4,896	4,896	0	—%
103.40.559-030.43	Utility Services	9,600	9,600	0	—%
103.40.559-030.45	Insurance	27,505	29,422	1,917	7.0%
103.40.559-030.46	Repair & Maintenance	22,000	34,500	12,500	56.8%
103.40.559-030.47	Printing & Binding	700	700	0	—%
103.40.559-030.49	Other Current Charges	0	100,000	100,000	100.0%
103.40.559-030.52	Operating Supplies	39,000	31,000	(8,000)	(20.5)%
103.40.559-030.54	Books, Subscription & Membership	0	700	700	100.0%
103.40.559-030.55	Training	0	1,100	1,100	100.0%
Operating Expenses Total		114,672	313,216	198,544	173.1%
Capital Expenses					
103.40.559-060.63	Infrastructure	1,208,317	558,723	(649,594)	(53.8)%
Capital Expenses Total		1,208,317	558,723	(649,594)	(53.8)%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Debt Service					
103.40.559-070.71	Principal	93,052	94,734	1,682	1.8%
103.40.559-070.72	Interest	10,099	8,416	(1,683)	(16.7)%
Debt Service Total		103,151	103,150	(1)	(0.0)%
Total		1,426,140	975,089	(451,051)	(31.6)%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
103.40.559-030.31	CRA Plan Update, 2nd Half of Contract		83,000
Operating Expense Professional Services Total			83,000
Operating Expense Accounting & Auditing			
103.40.559-030.32	Audit		5,000
Operating Expense Accounting & Auditing Total			5,000
Operating Expense Contractual Services			
103.40.559-030.34	MCA Camera Licenses		3,300
103.40.559-030.34	New World Software Maintenance		4,498
Operating Expense Contractual Services Total			7,798
Operating Expense Travel			
103.40.559-030.40	Travel to CRA training		5,500
Operating Expense Travel Total			5,500
Operating Expense Communication Services			
103.40.559-030.41	Comcast Business		4,896
Operating Expense Communication Services Total			4,896
Operating Expense Utility Services			
103.40.559-030.43	Florida Power & Light		1,000
103.40.559-030.43	Water Sewer Utility		8,600
Operating Expense Utility Services Total			9,600
Operating Expense Insurance			
103.40.559-030.45	FMIT		29,422
Operating Expense Insurance Total			29,422
Operating Expense Repair & Maintenance			
103.40.559-030.46	HVAC Maintenance		300
103.40.559-030.46	Misc Repairs & Maintenance		27,200
103.40.559-030.46	Olustee Park Gazebo Repair		7,000
Operating Expense Repair & Maintenance Total			34,500
Operating Expense Printing & Binding			
103.40.559-030.47	CRA Annual Report		700
Operating Expense Printing & Binding Total			700
Operating Expense Other Current Charges			
103.40.559-030.49	CRA Facade Grant		100,000
Operating Expense Other Current Charges Total			100,000

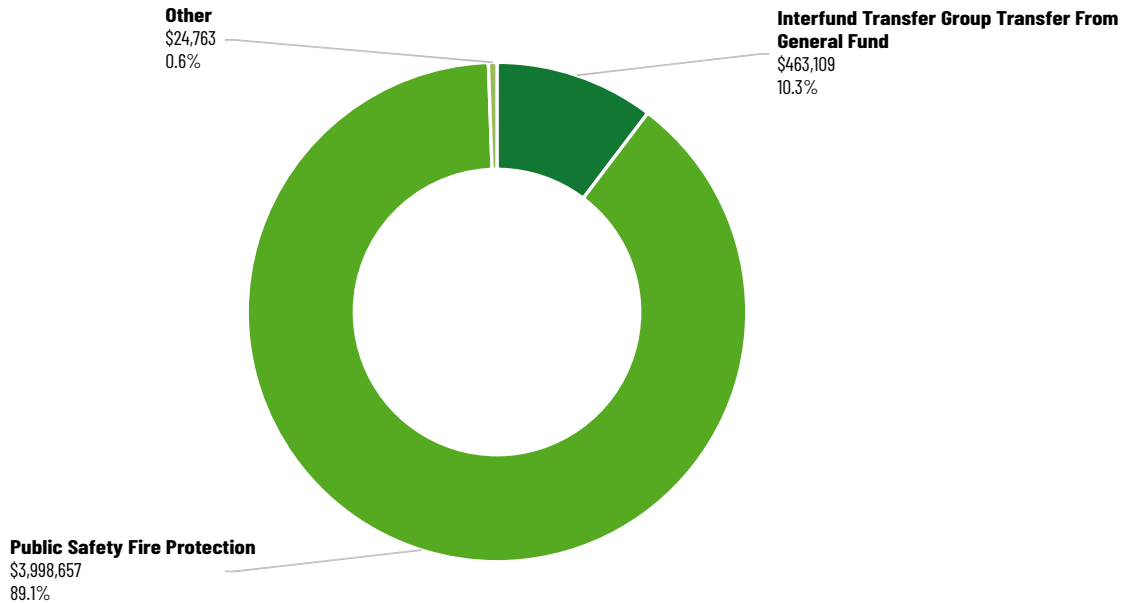
Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
103.40.559-030.52	Operating Supplies		25,000
103.40.559-030.52	Upgrade Park Camera		6,000
Operating Expense Operating Supplies Total			31,000
Operating Expense Books, Subscription & Membership			
103.40.559-030.54	FL Redevelopment Assoc. Annual Membership		700
Operating Expense Books, Subscription & Membership Total			700
Operating Expense Training			
103.40.559-030.55	FRA Annual Conference, CRA Board Member Training		1,100
Operating Expense Training Total			1,100
Capital Outlay Infrastructure			
103.40.559-060.63	Undesignated Projects		558,723
Capital Outlay Infrastructure Total			558,723
Debt Service Principal			
103.40.559-070.71	CRA Redevelopment Loan - First Federal		94,734
Debt Service Principal Total			94,734
Debt Service Interest			
103.40.559-070.72	CRA Redevelopment Loan - First Federal		8,416
Debt Service Interest Total			8,416
Total			975,089



Fire Special Assessment

		FY 2025	FY 2026	Difference	% Change
Fire Special Assessment					
110-331.20	Federal Grants Public Safety	239,200	0	(239,200)	(100.0)%
110-342.20	Public Safety Fire Protection	2,622,022	3,776,371	1,154,349	44.0%
110-342.50	Public Safety Protective Inspection Fee	0	3,157	3,157	100.0%
110-361.10	Interest & Other Earnings Interest	2,000	19,856	17,856	892.8%
110-369.90	Other Misc Revenue Revenue	0	1,750	1,750	100.0%
110-381.00.01	Interfund Transfer Group Transfer From General Fund	925,056	685,395	(239,661)	(25.9)%
110-390.00	Investment Earnings Surplus from prior year	14,576	0	(14,576)	(100.0)%
Fire Special Assessment Total		3,802,854	4,486,529	683,675	18.0%



		FY 2025	FY 2026	Difference	% Change
50	Fire	3,802,854	4,486,529	683,675	18.0%
Total		3,802,854	4,486,529	683,675	18.0%

Fire



Josh Wehinger, Fire Chief

Accomplishments:

We have managed another year of operating inside our budget. We were able to come to a solution to reduce the tremendous amount of overtime that we were using within the department in the early part of the budget year. A successful public education and community awareness program grew this year. The department has successfully provided and installed over 150 smoke alarms in residents' homes throughout the City. We also have been able to teach over 25 fire extinguisher safety and use classes in multiple office buildings, hotels, and apartment complexes within the City. Our state-of-the-art new Tower Ladder Truck was put into service and already has successfully rescued patients on emergency calls. A department training position was created by reworking existing part-time positions. This has allowed our personnel to attend 4 in-house classes at a reduced rate compared to them traveling to take the classes elsewhere. Completed a new, updated ISO study (we are awaiting results.)

Goals: Continued financial balance to operate within our given budget. To set a new fire assessment to not only grow our department by adding 6 new personnel positions, but also put our department into a safe place of funding.

Objectives:

- Research, present and support efforts to gain proper funding from the fire assessment.
- Educate and train our personnel to provide the safest and most efficient fire and life safety coverage possible.
- Continuing to expand our community education and smoke alarm programs.
- Seek and obtain grant funding to assist our department.
- Expand our services to start providing Advanced Life Support care.

Fire Overview:

The history of the Lake City Fire Department is truly amazing. Spanning 142 years of fire and life safety service provided to this date is an amazing stat in and of itself. Starting out as a solely volunteer department in 1883, behind a local baker's shop, spanning into a two station, 24-person career department is an even more impressive stat and evidence of the great people that have lived in and served Lake City.

Facing the test of time, as long as Lake City Fire Department has, there have been ups and downs. The department has faced some really low times, with multiple deaths in the administration of the department. The great personnel of LCFD managed those rough times, while never slacking in their service to their community. We have also celebrated multiple high seasons as well. Most recently adding on the brand-new Tower 1, which is one of the greatest purchases the department has had, since possibly 1923 when they purchased their first motorized apparatus.



LCFD Tower One

With the tremendous growth within the city, LCFD does face the need for more personnel working each day to be able to provide not only quality service, but also safety to its own personnel. Roughly 20 years ago, LCFD had 10 personnel working each day out of two stations. Fast forward 20 years and again tremendous growth of the City, and LCFD staffing sits at 8 personnel between two stations. The need to get to at the least where we were 20 years ago personnel wise is a must, if not even further to stay ahead of the fire and life safety protection that is needed for the everyday growing City.

The year 2024 proved to be a busy year, as our department ran 2,260 emergency calls for service, which averages out to 190 calls a month. Highlighting those calls were 17 building fires, 295 motor vehicle accidents, and aiding

Columbia County Fire 23 times with fires. The year of 2025 is already showing that it will be a more eventful year. In the first quarter alone, we have already responded to 632 calls which is a 203 calls a month average. Highlighting those are 9 building fires and 75 motor vehicle crashes. These numbers are showing we are on pace to top roughly 2500 calls for the year, which would be an additional 300 plus calls compared to last year.



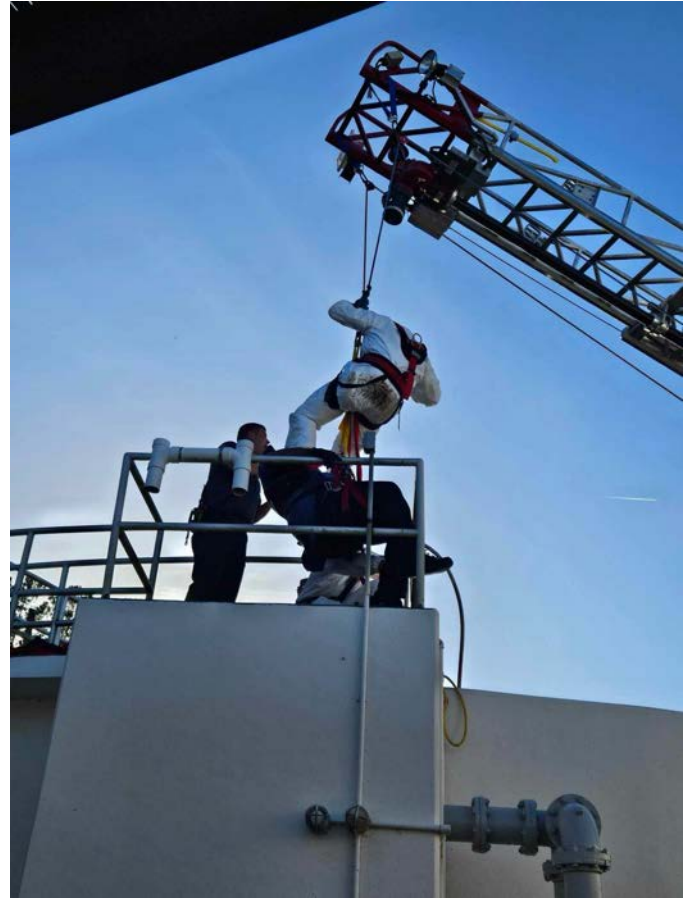
Structure Fire



Ridgewood Fire



Response to Accident



With the increase in population, and perhaps the addition of more personnel, training is essential for our department. The department requires each member to complete 240 hours of training annually. 16 of those hours are live fire training. The department holds a four-hour, live fire training quarterly. As it sets, the training burns are either held at the Florida Gateway College Public Safety campus or they are held at the Columbia County Fire Rescue training grounds. The need to further the training facility we have is within the plan for the future. Live Fire trainings do bring about overtime for the department. Overtime is not ideal, but it is the only way we can hold the live fire trainings we have. An increase in the overtime budget will help us be able to cover the training hours required for personnel, as well as safely maintain a minimum staffing that does not jeopardize the safety of our personnel. Community Outreach – Extinguishing Training



Fire Station Tour



Community Outreach – Extinguishing Training

The Gateway airport, as it continues to grow has a need for fire protection on the grounds, to assist in the growth of that facility. As it currently sits the potential is very high for an emergency situation. The addition of fire protection could further growth and adding of contracts there. Also, as the expansion of utilities goes out, the need to have close fire protection spreads out as well. The need to add in stations for coverage will be in the very near future, as we continue to assess and plan for the future of where we will need to be as the fire department and the City as a whole.

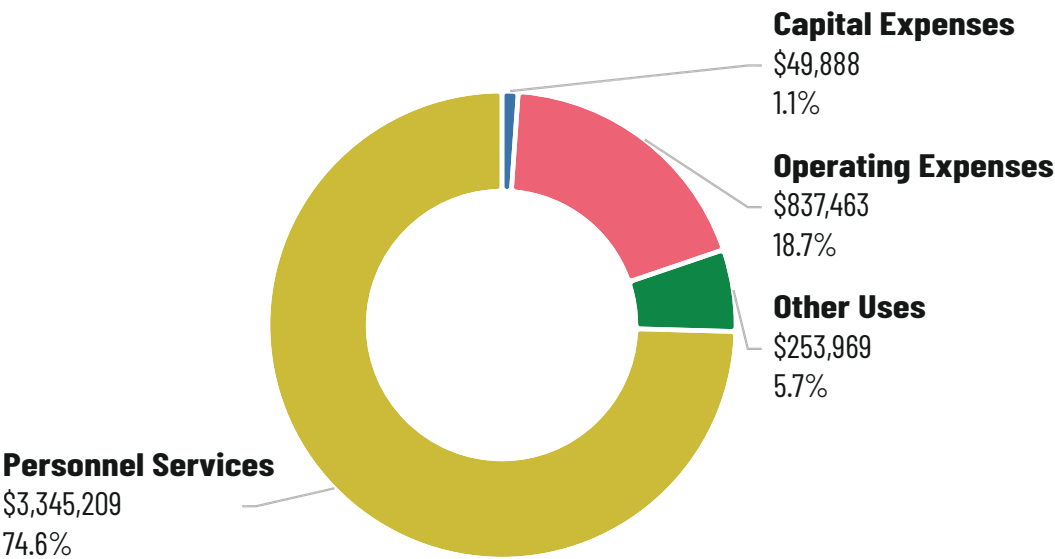


Training at one of the HAECO Hangars

Looking ahead, we envision a Lake City Fire Department that historians will celebrate a century from now—a department renowned for its steady growth and continual advancement. On the horizon are additional personnel, expanded fleets, enhanced training, and, ultimately, new stations. Growth inevitably brings challenges, yet our firefighters have repeatedly shown they can navigate those growing pains while delivering exceptional service. By sustaining a strong partnership between City Administration and Fire Department leadership, we will keep progressing—and create an organization every member can take pride in.



Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
110.50.522-010.12	Salary	1,786,458	2,035,979	249,521	14.0%
110.50.522-010.14	Overtime	75,000	160,000	85,000	113.3%
110.50.522-010.15	Special Pay Incentive	20,401	21,701	1,300	6.4%
110.50.522-010.21	FICA	133,634	164,388	30,754	23.0%
110.50.522-010.22	Retirement Contributions	265,891	321,795	55,904	21.0%
110.50.522-010.23	Life, Health & Disability	348,618	558,484	209,866	60.2%
110.50.522-010.24	Workers Compensation	75,541	82,862	7,321	9.7%
Personnel Services Total		2,705,543	3,345,209	639,666	23.6%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
110.50.522-030.31	Professional Services	51,607	24,194	(27,413)	(53.1)%
110.50.522-030.32	Accounting & Auditing	4,061	5,000	939	23.1%
110.50.522-030.34	Contractual Services	152,980	159,803	6,823	4.5%
110.50.522-030.40	Travel	12,000	12,000	0	—%
110.50.522-030.41	Communication Services	27,830	32,215	4,385	15.8%
110.50.522-030.42	Postage	1,000	1,000	0	—%
110.50.522-030.43	Utility Services	63,300	66,000	2,700	4.3%
110.50.522-030.44	Rental & Leases	31,632	45,615	13,983	44.2%
110.50.522-030.45	Insurance	72,136	80,455	8,319	11.5%
110.50.522-030.46	Repair & Maintenance	129,280	145,008	15,728	12.2%
110.50.522-030.47	Printing & Binding	250	250	0	—%
110.50.522-030.48	Promotional Activities	5,000	5,000	0	—%
110.50.522-030.49	Other Current Charges	83,051	92,051	9,000	10.8%
110.50.522-030.51	Office Supplies	1,500	1,500	0	—%
110.50.522-030.52	Operating Supplies	99,920	116,040	16,120	16.1%
110.50.522-030.54	Books, Subscription & Membership	8,907	10,187	1,280	14.4%
110.50.522-030.55	Training	41,000	41,145	145	0.4%
Operating Expenses Total		785,454	837,463	52,009	6.6%
Capital Expenses					
110.50.522-060.64	Machinery & Equipment	57,888	49,888	(8,000)	(13.8)%
Capital Expenses Total		57,888	49,888	(8,000)	(13.8)%
Other Uses					
110.50.522-090.91.12	Intragovernmental Transfers	253,969	253,969	0	—%
Other Uses Total		253,969	253,969	0	—%
Total		3,802,854	4,486,529	683,675	18.0%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
110.50.522-030.31	Legal Fees- Fire Assessment	6,000
110.50.522-030.31	NFPA FF Tech Medical Exams	18,194
Operating Expense Professional Services Total		24,194
Operating Expense Accounting & Auditing		
110.50.522-030.32	Audit	5,000
Operating Expense Accounting & Auditing Total		5,000
Operating Expense Contractual Services		
110.50.522-030.34	Annual Radio Subscriber Access (CC BCC)	6,038
110.50.522-030.34	Dispatch Services	100,000
110.50.522-030.34	HVAC Maintenance Contract Station 2	1,000
110.50.522-030.34	Medical-EMS Services/Dr.Redfield	30,000
110.50.522-030.34	Mowrey Elevator Maintenance Contract	1,650
110.50.522-030.34	New World Software Maintenance	6,400
110.50.522-030.34	Ring Power Generator Maintenance Contract	4,025
110.50.522-030.34	Ring Power Maintenance Contract Station 2	8,050
110.50.522-030.34	Trane Maintenance Contract	2,640
Operating Expense Contractual Services Total		159,803
Operating Expense Travel		
110.50.522-030.40	Various Seminars/Classes	12,000
Operating Expense Travel Total		12,000
Operating Expense Communication Services		
110.50.522-030.41	AT&T Mobility	6,600
110.50.522-030.41	AT&T Pro Cabs	3,220
110.50.522-030.41	Comcast Business	11,880
110.50.522-030.41	Comcast Station 1 & 2	4,248
110.50.522-030.41	Dept of Management Services	1,740
110.50.522-030.41	Verizon	4,075
110.50.522-030.41	Verizon/Station 2	452
Operating Expense Communication Services Total		32,215
Operating Expense Postage		
110.50.522-030.42	Postage	1,000
Operating Expense Postage Total		1,000

Expenditure Detail

			FY 2026
Operating Expense Utility Services			
110.50.522-030.43	Florida Power & Light		39,967
110.50.522-030.43	Florida Power & Light - Station 2		12,833
110.50.522-030.43	Water Sewer Utility		6,600
110.50.522-030.43	Water Sewer Utility - Station 2		6,600
Operating Expense Utility Services Total			66,000
Operating Expense Rental & Leases			
110.50.522-030.44	Konica Lease		975
110.50.522-030.44	Vehicle Leases		44,640
Operating Expense Rental & Leases Total			45,615
Operating Expense Insurance			
110.50.522-030.45	FMIT		78,455
110.50.522-030.45	FMIT-Old Engine		2,000
Operating Expense Insurance Total			80,455

Expenditure Detail

FY 2026		
Operating Expense Repair & Maintenance		
110.50.522-030.46	Air Compressor SCBA Maintenance	2,500
110.50.522-030.46	Annual Fire Alarm Testing/Inspection/Public Safety Building	500
110.50.522-030.46	Annual Fire Alarm Testing/Inspection/Station 2	1,000
110.50.522-030.46	Annual SCBA Flow Testing	3,000
110.50.522-030.46	Annual SCBA Mask Fit Testing	1,000
110.50.522-030.46	Annual Service-Extrication Equipment	5,000
110.50.522-030.46	Apparatus & Portable Equipment Maintenance	50,000
110.50.522-030.46	Apparatus Fire Pump Testing	1,500
110.50.522-030.46	BDA/DAS System for Public Safety Building	2,000
110.50.522-030.46	Carpet/Floor/Grout Cleaning	1,250
110.50.522-030.46	Domestic Backflow Testing/Public Safety Building	100
110.50.522-030.46	Domestic Backflow Testing/Station 2	200
110.50.522-030.46	E-Dispatch.com	1,400
110.50.522-030.46	Fire Extinguisher Service (vehicles/racks)	600
110.50.522-030.46	Fire Extinguisher Service /Station 1	600
110.50.522-030.46	Fire Extinguisher Service/Station 2	600
110.50.522-030.46	Fire Hose Testing & Ground Ladder Testing	3,500
110.50.522-030.46	Fire Sprinkler Maintenance & Testing/Punlic Safety Building	125
110.50.522-030.46	Fire Sprinkler Maintenance & Testing/Station 2	250
110.50.522-030.46	Fire Suppression Inspection-FM200	1,200
110.50.522-030.46	Firehouse Software Maintenance /ESO	8,200
110.50.522-030.46	Generator Storage Tank Inspection/Public Safety Building	900
110.50.522-030.46	Ladder Testing/Aerial	2,000
110.50.522-030.46	Motorola Post Warranty Maintenance Plan/Year 6	9,973
110.50.522-030.46	Pest Control/Public Safety Building	210
110.50.522-030.46	Pest Control/Station 2	550
110.50.522-030.46	Public Safety Building Miscellaneous Repairs	17,500
110.50.522-030.46	Server Maintenance	1,500
110.50.522-030.46	Smart API	2,500
110.50.522-030.46	Smart Cop 1x Fee to County	8,500
110.50.522-030.46	Smart Cop ProQA Interface Maintenance	800
110.50.522-030.46	Station 2 Miscellaneous Building Repairs	12,000
110.50.522-030.46	Vehicle Lease Maintenance	2,950
110.50.522-030.46	Weather Monitoring Maintenance Support	1,100
Operating Expense Repair & Maintenance Total		145,008

Expenditure Detail

			FY 2026
Operating Expense Printing & Binding			
110.50.522-030.47	Printing & Binding		250
Operating Expense Printing & Binding Total			250
Operating Expense Promotional Activities			
110.50.522-030.48	Promotional Activities & Ceremonies		5,000
Operating Expense Promotional Activities Total			5,000
Operating Expense Other Current Charges			
110.50.522-030.49	Elevator License Renewal		38
110.50.522-030.49	FDEP Generator Storage Tank Annual Registration Renewal		13
110.50.522-030.49	Fire Assessment Notification Mailing		32,000
110.50.522-030.49	Special Assessment Collection Fee to County		60,000
Operating Expense Other Current Charges Total			92,051
Operating Expense Office Supplies			
110.50.522-030.51	Office Supplies		1,500
Operating Expense Office Supplies Total			1,500
Operating Expense Operating Supplies			
110.50.522-030.52	Cintas First Aid Suplies		500
110.50.522-030.52	Cintas First Aid Supplies/Station 2		500
110.50.522-030.52	Class A Uniforms		3,150
110.50.522-030.52	Clothing Allowance		19,800
110.50.522-030.52	Fire Clothing Items		8,500
110.50.522-030.52	Fire Hose 5"		5,000
110.50.522-030.52	Fuel		40,000
110.50.522-030.52	Promotional Exams		1,500
110.50.522-030.52	Safety Boots		2,970
110.50.522-030.52	Supplies-Miscellaneous		15,000
110.50.522-030.52	Tech Rescue Items		2,500
110.50.522-030.52	Tools & Equipment		5,000
110.50.522-030.52	Uniform Pants		4,635
110.50.522-030.52	Uniform Shirts		4,635
110.50.522-030.52	Washing Machine Dosing Pump (Station 2)		2,350
Operating Expense Operating Supplies Total			116,040

Expenditure Detail

			FY 2026
Operating Expense Books, Subscription & Membership			
110.50.522-030.54	Continuing Education Books		1,200
110.50.522-030.54	FFCA Membership		250
110.50.522-030.54	Florida Fire Inspectors Association Membership		300
110.50.522-030.54	Gym Membership		5,760
110.50.522-030.54	National Fire Code Subscription		1,552
110.50.522-030.54	NFPA Membership		225
110.50.522-030.54	Rotary Membership		900
Operating Expense Books, Subscription & Membership Total			10,187
Operating Expense Training			
110.50.522-030.55	Continuing Education Classes		15,000
110.50.522-030.55	Firefighter Sponsorship		20,000
110.50.522-030.55	Target Solutions Training Module		6,145
Operating Expense Training Total			41,145
Capital Outlay Machinery & Equipment			
110.50.522-060.64	FD Isolated Network (SHI)		20,000
110.50.522-060.64	Fire Gear Sets		15,000
110.50.522-060.64	Laptops for Trucks		14,888
Capital Outlay Machinery & Equipment Total			49,888
Other Uses Intragovernmental Transfers Debt Service			
110.50.522-090.91.12	2019 Sales Tax Bond		196,989
110.50.522-090.91.12	Motorola Lease #1		56,980
Other Uses Intragovernmental Transfers Debt Service Total			253,969
Total			1,141,320

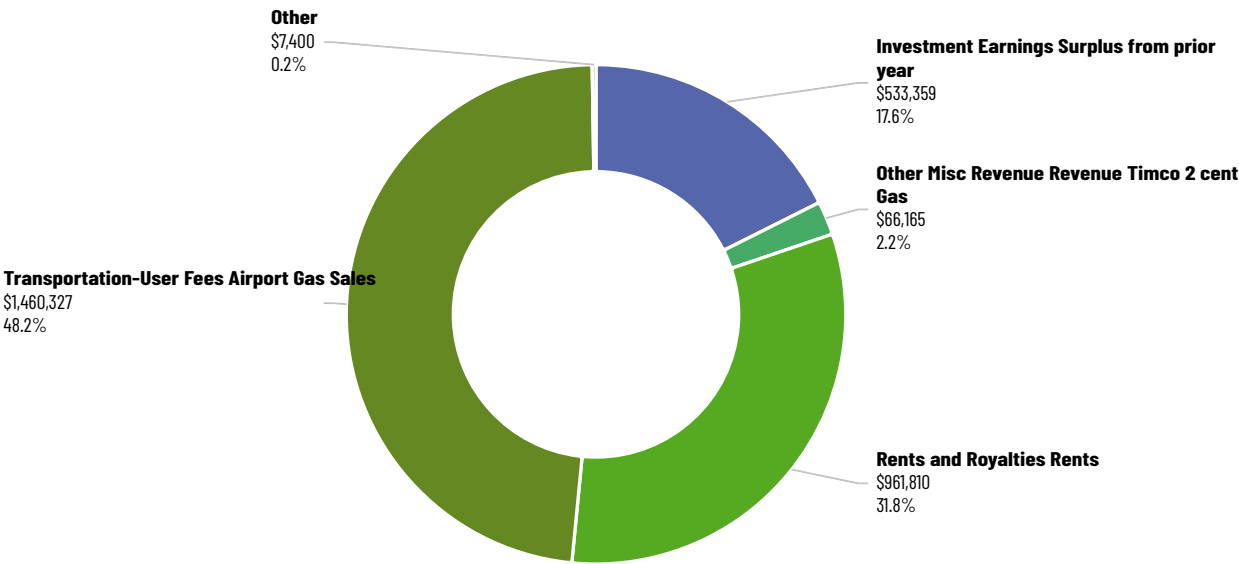
Positions

Account	Position	FY 2025	FY 2026
110.50.522	Administrative Assistant	1	1
	Assistant Fire Chief	1	1
	Fire Chief	1	1
	Fire Driver/Engineers	6	6
	Fire Lieutenants	3	3
	Firefighter/EMT	15	21
	Training Officer PT	1	1
	Total	28	34



Airport

		FY 2025	FY 2026	Difference	% Change
Airport					
140-344.10	Transportation-User Fees Airport Gas Sales	1,375,461	1,460,327	84,866	6.2%
140-362.00	Rents and Royalties Rents	937,166	961,810	24,644	2.6%
140-369.90	Other Misc Revenue Revenue	15,000	7,400	(7,600)	(50.7)%
140-369.90.03	Other Misc Revenue Revenue Timco 2 cent Gas	51,737	66,165	14,428	27.9%
140-390.00	Investment Earnings Surplus from prior year	351,206	533,359	182,153	51.9%
Airport Total		2,730,570	3,029,061	298,491	10.9%



		FY 2025	FY 2026	Difference	% Change
60	Airport	2,730,570	3,029,061	298,491	10.9%
Total		2,730,570	3,029,061	298,491	10.9%

Airport



Ed Bunnell, Airport Director

Accomplishments:

We have come along way in the sixteen years that I have been with Lake City Gateway Airport. We've been able to acquire aircraft ground support equipment, a new tractor, and various other ground maintenance equipment. This equipment has helped to draw in more customers "more services to offer". We have a new hangar beginning construction mid-September, as well as Air Methods medical helicopter company moving in. All of this and more to come to grow the airport in the future.

Goals:

To work with City Management and engineering to take Lake City Gateway Airport to the next level in the aviation arena. To be a starting place for the future of Air Mobility. "Kitty Hawk II".

Objectives:

- Create more aviation jobs
- Work with economic development to draw companies to Lake City for these new aviation jobs
- Create a two-sided fire station, one side to cover the public on the east side, and one side for aviation
- Work with a flight school to set up a school at our airport
- Create some ready build sites to help draw in these companies
- Fix taxiway "A" deficiencies

Airport Overview:

Lake City Gateway Airport is the first-place many people see when entering the state of Florida. Many business owners travel in and out of the airport daily, as well as many transients from around the world. We provide a "Red Carpet Treatment" to all. The airport provides fuel services for their aircraft, as well as all other aircraft needs. We make sure the customers rental cars are brought around to their plane for easy unloading of baggage and passengers. From the time the aircraft comes to a stop on the ramp until it departs, our line service provides five-star treatment.



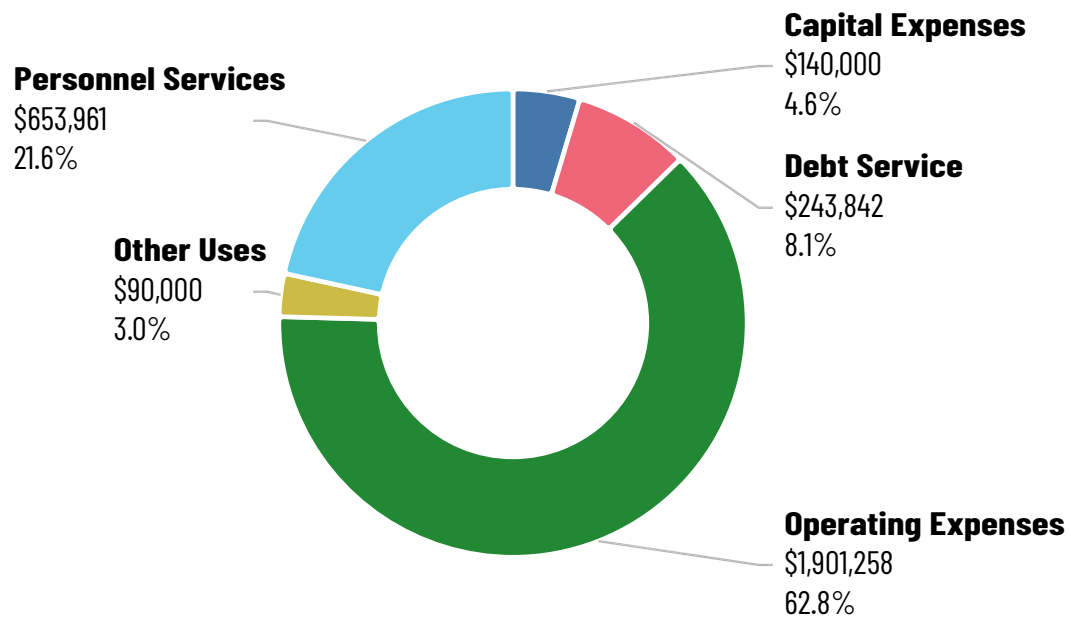
We encourage growth in the City by providing educational tours to all youth groups, and anyone who desires to learn about our Awesome Airport.



We are a very diverse department in the city. Lake City Gateway Airport provides a central location for six different agencies that provide first responder services. From air medical transport, aerial firefighting, aerial law enforcement, to aerial forestry conservation. As well as we have an aircraft maintenance facility, which provides approximately six hundred and fifty jobs for our community. For anyone wishing to learn more about our airport check out our city website at www.lcfla.com. Or contact us direct at 386-752-1066.



Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
140.60.542-010.12	Salary	365,133	437,158	72,025	19.7%
140.60.542-010.14	Overtime	10,000	10,000	0	—%
140.60.542-010.21	FICA	27,419	32,860	5,441	19.8%
140.60.542-010.22	Retirement Contributions	47,949	57,996	10,047	21.0%
140.60.542-010.23	Life, Health & Disability	66,584	108,197	41,613	62.5%
140.60.542-010.24	Workers Compensation	7,529	7,750	221	2.9%
Personnel Services Total		524,614	653,961	129,347	24.7%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
140.60.542-030.31	Professional Services	100,000	100,000	0	—%
140.60.542-030.32	Accounting & Auditing	3,026	3,500	474	15.7%
140.60.542-030.34	Contractual Services	56,465	105,978	49,513	87.7%
140.60.542-030.40	Travel	4,000	4,000	0	—%
140.60.542-030.41	Communication Services	15,032	17,223	2,191	14.6%
140.60.542-030.42	Postage	200	500	300	150.0%
140.60.542-030.43	Utility Services	56,580	58,400	1,820	3.2%
140.60.542-030.44	Rental & Leases	20,242	23,754	3,512	17.4%
140.60.542-030.45	Insurance	79,338	90,258	10,920	13.8%
140.60.542-030.46	Repair & Maintenance	330,626	409,240	78,614	23.8%
140.60.542-030.47	Printing & Binding	500	500	0	—%
140.60.542-030.48	Promotional Activities	7,500	7,500	0	—%
140.60.542-030.49	Other Current Charges	5,900	5,900	0	—%
140.60.542-030.51	Office Supplies	2,500	2,500	0	—%
140.60.542-030.52	Operating Supplies	1,068,200	1,069,000	800	0.1%
140.60.542-030.54	Books, Subscription & Membership	505	505	0	—%
140.60.542-030.55	Training	2,500	2,500	0	—%
Operating Expenses Total		1,753,114	1,901,258	148,144	8.5%
Capital Expenses					
140.60.542-060.62	Building	25,000	48,000	23,000	92.0%
140.60.542-060.64	Machinery & Equipment	114,000	92,000	(22,000)	(19.3)%
Capital Expenses Total		139,000	140,000	1,000	0.7%
Debt Service					
140.60.542-070.71	Principal	199,910	205,101	5,191	2.6%
140.60.542-070.72	Interest	43,932	38,741	(5,191)	(11.8)%
Debt Service Total		243,842	243,842	0	—%
Other Uses					
140.60.542-090.99.02	Other Uses	20,000	40,000	20,000	100.0%
140.60.542-090.99.05	Other Uses	50,000	50,000	0	—%
Other Uses Total		70,000	90,000	20,000	28.6%
Total		2,730,570	3,029,061	298,491	10.9%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
140.60.542-030.31	Professional Services	100,000
Operating Expense Professional Services Total		100,000
Operating Expense Accounting & Auditing		
140.60.542-030.32	Auditor Fees	3,500
Operating Expense Accounting & Auditing Total		3,500
Operating Expense Contractual Services		
140.60.542-030.34	Air Traffic Control Tower ATCT - Voice Recorder Service	2,500
140.60.542-030.34	Aspen Pest Control Service - Annually Pre-Paid	1,725
140.60.542-030.34	Automated Weather Observation System AWOS Maint & Insp	10,000
140.60.542-030.34	Cintas- Rugs & Towels, Deoderizers & Soaps - Bi-Weekly	1,800
140.60.542-030.34	DBT Weather Data Services into NAS - 3 Year Contract	3,000
140.60.542-030.34	DTN, LLC - AvSentry Online FBO Edition	3,000
140.60.542-030.34	Fire Shield Fire Protection	2,500
140.60.542-030.34	MCA Camera Licenses	21,840
140.60.542-030.34	New World - ERP Software Maintenance	8,613
140.60.542-030.34	Point-of-Sales Software	20,000
140.60.542-030.34	Ring Power - Emergency Backup Generator Maintenance	10,000
140.60.542-030.34	Security Safe - Fire and Security Alarm Monitoring	7,000
140.60.542-030.34	Sherman Mechanical HVAC	4,000
140.60.542-030.34	USDA Wildlife Services - Annual Services	10,000
Operating Expense Contractual Services Total		105,978
Operating Expense Travel		
140.60.542-030.40	Florida Airports Council Conference	2,000
140.60.542-030.40	Future & Active Pilot Advisors	2,000
Operating Expense Travel Total		4,000
Operating Expense Communication Services		
140.60.542-030.41	AT&T Mobility	2,371
140.60.542-030.41	AT&T Pro Cab Cards - Monthly	2,400
140.60.542-030.41	COMCAST	2,800
140.60.542-030.41	COMCAST Business	8,500
140.60.542-030.41	DMS - Telephone & Long Distance Monthly	1,152
Operating Expense Communication Services Total		17,223
Operating Expense Postage		
140.60.542-030.42	Postage	500
Operating Expense Postage Total		500

Expenditure Detail

			FY 2026
Operating Expense Utility Services			
140.60.542-030.43	City Water Sewer Gas Utilities		14,900
140.60.542-030.43	Florida Power & Light		43,500
Operating Expense Utility Services Total			58,400
Operating Expense Rental & Leases			
140.60.542-030.44	Chevrolet Silverado Double Cab 1500		9,804
140.60.542-030.44	Chevrolet Silverado Double Cab 2500		13,950
Operating Expense Rental & Leases Total			23,754
Operating Expense Insurance			
140.60.542-030.45	Eastern Aviation Insurance - Crew Car		4,925
140.60.542-030.45	Florida Municipal Insurance Trust - Airport Property		56,333
140.60.542-030.45	FMIT B-2 General Airport Liability		29,000
Operating Expense Insurance Total			90,258
Operating Expense Repair & Maintenance			
140.60.542-030.46	A/C replacement FBO building		15,000
140.60.542-030.46	FBO Building & Airfield Equipment - Maintenance and Repairs		35,000
140.60.542-030.46	Fuel Meter Calibrations		4,000
140.60.542-030.46	Fuel Storage Tank / Fuel Truck Tank Filter Replacements		7,000
140.60.542-030.46	Hangar Door Preventative Maintenance & Repairs		35,000
140.60.542-030.46	HVAC Maintenance		3,700
140.60.542-030.46	Jet-A Tank 2 Fuel Hose Swivel		1,000
140.60.542-030.46	Leased Vehicle Maintenance		1,540
140.60.542-030.46	Rectifier for Runway Lighting Vault Taxiway A		17,000
140.60.542-030.46	Repair and Maintenance of ATC Tower		80,000
140.60.542-030.46	Runway 10-28 Markings Repainting		100,000
140.60.542-030.46	Runway Marking Cleaning		20,000
140.60.542-030.46	Trinity Electric runway 10-28 Lighting Repairs		90,000
Operating Expense Repair & Maintenance Total			409,240
Operating Expense Printing & Binding			
140.60.542-030.47	Printing		500
Operating Expense Printing & Binding Total			500
Operating Expense Promotional Activities			
140.60.542-030.48	Aircraft Events		7,500
Operating Expense Promotional Activities Total			7,500
Operating Expense Other Current Charges			
140.60.542-030.49	Real Estate Tax - Rental Properties		5,900
Operating Expense Other Current Charges Total			5,900

Expenditure Detail

FY 2026		
Operating Expense Office Supplies		
140.60.542-030.51	Office Supplies	2,500
Operating Expense Office Supplies Total		2,500
Operating Expense Operating Supplies		
140.60.542-030.52	Aviation Fuel for Resale	1,000,000
140.60.542-030.52	Boots Stipend	700
140.60.542-030.52	Credit Card Processing Fees	50,000
140.60.542-030.52	Operating / Cleaning Supplies	2,500
140.60.542-030.52	Vehicle Fuel / Off-Road Diesel Fuel	15,000
140.60.542-030.52	Wi-Fi Access Point	800
Operating Expense Operating Supplies Total		1,069,000
Operating Expense Books, Subscription & Membership		
140.60.542-030.54	Florida Airports Council - FAC	330
140.60.542-030.54	National Fire Protection Association - NFPA	175
Operating Expense Books, Subscription & Membership Total		505
Operating Expense Training		
140.60.542-030.55	FAC/FAPA Training	2,500
Operating Expense Training Total		2,500
Capital Outlay Building		
140.60.542-060.62	Carpet for the FBO Building Forbo (Source Well)	8,000
140.60.542-060.62	Pole Barn for Tractor	40,000
Capital Outlay Building Total		48,000
Capital Outlay Machinery & Equipment		
140.60.542-060.64	New Sump Reclaimer for Avgas Tank Farm	12,000
140.60.542-060.64	Scully Over Fuel Prevention System	50,000
140.60.542-060.64	Ventrac Attachments	30,000
Capital Outlay Machinery & Equipment Total		92,000
Debt Service Principal		
140.60.542-070.71	2017 Airport Revenue Bond - BB&T Bond Principal	205,101
Debt Service Principal Total		205,101
Debt Service Interest		
140.60.542-070.72	2017 Airport Revenue Bond - BB&T Bond Interest	38,741
Debt Service Interest Total		38,741

Expenditure Detail

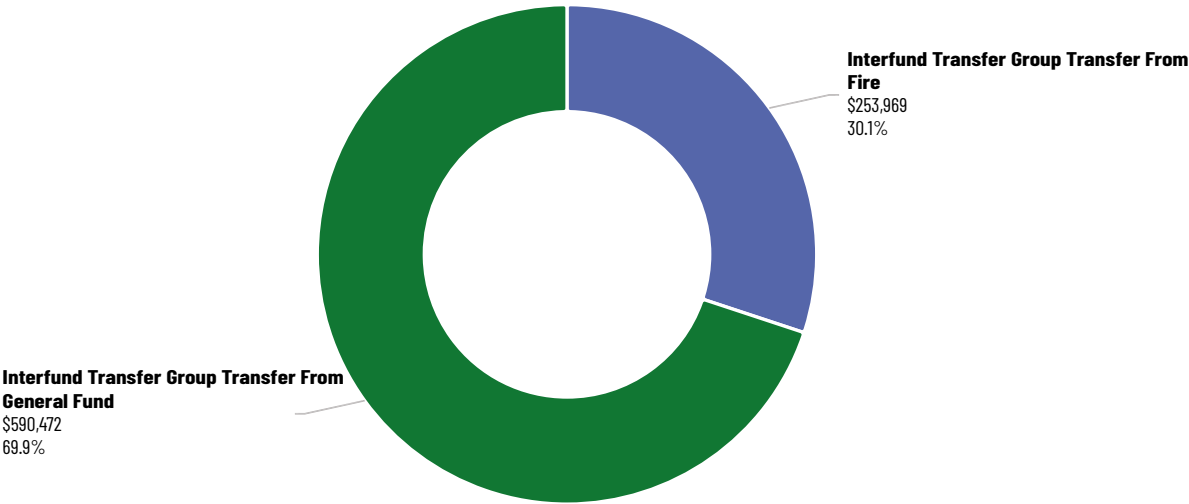
			FY 2026
Other Uses Other Uses Allocations			
Other Uses Other Uses Contingency			
140.60.542-090.99.05	Transfer to the General Fund		50,000
140.60.542-090.99.02	Contingency		40,000
Other Uses Other Uses Allocations Total			50,000
Other Uses Other Uses Contingency Total			40,000
Total			2,375,100

Positions

Account	Position	FY 2025	FY 2026
140.60.542	Airport Director	1	1
	Airport Lineman I/II/III	5	5
	Airport Manager	1	1
	Operations Coordinator	0	1
	Total	7	8

Debt Service

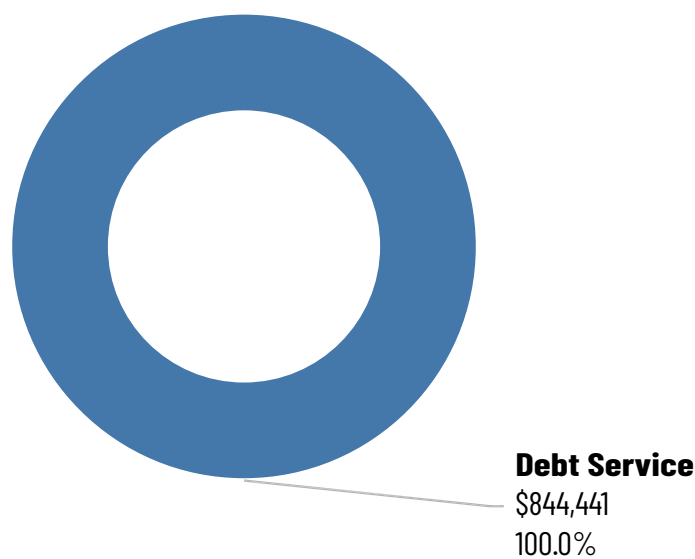
		FY 2025	FY 2026	Difference	% Change
Debt Service					
204-381.00.01	Interfund Transfer Group Transfer From General Fund	590,474	590,472	(2)	(0.0)%
204-381.00.08	Interfund Transfer Group Transfer From Fire	253,969	253,969	0	—%
Debt Service Total		844,443	844,441	(2)	(0.0)%



		FY 2025	FY 2026	Difference	% Change
30	Debt	844,443	844,441	(2)	(0.0)%
Total		844,443	844,441	(2)	(0.0)%

Debt

The City routinely accesses the capital markets to facilitate the purchase of capital assets and to build, improve, and maintain public capital infrastructure. This fund recognizes that activity including the authorized borrowing amount and the anticipated debt service repayments from the various City departments and funds. The revenue received from user departments for debt service due during FY 26 is posted to support the annual payments. Expenditures includes the estimated cost of administering the fund for FY 26 and the estimated payments to various financial institutions for the cost of borrowed funds.



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Debt Service				
204.30.517-070.71 Principal	631,145	646,542	15,397	2.4%
204.30.517-070.72 Interest	213,298	197,899	(15,399)	(7.2)%
Debt Service Total	844,443	844,441	(2)	(0.0)%
Total	844,443	844,441	(2)	(0.0)%

Expenditure Detail

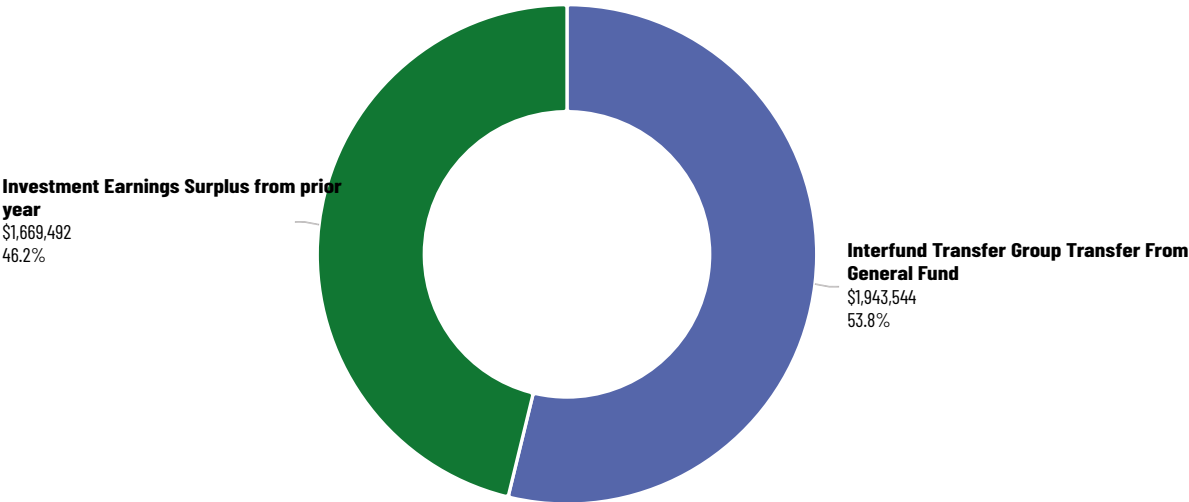
				FY 2026
Debt Service Principal				
204.30.517-070.71	2019 Sales Tax Bond			408,248
204.30.517-070.71	Motorola Lease #1			146,761
204.30.517-070.71	Motorola Lease #2			91,533
Debt Service Principal Total				646,542

Expenditure Detail

			FY 2026
Debt Service Interest			
204.30.517-070.72	2019 Sales Tax Bond		171,131
204.30.517-070.72	Motorola Lease #1		24,177
204.30.517-070.72	Motorola Lease #2		2,591
Debt Service Interest Total			197,899
Total			844,441

Sales Tax Bond Fund

		FY 2025	FY 2026	Difference	% Change
Sales Tax Bond Fund					
304-381.00.01	Interfund Transfer Group Transfer From General Fund	0	1,943,544	1,943,544	100.0%
304-390.00	Investment Earnings Surplus from prior year	1,642,357	1,669,492	27,135	1.7%
Sales Tax Bond Fund Total		1,642,357	3,613,036	1,970,679	120.0%



		FY 2025	FY 2026	Difference	% Change
30	Debt	1,642,357	3,613,036	1,970,679	120.0%
Total		1,642,357	3,613,036	1,970,679	120.0%

Sales Tax Bond Fund

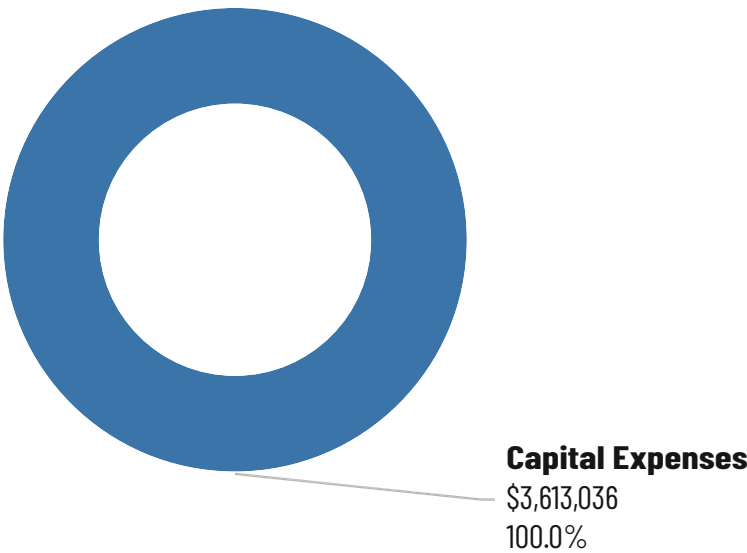
The Sales Tax Bond Fund is a dedicated fund established to manage the proceeds and debt service obligations of bonds issued by the City of Lake City, Florida, backed by infrastructure sales surtax revenues. This fund ensures the transparent and efficient administration of borrowed funds used for major capital improvement projects that benefit the entire community.

In Fiscal Year 2020, the City issued Sales Tax Revenue Bonds primarily to finance the design and construction of a new City Hall facility. The new City Hall will serve as a modern, centralized hub for municipal operations, enhancing accessibility, improving service delivery, and addressing the growing administrative and operational needs of the City. This capital investment reflects the City's long-term commitment to improving infrastructure and creating a more efficient and welcoming civic environment for residents, staff, and visitors.

Lake City remains committed to responsible debt management and transparent reporting as the City Hall project progresses through its planning, construction, and completion phases.

CITY OF LAKE CITY NEW CITY HALL





Expenditure Summary

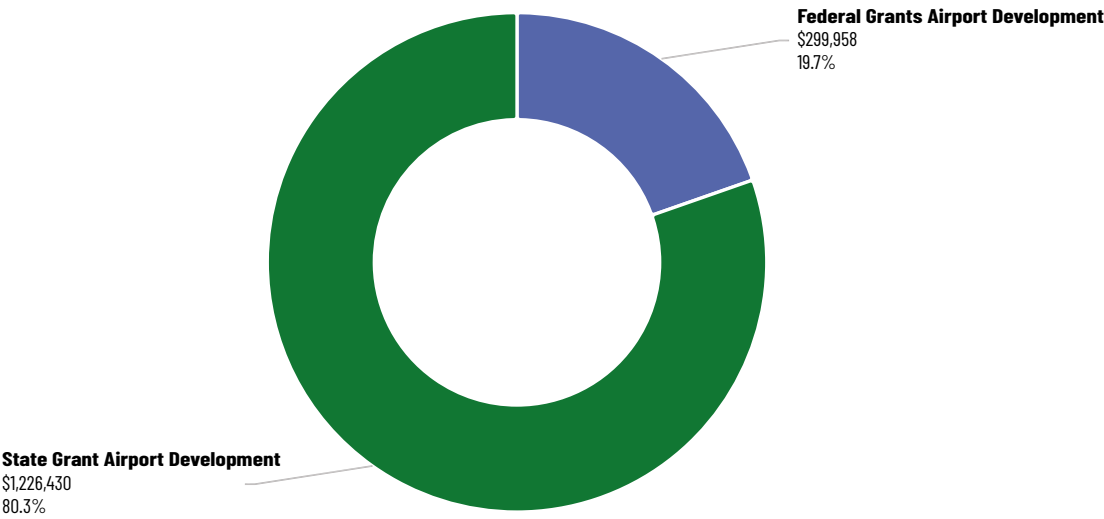
		FY 2025	FY 2026	Difference	% Change
Capital Expenses					
304.30.517-060.62	Building	1,642,357	3,613,036	1,970,679	120.0%
Capital Expenses Total		1,642,357	3,613,036	1,970,679	120.0%
Total		1,642,357	3,613,036	1,970,679	120.0%

Expenditure Detail

FY 2026			
Capital Outlay Building			
304.30.517-060.62	New City Hall		3,613,036
Capital Outlay Building Total			3,613,036
Total			3,613,036

Airport Construction

		FY 2025	FY 2026	Difference	% Change
Airport Construction					
341-331.41	Federal Grants Airport Development	148,500	299,958	151,458	102.0%
341-334.41	State Grant Airport Development	16,500	1,226,430	1,209,930	7,332.9%
Airport Construction Total		165,000	1,526,388	1,361,388	825.1%



		FY 2025	FY 2026	Difference	% Change
60	Airport	165,000	1,526,388	1,361,388	825.1%
Total		165,000	1,526,388	1,361,388	825.1%

Airport Construction

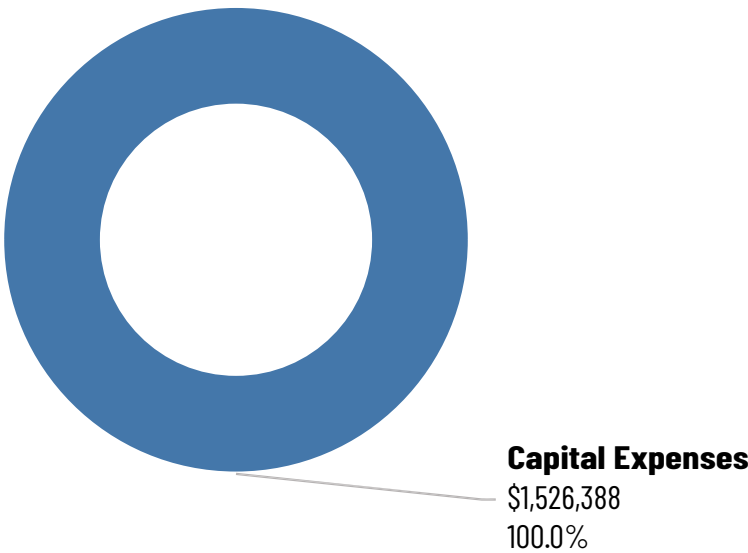
The Airport Construction Fund supports the planning, design, and execution of capital improvements at the Lake City Gateway Airport. This fund plays a critical role in advancing the City's aviation infrastructure, ensuring the airport remains a viable transportation and economic development asset for the region.

The primary revenues for the Airport Construction Fund are derived from federal and state grants, primarily from the Federal Aviation Administration (FAA) and the Florida Department of Transportation (FDOT). These grants are awarded on a project-specific basis and typically require local matching funds, which are budgeted through the City's Airport fund. The FAA provides significant funding through the Airport Improvement Program (AIP), while FDOT contributes through its Aviation Grant Program to support state-priority projects.

The FY 2026 budget includes allocations for key projects such as runway and taxiway improvements, infrastructure upgrades, hangar development, and safety enhancements. These capital projects are aligned with the Airport's Master Plan and are essential for meeting FAA standards, accommodating future aviation demand, and supporting economic growth through increased airport operations.

By leveraging external funding sources, the City is able to complete major improvements with minimal fiscal impact on local taxpayers, ensuring responsible financial stewardship while investing in critical infrastructure.





Expenditure Summary

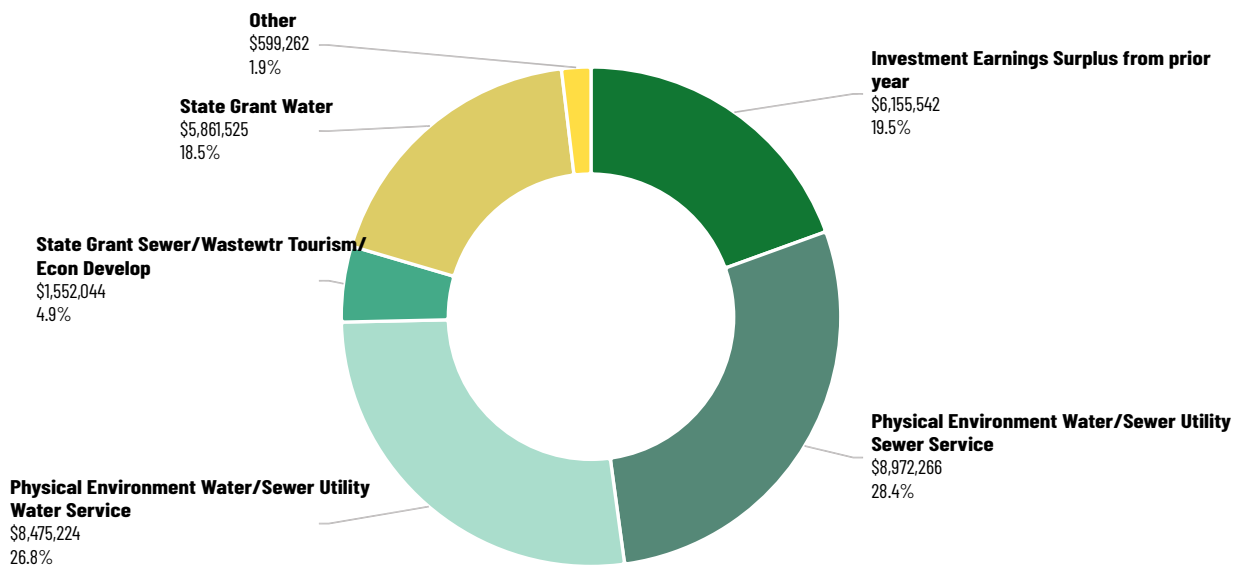
		FY 2025	FY 2026	Difference	% Change
Capital Expenses					
341.60.542-060.62	Building	0	893,101	893,101	100.0%
341.60.542-060.63	Infrastructure	165,000	633,287	468,287	283.8%
Capital Expenses Total		165,000	1,526,388	1,361,388	825.1%
Total		165,000	1,526,388	1,361,388	825.1%

Expenditure Detail

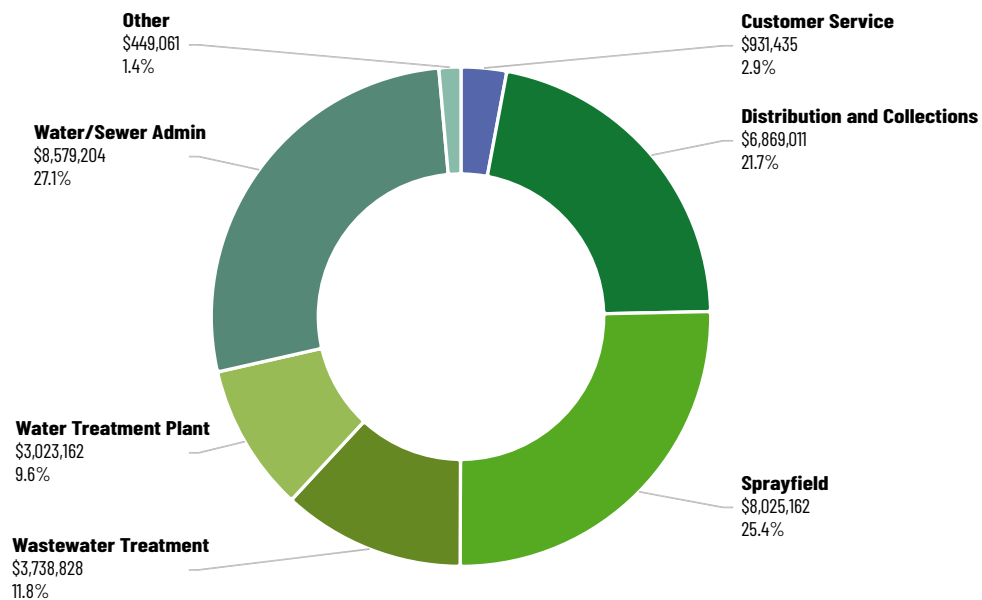
				FY 2026
Capital Outlay Building				
341.60.542-060.62	Design & Construction of Hangar			893,101
Capital Outlay Building Total				893,101
Capital Outlay Infrastructure				
341.60.542-060.63	Design & Construction of the North Hangar Taxiway			333,287
341.60.542-060.63	Design & Construction Taxiway A Pipe Repairs			300,000
Capital Outlay Infrastructure Total				633,287
Total				1,526,388

Water-Sewer Utility

		FY 2025	FY 2026	Difference	% Change
Water-Sewer Utility					
410-329.10	Other Permits, Fees, Spec Assess Inspection Fee	0	5,000	5,000	100.0%
410-334.31	State Grant Water	937,044	5,861,525	4,924,481	525.5%
410-334.35.02	State Grant Sewer/Wastewtr Tourism/Econ Develop	1,554,914	1,552,044	(2,870)	(0.2)%
410-343.60.01	Physical Environment Water/Sewer Utility Water Service	8,419,104	8,475,224	56,120	0.7%
410-343.60.02	Physical Environment Water/Sewer Utility Sewer Service	8,921,395	8,972,266	50,871	0.6%
410-343.60.03	Physical Environment Water/Sewer Utility Tap Charges	61,274	71,379	10,105	16.5%
410-343.60.05	Physical Environment Water/Sewer Utility Misc Charges	44,097	43,480	(617)	(1.4)%
410-361.10	Interest & Other Earnings Interest	40,144	178,274	138,130	344.1%
410-369.90	Other Misc Revenue Revenue	25,000	25,000	0	—%
410-369.90.07	Other Misc Revenue Revenue Delinquent Fees/ Penalties	326,353	276,129	(50,224)	(15.4)%
410-381.00.01	Interfund Transfer Group Transfer From General Fund	489,672	0	(489,672)	(100.0)%
410-390.00	Investment Earnings Surplus from prior year	4,829,500	6,279,114	1,449,614	30.0%
Water-Sewer Utility Total		25,648,497	31,739,435	6,090,938	23.7%



		FY 2025	FY 2026	Difference	% Change
70	Water/Sewer Admin	8,093,529	8,597,601	504,072	6.2%
71	Customer Service	839,715	940,956	101,241	12.1%
72	Water Treatment Plant	2,510,555	3,029,760	519,205	20.7%
74	Wastewater Treatment	3,788,979	3,764,547	(24,432)	(0.6)%
75	NFMIP Wastewater Treatment Plant	0	451,657	451,657	100.0%
76	Sprayfield	3,153,928	8,034,554	4,880,626	154.7%
78	Distribution and Collections	7,261,791	6,920,360	(341,431)	(4.7)%
Total		25,648,497	31,739,435	6,090,938	23.7%



Water Sewer Admin GIS/SCADA



Steve Brown, Executive Director of Utilities

Accomplishments: The city is rapidly growing and expanding. To meet the growing demand and infrastructure needs for future development, we have worked with the county to complete the North Florida Mega Industrial Park (NFMIP) . In addition, we are currently working on several utility expansion projects, storm water program installation, and wastewater plant upgrades.

Goals: Optimize utility operations to improve efficiency and reduce costs. Maintain and modernize infrastructure to ensure reliable and high-quality service delivery. Ensure the financial sustainability of the utility enterprise fund. Secure necessary funding for capital projects and long-term utility planning. Optimize the use of resources, including staff, equipment, and materials. Develop a skilled and motivated workforce to meet the challenges of the future. Enhance customer satisfaction and address citizen concerns effectively.

Objectives:

- Upgrading and installing new utility infrastructure
- Develop and implement a utility master plan
- Reduce the overall infrastructure costs to the community by exploring grants, and collaborative partnerships with other agencies and utilizing alternative infrastructure approaches
- Attract and retain qualified professionals in the utility sector
- Provide training and development opportunities for employees to enhance their skills and knowledge
- Utilize Geographic Information Systems (GIS) mapping to track infrastructure and plan for future needs



Jason Dumas, Director of Technologies

Accomplishments: We have created internal and external-facing GIS (Geographical Information Systems) portals that combine maps, datasets, and analytics into one accessible platform. These platforms provide centralized data access, location intelligence, and insights to assist in strategic decision-making. We have updated the SCADA (Supervisory Controls and Data Acquisition) systems at our water plant with current hardware and software. We are currently undertaking a comprehensive modernization of our SCADA (Supervisory Control and Data Acquisition) systems across our water and wastewater treatment facilities. This initiative involves the deployment of advanced hardware and software to enhance operational performance and reliability. Additionally, we have implemented a centralized historian system for all facilities to improve data analysis, enabling more effective identification of trends, proactive problem resolution, and increased operational efficiency.

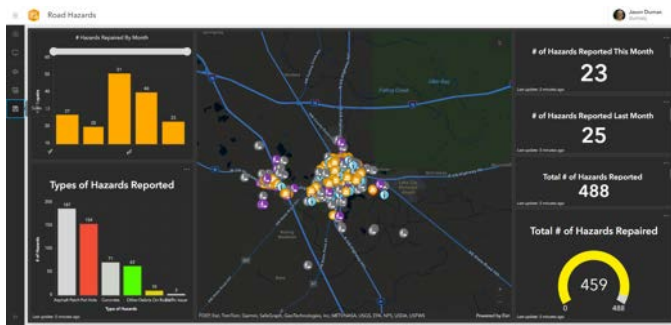
Goals: Expand the adoption of GIS across our organization and throughout the City by engaging the public, fostering greater transparency, and delivering valuable information to our community. Modernize and standardize both hardware and software systems across our plants, resulting in enhanced operational efficiency, improved safety, and system reliability.

Objectives:

- Grow our library of StoryMaps to provide residents with clear, interactive insights into current city projects and initiatives
- Create a unified platform that fosters meaningful public engagement, enabling residents to contribute feedback, access city data, and participate in shaping their community
- Complete implementation of the Water & Sewer Utility Network to inform the public of affected addresses regarding utility line breaks
- Improve the operation of treatment plants by enhancing efficiency, safety, and decision-making through automated monitoring and control
- Automating tasks and providing data-driven insights to streamline processes and maximize efficiency

GIS & SCADA Overview:

Geographic Information Systems (GIS) is a technology that has revolutionized the way we understand and analyze our city. It provides a platform to store, manage, and analyze geospatial data to help make strategic informed decisions in a variety of fields. A few of the key benefits are improved decision-making, reduced operational costs, enhanced communication, and a better way to record geographical data.

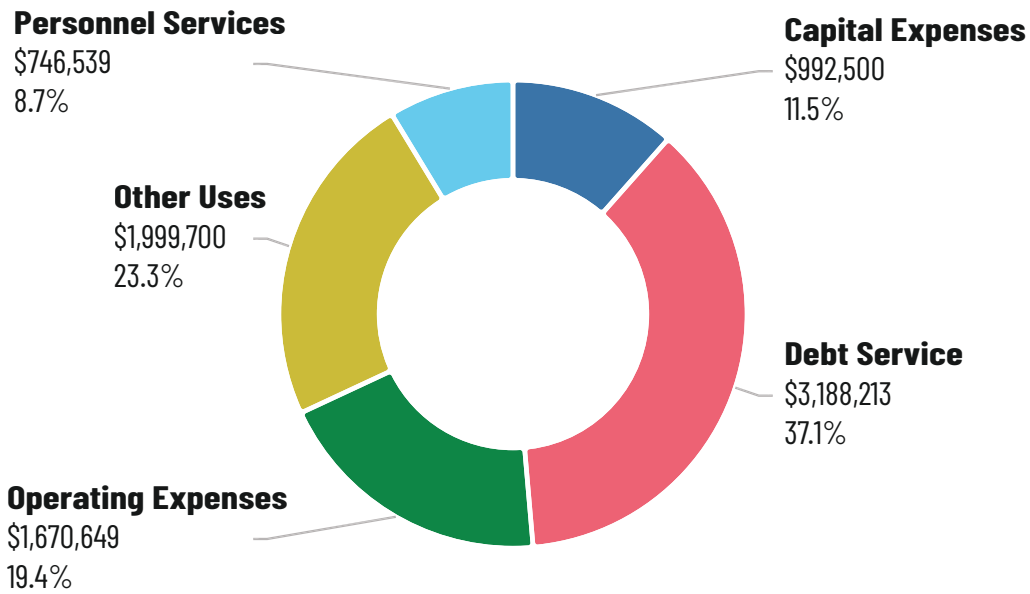


Supervisory Controls and Data Acquisition (SCADA) is a system of software and hardware elements that allow controls of industrial processes locally or at remote locations, advanced monitoring, and data collection in real time. A few of the key benefits are maintaining efficiency, processing data for smarter decisions, and communicating system issues to help mitigate downtime.



GIS and SCADA systems combined enhance the efficiency of operations, and communication, and overall expand the possibilities to create a smarter city.

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
410.70.536-010.12	Salary	428,131	498,831	70,700	16.5%
410.70.536-010.14	Overtime	1,000	1,000	0	—%
410.70.536-010.21	FICA	32,810	38,302	5,492	16.7%
410.70.536-010.22	Retirement Contributions	83,083	94,502	11,419	13.7%
410.70.536-010.23	Life, Health & Disability	76,282	108,608	32,326	42.4%
410.70.536-010.24	Workers Compensation	7,000	5,296	(1,704)	(24.3)%
Personnel Services Total		628,306	746,539	118,233	18.8%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
410.70.536-030.31	Professional Services	360,000	360,000	0	—%
410.70.536-030.32	Accounting & Auditing	29,230	32,750	3,520	12.0%
410.70.536-030.34	Contractual Services	41,089	80,989	39,900	97.1%
410.70.536-030.40	Travel	21,500	29,250	7,750	36.0%
410.70.536-030.41	Communication Services	106,610	126,310	19,700	18.5%
410.70.536-030.42	Postage	250	250	0	—%
410.70.536-030.43	Utility Services	17,660	20,641	2,981	16.9%
410.70.536-030.44	Rental & Leases	29,200	7,500	(21,700)	(74.3)%
410.70.536-030.45	Insurance	420,111	529,139	109,028	26.0%
410.70.536-030.46	Repair & Maintenance	23,920	37,720	13,800	57.7%
410.70.536-030.47	Printing & Binding	700	700	0	—%
410.70.536-030.49	Other Current Charges	354,400	362,800	8,400	2.4%
410.70.536-030.51	Office Supplies	5,000	5,000	0	—%
410.70.536-030.52	Operating Supplies	38,600	48,100	9,500	24.6%
410.70.536-030.54	Books, Subscription & Membership	1,800	1,800	0	—%
410.70.536-030.55	Training	31,500	27,700	(3,800)	(12.1)%
Operating Expenses Total		1,481,570	1,670,649	189,079	12.8%
Capital Expenses					
410.70.536-060.61	Land	2,500	2,500	0	—%
410.70.536-060.62	Building	0	29,000	29,000	100.0%
410.70.536-060.63	Infrastructure	789,672	800,000	10,328	1.3%
410.70.536-060.64	Machinery & Equipment	13,000	161,000	148,000	1,138.5%
Capital Expenses Total		805,172	992,500	187,328	23.3%
Debt Service					
410.70.536-070.71	Principal	2,711,871	2,755,972	44,101	1.6%
410.70.536-070.72	Interest	476,910	432,241	(44,669)	(9.4)%
Debt Service Total		3,188,781	3,188,213	(568)	(0.0)%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Other Uses					
410.70.536-090.91.01	Intragovernmental Transfers	667,000	0	(667,000)	(100.0)%
410.70.536-090.99.01	Other Uses	142,700	142,700	0	—%
410.70.536-090.99.02	Other Uses	200,000	877,000	677,000	338.5%
410.70.536-090.99.05	Other Uses	980,000	980,000	0	—%
Other Uses Total		1,989,700	1,999,700	10,000	0.5%
Total		8,093,529	8,597,601	504,072	6.2%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
410.70.536-030.31	Engineering/Surveyor Services		360,000
Operating Expense Professional Services Total			360,000
Operating Expense Accounting & Auditing			
410.70.536-030.32	Auditor Fees		32,750
Operating Expense Accounting & Auditing Total			32,750
Operating Expense Contractual Services			
410.70.536-030.34	New World Software Maintenance		80,989
Operating Expense Contractual Services Total			80,989
Operating Expense Travel			
410.70.536-030.40	Annual Classes - CEU's		1,000
410.70.536-030.40	Esri Conference		7,000
410.70.536-030.40	Hurricane Conference		750
410.70.536-030.40	Misc. Classes		2,000
410.70.536-030.40	SCADA Conference		8,000
410.70.536-030.40	Sensus Conference		4,000
410.70.536-030.40	Training Conference		4,000
410.70.536-030.40	Tyler Connect		2,500
Operating Expense Travel Total			29,250
Operating Expense Communication Services			
410.70.536-030.41	AT&T Mobility - MiFi		6,500
410.70.536-030.41	AT&T Pro Cabs		23,050
410.70.536-030.41	Comcast		2,310
410.70.536-030.41	Comcast Business		81,500
410.70.536-030.41	Dept of Management Services		10,850
410.70.536-030.41	Verizon Cell Phones		4,200
410.70.536-030.41	Verizon Ipad Service		3,500
410.70.536-030.41	Verizon MiFi		3,500
Operating Expense Communication Services Total			135,410
Operating Expense Postage			
410.70.536-030.42	Postage		250
Operating Expense Postage Total			250

Expenditure Detail

			FY 2026
Operating Expense Utility Services			
410.70.536-030.43	Clay Electric		10,000
410.70.536-030.43	FPL		400
410.70.536-030.43	FPL Customer Service		13,000
410.70.536-030.43	Water Sewer Customer Service		3,900
410.70.536-030.43	Water Sewer Utility		10,241
		Operating Expense Utility Services Total	37,541
Operating Expense Rental & Leases			
410.70.536-030.44	Enterprise Lease Vehicle # 126		3,300
410.70.536-030.44	Konica Copier Rental		1,700
410.70.536-030.44	Specialized Equipment		2,500
		Operating Expense Rental & Leases Total	7,500
Operating Expense Insurance			
410.70.536-030.45	FMIT		529,139
		Operating Expense Insurance Total	529,139
Operating Expense Repair & Maintenance			
410.70.536-030.46	Annual Generator Load Test		2,500
410.70.536-030.46	Building Repairs & Maintenance		20,000
410.70.536-030.46	HVAC Maintenance		1,800
410.70.536-030.46	Maintenance for Plotters		500
410.70.536-030.46	Pest Control		420
410.70.536-030.46	Security Camera Repairs		2,500
410.70.536-030.46	Survey/GIS Equipment		3,000
410.70.536-030.46	Truck and Equipment		7,000
		Operating Expense Repair & Maintenance Total	37,720
Operating Expense Printing & Binding			
410.70.536-030.47	Business Cards		200
410.70.536-030.47	Printing and Binding		500
		Operating Expense Printing & Binding Total	700

Expenditure Detail

FY 2026		
Operating Expense Other Current Charges		
410.70.536-030.49	Addressing/GIS Support - Columbia County	10,000
410.70.536-030.49	Advertising	2,000
410.70.536-030.49	Alarm Notification - Kickligher	2,000
410.70.536-030.49	ArcGIS Small Enterprise	40,000
410.70.536-030.49	BitDefender - SCADA	5,000
410.70.536-030.49	Canary Support/License (SCADA)	6,500
410.70.536-030.49	Dream Reports	16,000
410.70.536-030.49	FCC Licensing Renewals	6,000
410.70.536-030.49	GIS Support Consulting	45,000
410.70.536-030.49	Graphics Software	500
410.70.536-030.49	Ignition Support/License (SCADA)	6,000
410.70.536-030.49	Keeper Renewal	300
410.70.536-030.49	Kepware License (SCADA)	1,000
410.70.536-030.49	Lucid Renewal	200
410.70.536-030.49	M400B Warranty Refresh	3,000
410.70.536-030.49	SCADA Support/Consulting	11,000
410.70.536-030.49	Sensus AMI 5 Year Agreement	195,000
410.70.536-030.49	SmartSights (Win911 - XLReporter	3,500
410.70.536-030.49	Tech Connect Support (All Plant Sites)	6,000
410.70.536-030.49	Trimble VRSNow RTK Correction Server	3,800
Operating Expense Other Current Charges Total		362,800
Operating Expense Office Supplies		
410.70.536-030.51	Office Supplies	5,000
Operating Expense Office Supplies Total		5,000

Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
410.70.536-030.52	AED		1,500
410.70.536-030.52	Computers and Monitors		13,000
410.70.536-030.52	Fuel - Other		1,000
410.70.536-030.52	Fuel - Vehicle		20,000
410.70.536-030.52	Janitorial Supplies		1,000
410.70.536-030.52	Promotional Items - GIS Day		500
410.70.536-030.52	Safety Boots		450
410.70.536-030.52	Safety Equipment and Supplies		4,000
410.70.536-030.52	Shirts		1,000
410.70.536-030.52	Stipend-Pants		650
410.70.536-030.52	Survey and GIS Supplies		5,000
Operating Expense Operating Supplies Total			48,100
Operating Expense Books, Subscription & Membership			
410.70.536-030.54	ICMA		800
410.70.536-030.54	Training Manuals/Material		1,000
Operating Expense Books, Subscription & Membership Total			1,800
Operating Expense Training			
410.70.536-030.55	Analytics Conference		2,000
410.70.536-030.55	CEU Training		1,000
410.70.536-030.55	Esri Conference		2,500
410.70.536-030.55	GIS Training		15,000
410.70.536-030.55	Misc. Training Classes		1,000
410.70.536-030.55	SCADA Training		5,000
410.70.536-030.55	Tyler Connect		1,200
Operating Expense Training Total			27,700
Capital Outlay Land			
410.70.536-060.61	Easements		2,500
Capital Outlay Land Total			2,500
Capital Outlay Building			
410.70.536-060.62	Replacement Windows - GIS		29,000
Capital Outlay Building Total			29,000
Capital Outlay Infrastructure			
410.70.536-060.63	Water/Sewer Misc. Projects		800,000
Capital Outlay Infrastructure Total			800,000

Expenditure Detail

			FY 2026
Capital Outlay Machinery & Equipment			
410.70.536-060.64	A/C Replacement at Customer Service Building		40,000
410.70.536-060.64	Furniture		2,000
410.70.536-060.64	Generator - GIS/SCADA		62,000
410.70.536-060.64	Purchase of Vehicle #106		4,000
410.70.536-060.64	Purchase of Vehicle #127		3,000
410.70.536-060.64	Purchase of Vehicle #170		4,000
410.70.536-060.64	Safety Equipment		1,000
410.70.536-060.64	Sensus Base Station Upgrade		35,000
410.70.536-060.64	Survey/GIS Equipment		10,000
Capital Outlay Machinery & Equipment Total			161,000
Debt Service Principal			
410.70.536-070.71	2016 SRL Refunding		768,000
410.70.536-070.71	2020A Refunding		1,633,418
410.70.536-070.71	2020B Series		269,443
410.70.536-070.71	VacCon Lease		85,111
Debt Service Principal Total			2,755,972
Debt Service Interest			
410.70.536-070.72	2016 SRL Refunding		53,074
410.70.536-070.72	2020A Refunding		246,583
410.70.536-070.72	2020B Series		130,158
410.70.536-070.72	VacCon Lease		2,426
Debt Service Interest Total			432,241
Other Uses Other Uses Allocations			
Other Uses Other Uses Bad Debts			
Other Uses Other Uses Contingency			
410.70.536-090.99.05	Allocations		980,000
410.70.536-090.99.01	Bad Debt		142,700
410.70.536-090.99.02	Contingency		877,000
Other Uses Other Uses Allocations Total			980,000
Other Uses Other Uses Bad Debts Total			142,700
Other Uses Other Uses Contingency Total			877,000
Total			7,877,062

Positions

Account	Position	FY 2025	FY 2026
410.70.536	Executive Director of Utilities	1	1
	GIS Analyst	2	2
	GIS Supervisor	1	1
	SCADA Analyst	1	1
	Senior SCADA Analyst	1	1
	Total	6	6

Customer Service



Katrina Medearis, Customer Service Director

Accomplishments:

Implementing online portals and automated systems to handle billing, payments, and account inquiries, reducing reliance on phone calls and paper processes. Automating routine tasks such as billing and payment reminders to improve efficiency and reduce manual effort. Adopting technologies to create a more positive customer interaction, optimize operations, and enhance customer journeys. Implementing daily processes and reports to minimize write off balances and increase revenue. More Community Involvement: Increased community engagement by attending and supporting community events; strengthening relationships by building personal connections and making citizens feel heard and valued. Improved efficiency and streamlined operations.

Goals:

To focus on continuous improvement of employee knowledge and skills, retain experienced staff, and leverage technology to improve customer service. Implementing ongoing training programs, implementing Tyler Cashiering Software, and maintaining a positive work environment. Continue to decrease annual write off balances.

Objectives:

- Build customer relationships and improve customer experience, to increase positive feedback from the citizens of the City of Lake City
- Efficient workflows and procedures: Invest in employee training and inter-departmental collaboration to optimize resources and time
- Proactive Service: Implementing processes to get out in front of potential issues before they arise
- Foster community involvement within the department: encouraging active engagement with the community, building relationships with our customers and external organizations

Customer Service Department Overview



The Customer Service Department serves as the frontline of communication and support for the community, playing a critical role in maintaining strong relationships between the public and the city's operational departments. This department functions not only as a central hub for resolving inquiries and concerns, but also a vital collaborator in ensuring the seamless delivery of essential services.



The Customer Service team provides support for:

Water Services: Addressing water usage inquiries, billing questions, service activations/ terminations, and reporting of leaks or outages.

Gas Department: Coordinating work orders, responding to emergency calls, and ensuring public awareness of safety protocols, and seasonal usage trends.

Sanitation Services: Managing garbage cart requests, missed pickups, and account related issues to maintain timely and effective waste collection.

Water Quality: Working with the Water Treatment Department to relay and address concerns regarding water quality.



Key Partnerships and Initiatives

Distribution and Collection (D&C): Close collaboration ensures rapid communication and resolution of customer issues. A notable achievement is the Major Meter Exchange Program, which has significantly reduced the number of meters not being read electronically, from over 1,200 to fewer than 500. This effort has improved both billing accuracy and operational efficiency.

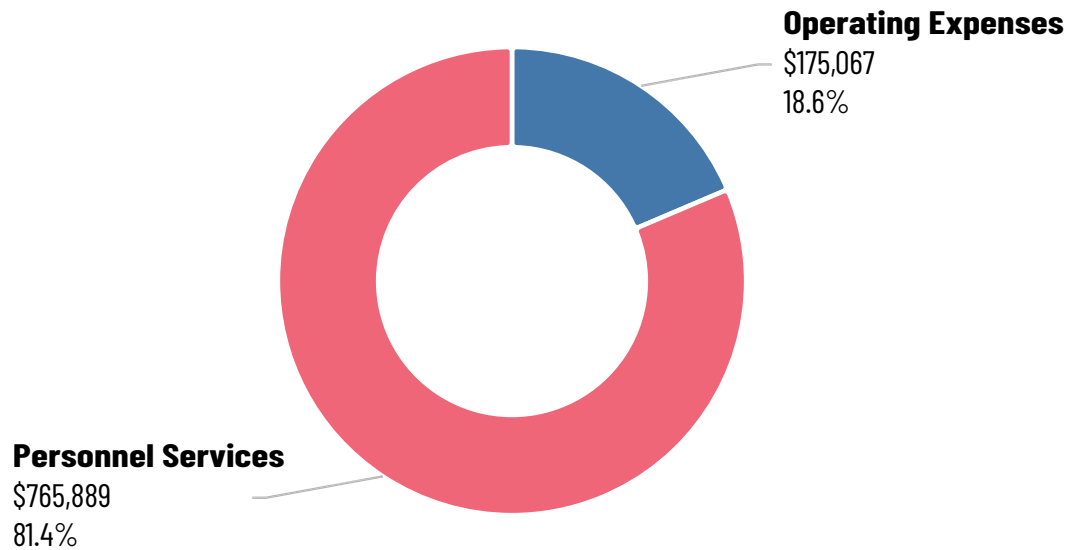
Growth Management & Development Support: Through the Tap & Impact Division, Customer Service partners with Growth Management Department and County Officials to facilitate new residential and commercial developments. This includes identifying new service areas, onboards customers, and streamlining utility related processes for developers.

Finance Department: Collaboration ensures effective handling of billing, payment processing, and delinquency management. Customer Services also supports financial audits and internal reporting functions.

Commitment of Service

At its core, the Customer Service Department exemplifies the City's commitment to responsiveness, transparency, and collaboration. By working in tandem with multiple departments, the team ensures cohesive, high-quality service delivery across all public utilities and infrastructure systems.

Department Expenditures



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Personnel Services				
410.71.536-010.12 Salary	482,557	547,885	65,328	13.5%
410.71.536-010.21 FICA	36,916	41,913	4,997	13.5%
410.71.536-010.22 Retirement Contributions	68,772	77,517	8,745	12.7%
410.71.536-010.23 Life, Health & Disability	114,534	97,862	(16,672)	(14.6)%
410.71.536-010.24 Workers Compensation	724	712	(12)	(1.7)%
Personnel Services Total	703,503	765,889	62,386	8.9%
Operating Expenses				
410.71.536-030.34 Contractual Services	66,000	88,100	22,100	33.5%
410.71.536-030.40 Travel	2,000	2,500	500	25.0%
410.71.536-030.41 Communication Services	924	1,367	443	47.9%
410.71.536-030.42 Postage	42,200	42,200	0	—%
410.71.536-030.44 Rental & Leases	1,300	1,300	0	—%
410.71.536-030.46 Repair & Maintenance	3,300	3,900	600	18.2%
410.71.536-030.47 Printing & Binding	1,100	1,100	0	—%
410.71.536-030.48 Promotional Activities	300	1,000	700	233.3%
410.71.536-030.51 Office Supplies	5,200	5,200	0	—%
410.71.536-030.52 Operating Supplies	13,038	27,550	14,512	111.3%
410.71.536-030.55 Training	850	850	0	—%
Operating Expenses Total	136,212	175,067	38,855	28.5%
Total	839,715	940,956	101,241	12.1%

Expenditure Detail

			FY 2026
Operating Expense Contractual Services			
410.71.536-030.34	AMS Credit Card Fees		20,000
410.71.536-030.34	Enco		19,000
410.71.536-030.34	Invoice Cloud Platform		40,000
410.71.536-030.34	MCA Camera Licenses		7,100
410.71.536-030.34	Record Destruction		2,000
Operating Expense Contractual Services Total			88,100
Operating Expense Travel			
410.71.536-030.40	Sensus Conference		2,500
Operating Expense Travel Total			2,500
Operating Expense Communication Services			
410.71.536-030.41	Verizon		1,367
Operating Expense Communication Services Total			1,367
Operating Expense Postage			
410.71.536-030.42	Postage and Package		1,200
410.71.536-030.42	Statements		41,000
Operating Expense Postage Total			42,200
Operating Expense Rental & Leases			
410.71.536-030.44	Konica Copier Lease		1,300
Operating Expense Rental & Leases Total			1,300
Operating Expense Repair & Maintenance			
410.71.536-030.46	Docusign		300
410.71.536-030.46	Invoice Cloud		1,200
410.71.536-030.46	Misc. Repair Items for Customer Service Equipment		2,300
410.71.536-030.46	On-Base Scanner Hardware Maintenance		100
Operating Expense Repair & Maintenance Total			3,900
Operating Expense Printing & Binding			
410.71.536-030.47	Business Cards		200
410.71.536-030.47	CS Letterhead Envelopes		900
Operating Expense Printing & Binding Total			1,100
Operating Expense Promotional Activities			
410.71.536-030.48	Promotional		1,000
Operating Expense Promotional Activities Total			1,000
Operating Expense Office Supplies			
410.71.536-030.51	Copy Paper		1,200
410.71.536-030.51	Supplies		4,000
Operating Expense Office Supplies Total			5,200

Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
410.71.536-030.52	City of Lake City Shirts		1,400
410.71.536-030.52	Computers - Replacement		24,650
410.71.536-030.52	Operating Supplies		1,500
Operating Expense Operating Supplies Total			27,550
Operating Expense Training			
410.71.536-030.55	Sensus Registration		850
Operating Expense Training Total			850
Total			175,067

Positions

Account	Position	FY 2025	FY 2026
410.71.536	Customer Service Manager	1	1
	Customer Service Rep I/II/III	8	8
	Director of Customer Service	1	1
	Utility Service Coordinator	1	1
	Total	11	11

Water Treatment Plant



Michael Osborn, Water Treatment Plant Director

Accomplishments:

Price Creek WTP won the medium size plant of the year award for the second consecutive year. We updated the Lake City's Cross-Connection Control Program. The Water Treatment Plant has joined Water ISAC to keep us up to date with all new security and resilience measures.

Goals:

Continue to set high standards for excellence in the water treatment field.

Objectives:

- Update the EPA required Risk and Resiliency Assessment and Emergency Response Plan
- Upgrade our West Booster Pump Station PLC's and security protocols
- Upgrade our plant SCADA system for enhanced security
- Paint our Elevated Ground Storage Tank
- Work with the rest of the City Departments to make sure our Citizens receive the best services possible

Water Treatment Plant Overview:

Water treatment plays a crucial role in removing contaminants and hazardous substances, ensuring that water is clean and safe for consumption. Unfortunately, nearly 2 billion people worldwide rely on either untreated drinking water or sources that may be unsafe or contaminated. Implementing effective water treatment systems helps prevent water-related health risks, including waterborne diseases and fatalities.



The City of Lake City Public Water Treatment Division is a dedicated team of professionals committed to maintaining water quality every day of the week. Our primary mission is to produce safe and visually appealing water at a reasonable cost while managing resources responsibly. This involves continuous monitoring of plant operations, adjusting chemical treatments, conducting quality tests, and maintaining accurate records—ensuring an efficient and effective process that benefits our community.



Beyond production, maintaining equipment is a vital component of our responsibilities. This includes preventive, corrective, and predictive maintenance, as well as calibrations and equipment replacements. Our systems encompass a wide range of essential infrastructure, such as process generation systems, auxiliary generators, pumps, motors, injection systems, monitoring equipment, air systems, electrical components, and storage tanks.

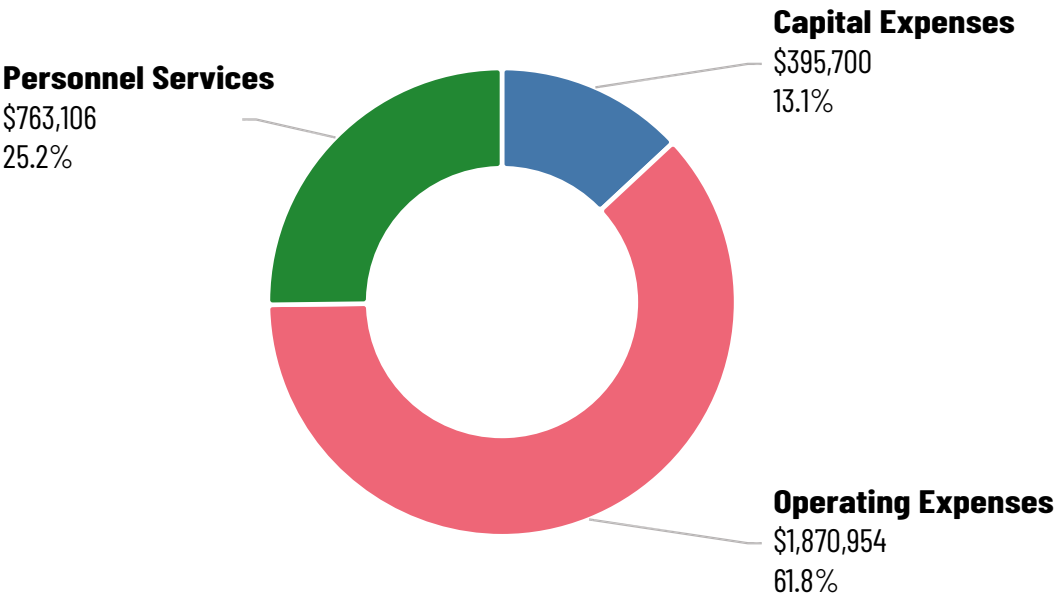


Our commitment extends beyond our facility gates. We manage auto flushers in our distribution system to ensure fresh water circulation and uphold optimal water quality. Additionally, we rigorously oversee the City's Cross-Connection Control Program, protecting the distribution system from external contaminants. The division also conducts and facilitates fire flow tests for contractors, businesses, and the fire department.

Within our facilities, we provide guided tours and engage in water conservation initiatives. Our responsibilities also include lawn and building maintenance to ensure well-kept surroundings. The facilities we manage include the Price Creek Water Treatment Plant, West Booster Pump Station, and the Elevated Tank—each integral to sustaining safe and reliable water for our community.



Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
410.72.536-010.12	Salary	450,137	489,366	39,229	8.7%
410.72.536-010.14	Overtime	10,000	10,000	0	—%
410.72.536-010.21	FICA	34,550	37,781	3,231	9.4%
410.72.536-010.22	Retirement Contributions	68,096	73,238	5,142	7.6%
410.72.536-010.23	Life, Health & Disability	132,577	143,466	10,889	8.2%
410.72.536-010.24	Workers Compensation	10,547	9,255	(1,292)	(12.2)%
Personnel Services Total		705,907	763,106	57,199	8.1%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
410.72.536-030.31	Professional Services	100,000	100,000	0	—%
410.72.536-030.34	Contractual Services	170,000	221,600	51,600	30.4%
410.72.536-030.40	Travel	2,000	3,400	1,400	70.0%
410.72.536-030.41	Communication Services	15,760	14,740	(1,020)	(6.5)%
410.72.536-030.42	Postage	1,000	1,500	500	50.0%
410.72.536-030.43	Utility Services	471,650	482,650	11,000	2.3%
410.72.536-030.44	Rental & Leases	63,454	78,079	14,625	23.0%
410.72.536-030.46	Repair & Maintenance	240,667	411,500	170,833	71.0%
410.72.536-030.47	Printing & Binding	1,800	2,700	900	50.0%
410.72.536-030.48	Promotional Activities	6,000	6,500	500	8.3%
410.72.536-030.49	Other Current Charges	4,950	4,450	(500)	(10.1)%
410.72.536-030.51	Office Supplies	2,000	2,500	500	25.0%
410.72.536-030.52	Operating Supplies	511,430	528,070	16,640	3.3%
410.72.536-030.54	Books, Subscription & Membership	1,365	1,765	400	29.3%
410.72.536-030.55	Training	11,500	11,500	0	—%
Operating Expenses Total		1,603,576	1,870,954	267,378	16.7%
Capital Expenses					
410.72.536-060.64	Machinery & Equipment	201,072	395,700	194,628	96.8%
Capital Expenses Total		201,072	395,700	194,628	96.8%
Total		2,510,555	3,029,760	519,205	20.7%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
410.72.536-030.31	Engineering for projects		100,000
Operating Expense Professional Services Total			100,000
Operating Expense Contractual Services			
410.72.536-030.34	Back Flow Testing		215,000
410.72.536-030.34	MCA Camera Licenses		6,600
Operating Expense Contractual Services Total			221,600
Operating Expense Travel			
410.72.536-030.40	Technical Training		3,400
Operating Expense Travel Total			3,400
Operating Expense Communication Services			
410.72.536-030.41	AT&T Mobility		5,600
410.72.536-030.41	Comcast		6,960
410.72.536-030.41	First Net		1,000
410.72.536-030.41	Security Monitoring		700
410.72.536-030.41	Sierra wireless		480
Operating Expense Communication Services Total			14,740
Operating Expense Postage			
410.72.536-030.42	Misc. Postage		1,500
Operating Expense Postage Total			1,500
Operating Expense Utility Services			
410.72.536-030.43	Florida Power & Light		297,650
410.72.536-030.43	Water Sewer Utility		185,000
Operating Expense Utility Services Total			482,650
Operating Expense Rental & Leases			
410.72.536-030.44	Konica Copier Lease		1,400
410.72.536-030.44	LOX Tank Rental		37,000
410.72.536-030.44	Misc. Rentals		10,000
410.72.536-030.44	Vehicle Lease		29,679
Operating Expense Rental & Leases Total			78,079

Expenditure Detail

FY 2026		
Operating Expense Repair & Maintenance		
410.72.536-030.46	Annual Instrumentation Calibration	23,000
410.72.536-030.46	Distilled Water System PM	1,500
410.72.536-030.46	Elevated Tank Painting	170,000
410.72.536-030.46	FDEP Tank Repairs	5,000
410.72.536-030.46	General Maintenance Repairs	85,000
410.72.536-030.46	General PM	50,000
410.72.536-030.46	Generator PM	17,000
410.72.536-030.46	Hach PM Service for Turbidity, DR3900, And Chlorine Meters	3,700
410.72.536-030.46	HVAC PM Service	1,300
410.72.536-030.46	New Door Handles for Plant	7,500
410.72.536-030.46	Paint for Plant Equipment and Facilities	5,000
410.72.536-030.46	Safety Light Battery Replacement	1,500
410.72.536-030.46	UPS System Servicing and PM	5,000
410.72.536-030.46	Vehicle Maintenance for City Owned Trucks	6,000
410.72.536-030.46	Vehicle Maintenance for Lease	5,000
410.72.536-030.46	Xylem Ozone System Service	25,000
Operating Expense Repair & Maintenance Total		411,500
Operating Expense Printing & Binding		
410.72.536-030.47	Announcements	2,700
Operating Expense Printing & Binding Total		2,700
Operating Expense Promotional Activities		
410.72.536-030.48	Misc. Promotion	1,500
410.72.536-030.48	Water Conservation	5,000
Operating Expense Promotional Activities Total		6,500
Operating Expense Other Current Charges		
410.72.536-030.49	Operation Licensing	200
410.72.536-030.49	Plant Permit	4,000
410.72.536-030.49	Tank Permits	250
Operating Expense Other Current Charges Total		4,450
Operating Expense Office Supplies		
410.72.536-030.51	Office Supplies for Normal Operations	2,000
410.72.536-030.51	Supplies for Additional FDEP Administrative Work	500
Operating Expense Office Supplies Total		2,500

Expenditure Detail

			FY 2026
Operating Expense Operating Supplies			
410.72.536-030.52	AED's		4,500
410.72.536-030.52	Boots for Internship Employee		90
410.72.536-030.52	Fuel - Other		25,000
410.72.536-030.52	Fuel - Vehicles		20,000
410.72.536-030.52	iPads		800
410.72.536-030.52	Lab Analysis		45,000
410.72.536-030.52	Misc. Items		15,000
410.72.536-030.52	Pest Control		250
410.72.536-030.52	PQM Monitors		11,000
410.72.536-030.52	Safety Equipment		3,500
410.72.536-030.52	Stipend - Boots		630
410.72.536-030.52	Stipend - Pants		650
410.72.536-030.52	Uniform Shirts		2,000
410.72.536-030.52	Wi-Fi Access Point		450
410.72.536-030.52	WTP Ammonia		53,200
410.72.536-030.52	WTP Chlorine		123,000
410.72.536-030.52	WTP Lox		170,000
410.72.536-030.52	WTP Poly Orthophosphate		53,000
Operating Expense Operating Supplies Total			528,070
Operating Expense Books, Subscription & Membership			
410.72.536-030.54	Florida Rural Water Assoc.		750
410.72.536-030.54	Florida Section AWWA		300
410.72.536-030.54	FWPCOA		315
410.72.536-030.54	Water ISAC		400
Operating Expense Books, Subscription & Membership Total			1,765
Operating Expense Training			
410.72.536-030.55	CEU		5,600
410.72.536-030.55	New Rules and Regulation Training		1,000
410.72.536-030.55	Safety		4,900
Operating Expense Training Total			11,500

Expenditure Detail

			FY 2026
Capital Outlay Machinery & Equipment			
410.72.536-060.64	Chemical Tank Replacements (3)		51,000
410.72.536-060.64	Davit System for Confined Space Entry		8,500
410.72.536-060.64	Purchase of Truck 92		3,200
410.72.536-060.64	R & R for Equipment		50,000
410.72.536-060.64	SCADA System Upgrade		63,000
410.72.536-060.64	Tank Mixers for WBPS		40,000
410.72.536-060.64	WBPS PLC Upgrade		180,000
Capital Outlay Machinery & Equipment Total			395,700
Total			2,266,654

Positions

Account	Position	FY 2025	FY 2026
410.72.536	Director Water Plant	1	1
	WTP Intern	1	1
	Chief Operator	1	1
	WTP Operators A/B/C/Trainee	5	5
	Total	8	8

Wastewater Treatment



Cody Pridgeon, Wastewater Treatment Plant Director

Accomplishments:

This year, we successfully completed the \$5.5 million Saint Margaret's Rehabilitation Project, marking the first major upgrade to the facility since the late 1990s. In addition, we are implementing a Supervisory Control and Data Acquisition (SCADA) system at the Saint Margarets facility. This technology will enable remote monitoring and control of the treatment process, providing early alerts to prevent non-compliance and ensuring timely corrective action. Both the Kicklighter and Saint Margarets facilities have maintained full regulatory compliance throughout the year.

Goals:

Complete the SCADA project and reduce staffing requirements at the Saint Margarets Facility from 16 hours a day to 8 hours a day.

Objectives:

- Maintain compliance with FDEP rules and regulations
- Continue necessary upgrades to both facilities
- Bring chemical usage down to a minimum
- Train operators on controlling the plant through SCADA
- Implement a more detailed preventative maintenance program for each facility

Wastewater Department Overview:



Drone Flyover
Kicklighter Wastewater Treatment Plant

Wastewater Department Overview:

The mission of the Wastewater Department is to treat and purify the city's used water before safely returning it to the environment via the sprayfield or wetlands. This dedicated team includes 10 licensed operators, 3 maintenance technicians, and 4 sprayfield technicians who work together to ensure that every drop is responsibly managed.

Treatment Process:

Wastewater generated from homes is transported through an intricate system of underground pipes and pump stations to the treatment facility. There, contaminants harmful to the environment are removed. The untreated water entering the plant is known as influent, while the cleaned, processed water leaving the facility is called effluent.

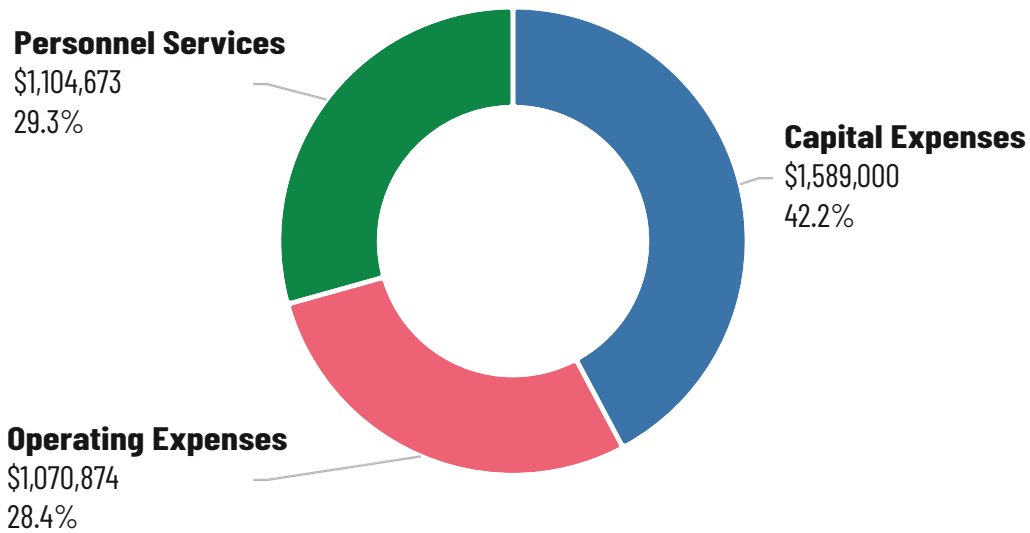
Environmental Compliance:

Lake City falls within a Basin Management Action Plan (BMAP) zone for Ichetucknee Springs, which means the Florida Department of Environmental Protection (FDEP) enforces stricter standards for effluent quality. To meet these enhanced requirements, the department utilizes treatment wetlands that remove excess nutrients from the effluent before it is recharged into the aquifer.

Commitment to Clean Water:

Every member of the wastewater and sprayfield teams is committed to producing the highest quality effluent possible, helping protect both our natural resources and community health.

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
410.74.536-010.12	Salary	732,279	743,578	11,299	1.5%
410.74.536-010.14	Overtime	20,000	20,000	0	—%
410.74.536-010.21	FICA	55,186	57,460	2,274	4.1%
410.74.536-010.22	Retirement Contributions	88,223	91,928	3,705	4.2%
410.74.536-010.23	Life, Health & Disability	208,798	178,112	(30,686)	(14.7)%
410.74.536-010.24	Workers Compensation	15,654	13,595	(2,059)	(13.2)%
Personnel Services Total		1,120,140	1,104,673	(15,467)	(1.4)%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
410.74.536-030.31	Professional Services	100,000	100,000	0	—%
410.74.536-030.34	Contractual Services	160,000	166,575	6,575	4.1%
410.74.536-030.40	Travel	3,500	3,500	0	—%
410.74.536-030.41	Communication Services	8,076	8,536	460	5.7%
410.74.536-030.42	Postage	100	100	0	—%
410.74.536-030.43	Utility Services	372,100	372,100	0	—%
410.74.536-030.44	Rental & Leases	16,300	30,300	14,000	85.9%
410.74.536-030.46	Repair & Maintenance	114,363	118,363	4,000	3.5%
410.74.536-030.47	Printing & Binding	500	500	0	—%
410.74.536-030.51	Office Supplies	3,000	3,000	0	—%
410.74.536-030.52	Operating Supplies	258,400	262,900	4,500	1.7%
410.74.536-030.53	Road Material & Supplies	15,000	0	(15,000)	(100.0)%
410.74.536-030.54	Books, Subscription & Membership	1,500	1,500	0	—%
410.74.536-030.55	Training	3,500	3,500	0	—%
Operating Expenses Total		1,056,339	1,070,874	14,535	1.4%
Capital Expenses					
410.74.536-060.62	Building	7,500	0	(7,500)	(100.0)%
410.74.536-060.63	Infrastructure	1,565,000	1,555,000	(10,000)	(0.6)%
410.74.536-060.64	Machinery & Equipment	40,000	34,000	(6,000)	(15.0)%
Capital Expenses Total		1,612,500	1,589,000	(23,500)	(1.5)%
Total		3,788,979	3,764,547	(24,432)	(0.6)%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
410.74.536-030.31	Engineering Services		100,000
Operating Expense Professional Services Total			100,000
Operating Expense Contractual Services			
410.74.536-030.34	Lab Samples		40,000
410.74.536-030.34	MCA Camera Licenses		6,575
410.74.536-030.34	Sludge Disposal		120,000
Operating Expense Contractual Services Total			166,575
Operating Expense Travel			
410.74.536-030.40	Travel for Training		3,500
Operating Expense Travel Total			3,500
Operating Expense Communication Services			
410.74.536-030.41	Arrow Link for Kicklighter Alarms		600
410.74.536-030.41	AT&T Mobility		3,680
410.74.536-030.41	Comcast		3,380
410.74.536-030.41	Verizon		876
Operating Expense Communication Services Total			8,536
Operating Expense Postage			
410.74.536-030.42	Postage		100
Operating Expense Postage Total			100
Operating Expense Utility Services			
410.74.536-030.43	Clay Electric		92,000
410.74.536-030.43	Florida Power & Light		198,500
410.74.536-030.43	Water Sewer Utility		81,600
Operating Expense Utility Services Total			372,100
Operating Expense Rental & Leases			
410.74.536-030.44	Konica - Saint Margarets Copier		1,300
410.74.536-030.44	Truck Lease		26,000
410.74.536-030.44	Uniform Rental		3,000
Operating Expense Rental & Leases Total			30,300

Expenditure Detail

FY 2026		
Operating Expense Repair & Maintenance		
410.74.536-030.46	Electrical Repairs	12,000
410.74.536-030.46	Equipment Repairs	50,000
410.74.536-030.46	Generator Maintenance Agreement	17,835
410.74.536-030.46	HACH Service Agreement for Analyzers	15,000
410.74.536-030.46	HVAC Service Agreement	5,000
410.74.536-030.46	Miscellaneous Maintenance	5,000
410.74.536-030.46	Pest Control	720
410.74.536-030.46	Security Safe Monitoring	1,408
410.74.536-030.46	Service Agreement for Centrifuges	10,000
410.74.536-030.46	Truck Maintenance	1,400
Operating Expense Repair & Maintenance Total		118,363
Operating Expense Printing & Binding		
410.74.536-030.47	Business Cards	500
Operating Expense Printing & Binding Total		500
Operating Expense Office Supplies		
410.74.536-030.51	Office Supplies	3,000
Operating Expense Office Supplies Total		3,000
Operating Expense Operating Supplies		
410.74.536-030.52	AED's for St. Margarets & Kicklighter	2,400
410.74.536-030.52	Computers	4,000
410.74.536-030.52	Fuel	15,000
410.74.536-030.52	Lab Supplies	8,000
410.74.536-030.52	New Laptop	2,500
410.74.536-030.52	Oil and Grease	2,000
410.74.536-030.52	Operating Supplies	15,000
410.74.536-030.52	Polymer for Centrifuges	46,000
410.74.536-030.52	Safety and PPE	2,500
410.74.536-030.52	Sodium Hypo	165,000
410.74.536-030.52	Wifi Access Point	500
Operating Expense Operating Supplies Total		262,900
Operating Expense Books, Subscription & Membership		
410.74.536-030.54	License Renewal and Memberships	1,500
Operating Expense Books, Subscription & Membership Total		1,500
Operating Expense Training		
410.74.536-030.55	Training and CEUs	3,500
Operating Expense Training Total		3,500

Expenditure Detail

			FY 2026
Capital Outlay Infrastructure			
410.74.536-060.63	Kicklighter Grit System Grating		10,000
410.74.536-060.63	Saint Margarets SCADA		1,500,000
410.74.536-060.63	Saint Margarets Valve Replacement		45,000
Capital Outlay Infrastructure Total			1,555,000
Capital Outlay Machinery & Equipment			
410.74.536-060.64	Kicklighter Control Panel Relocation		25,000
410.74.536-060.64	Purchase Truck # 173 and 175		9,000
Capital Outlay Machinery & Equipment Total			34,000
Total			2,659,874

Positions

Account	Position	FY 2025	FY 2026
410.74.536	Director of WWTP	1	1
	WWTP Chief Operator	1	1
	WWTP Intern	1	1
	WWTP Lead Operator	1	1
	WWTP Operators A/B/C/Trainee	6	6
	WWTP Maintenance Supervisor	1	1
	WWTP Maintenance Tech I/III	2	2
	Total	13	13

NFMIP Wastewater Treatment Plant



Cody Pridgeon, Wastewater Treatment Plant Director

Accomplishments:

Partnering with the County for the operation of the NFMIP Wastewater Facility was a major accomplishment. The City wastewater department took on the operation of a 3rd facility without any additional staff.

Goals:

Collaborate with Columbia County to secure the development of an injection well, which will allow for the decommissioning of the temporary sprayfield.

Objectives:

- Maintain compliance with FDEP rules and regulations
- Create additional revenue stream through treating landfill leachate
- Bring chemical usage down to a minimum
- Train Kicklighter and Saint Margarets operators on operating the more advanced NFMIP Treatment Facility
- Implement a more detailed preventative maintenance program for each facility

The North Florida Mega Industrial Park (NFMIP) Wastewater Treatment Plant is a critical infrastructure investment jointly supported by the City of Lake City and Columbia County to foster regional economic development and accommodate future industrial growth. This facility is designed to provide advanced wastewater treatment services to current and future tenants within the NFMIP, positioning the area as a competitive location for large-scale manufacturing, logistics, and industrial operations.

This budget reflects the City's share of operational and capital expenditures for the operation of the wastewater treatment plant. The budget will also support staffing, routine maintenance, testing, regulatory compliance, and system upgrades as needed.

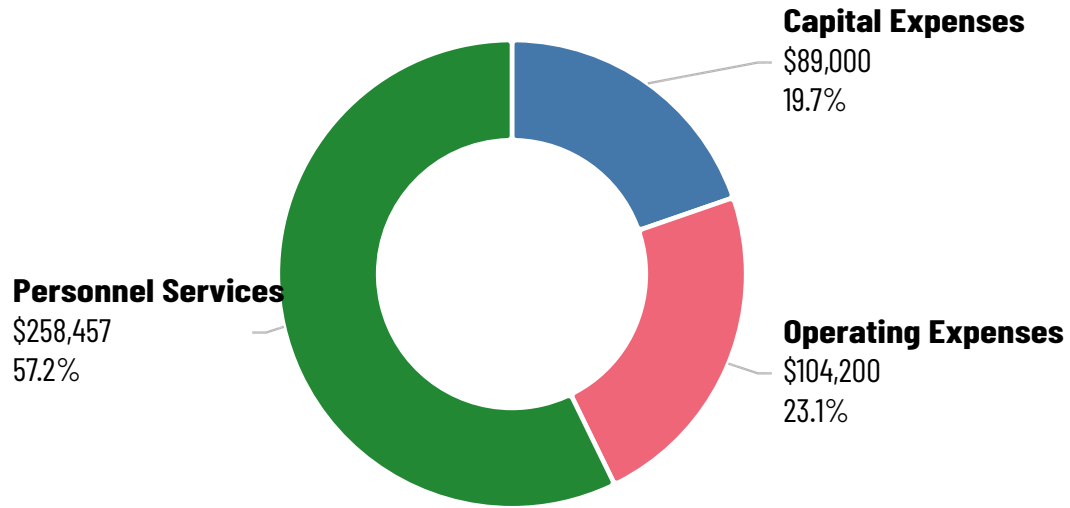
The project is a result of a strategic partnership between the City of Lake City and Columbia County, both of which are committed to investing in shared infrastructure to drive economic development. This intergovernmental collaboration ensures efficient resource allocation and cost-sharing while reinforcing a unified vision for long-term regional growth.

The development of the NFMIP Wastewater Treatment Plant is not only essential for meeting environmental standards and servicing industrial clients, but also represents a forward-looking commitment to sustainable infrastructure that supports job creation and expanded tax base for the community.

The City remains committed to working closely with Columbia County throughout each phase of the project to ensure timely progress, compliance with regulatory requirements, and prudent fiscal oversight.



Department Expenditures



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Personnel Services				
410.75.536-010.12 Salary	0	151,713	151,713	100.0%
410.75.536-010.14 Overtime	0	7,500	7,500	100.0%
410.75.536-010.21 FICA	0	11,635	11,635	100.0%
410.75.536-010.22 Retirement Contributions	0	20,370	20,370	100.0%
410.75.536-010.23 Life, Health & Disability	0	64,486	64,486	100.0%
410.75.536-010.24 Workers Compensation	0	2,753	2,753	100.0%
Personnel Services Total	0	258,457	258,457	100.0%
Operating Expenses				
410.75.536-030.31 Professional Services	0	9,000	9,000	100.0%
410.75.536-030.41 Communication Services	0	3,004	3,004	100.0%
410.75.536-030.44 Rental & Leases	0	9,480	9,480	100.0%
410.75.536-030.46 Repair & Maintenance	0	14,000	14,000	100.0%
410.75.536-030.51 Office Supplies	0	1,200	1,200	100.0%
410.75.536-030.52 Operating Supplies	0	66,016	66,016	100.0%
410.75.536-030.55 Training	0	1,500	1,500	100.0%
Operating Expenses Total	0	104,200	104,200	100.0%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Capital Expenses					
410.75.536-060.63	Infrastructure	0	75,000	75,000	100.0%
410.75.536-060.64	Machinery & Equipment	0	14,000	14,000	100.0%
Capital Expenses Total		0	89,000	89,000	100.0%
Total		0	451,657	451,657	100.0%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
410.75.536-030.31	Lab Tests		9,000
Operating Expense Professional Services Total			9,000
Operating Expense Communication Services			
410.75.536-030.41	Phone Bill		504
410.75.536-030.41	Software Renewals		2,500
Operating Expense Communication Services Total			3,004
Operating Expense Rental & Leases			
410.75.536-030.44	Truck Lease		9,480
Operating Expense Rental & Leases Total			9,480
Operating Expense Repair & Maintenance			
410.75.536-030.46	Generator Maintenance		4,000
410.75.536-030.46	Miscellaneous Repairs		10,000
Operating Expense Repair & Maintenance Total			14,000
Operating Expense Office Supplies			
410.75.536-030.51	Office Supplies		1,200
Operating Expense Office Supplies Total			1,200
Operating Expense Operating Supplies			
410.75.536-030.52	Fuel		5,000
410.75.536-030.52	Lab Supplies		4,000
410.75.536-030.52	Lap Top		2,500
410.75.536-030.52	Micro - C		21,216
410.75.536-030.52	Oil and Grease		800
410.75.536-030.52	Operating Supply		2,500
410.75.536-030.52	Sodium Hypo		30,000
Operating Expense Operating Supplies Total			66,016
Operating Expense Training			
410.75.536-030.55	Training		1,500
Operating Expense Training Total			1,500
Capital Outlay Infrastructure			
410.75.536-060.63	Internet Fiber Line Extension		75,000
Capital Outlay Infrastructure Total			75,000
Capital Outlay Machinery & Equipment			
410.75.536-060.64	Cameras		14,000
Capital Outlay Machinery & Equipment Total			14,000
Total			193,200

Positions

Account	Position	FY 2025	FY 2026
410.75.536	WWTP Lead Operator	1	1
	WWTP Operator A/B/C/Trainee	0	1
	Total	1	2

Sprayfield



Cody Pridgeon, Wastewater Treatment Plant Director

Accomplishments:

We have secured \$11.7 million worth of grants for the Steedley Sprayfield to Wetlands Conversion and upgrades to the existing wetlands. The wetlands will help us meet the BMAP requirements for nutrient removal and potentially allow for an increase in permitted disposal capacity.

Goals:

Complete the Steedley conversion and upgrades to the existing wetlands.

Objectives:

- Maintain compliance with FDEP rules and regulations
- Insure the wastewater is as clean as possible before being introduced back into the environment
- Continue to maintain the sites so they are pleasing to the eye
- Protect the downstream users from any potential contamination
- Minimize energy consumption through the use of the gravity feed system

The Sprayfield supports the operation and maintenance of the City of Lake City's effluent disposal sprayfield system, a critical component of the City's wastewater treatment process. The sprayfield serves as the final step in the advanced treatment of reclaimed water, allowing treated effluent to be safely dispersed over a designated land application area in accordance with environmental regulations.

Budgeted expenditures within this fund include costs related to equipment maintenance, pump operations, irrigation systems, land management, utilities, and regulatory compliance. The budget also supports personnel expenses, testing and monitoring services, and any capital improvements necessary to ensure the sprayfield remains efficient and compliant with Florida Department of Environmental Protection (FDEP) standards.

The continued operation of the sprayfield is vital to protecting the local environment and supporting the City's overall wastewater infrastructure. The City of Lake City is committed to maintaining this system in a responsible and sustainable manner, ensuring long-term operational effectiveness and environmental stewardship.



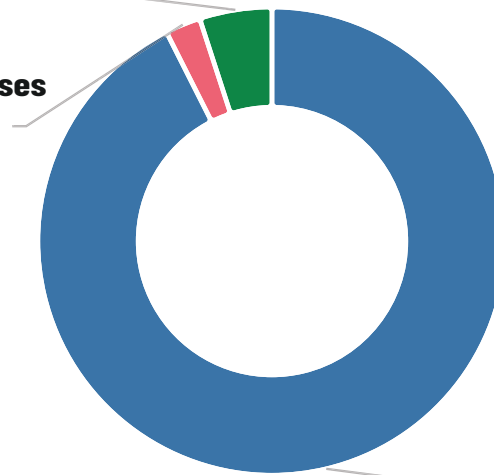
Department Expenditures

Personnel Services

\$402,040
5.0%

Operating Expenses

\$196,195
2.4%



Capital Expenses

\$7,436,319
92.6%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
410.76.536-010.12	Salary	251,943	268,775	16,832	6.7%
410.76.536-010.21	FICA	19,358	20,645	1,287	6.6%
410.76.536-010.22	Retirement Contributions	29,621	31,447	1,826	6.2%
410.76.536-010.23	Life, Health & Disability	64,509	76,288	11,779	18.3%
410.76.536-010.24	Workers Compensation	5,491	4,885	(606)	(11.0)%
Personnel Services Total		370,922	402,040	31,118	8.4%
Operating Expenses					
410.76.536-030.31	Professional Services	56,500	56,500	0	—%
410.76.536-030.34	Contractual Services	0	2,000	2,000	100.0%
410.76.536-030.41	Communication Services	1,978	1,978	0	—%
410.76.536-030.42	Postage	500	500	0	—%
410.76.536-030.43	Utility Services	6,500	6,500	0	—%
410.76.536-030.44	Rental & Leases	31,900	31,900	0	—%
410.76.536-030.46	Repair & Maintenance	58,685	62,332	3,647	6.2%
410.76.536-030.52	Operating Supplies	31,575	31,785	210	0.7%
410.76.536-030.54	Books, Subscription & Membership	500	500	0	—%
410.76.536-030.55	Training	2,200	2,200	0	—%
Operating Expenses Total		190,338	196,195	5,857	3.1%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Capital Expenses					
410.76.536-060.62	Building	31,600	5,500	(26,100)	(82.6)%
410.76.536-060.63	Infrastructure	2,491,958	7,413,569	4,921,611	197.5%
410.76.536-060.64	Machinery & Equipment	69,110	17,250	(51,860)	(75.0)%
Capital Expenses Total		2,592,668	7,436,319	4,843,651	186.8%
Total		3,153,928	8,034,554	4,880,626	154.7%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
410.76.536-030.31	Engineering		10,000
410.76.536-030.31	Wetland Solutions Monitoring and Tech Support		46,500
Operating Expense Professional Services Total			56,500
Operating Expense Contractual Services			
410.76.536-030.34	MCA Camera Licenses		2,000
Operating Expense Contractual Services Total			2,000
Operating Expense Communication Services			
410.76.536-030.41	AT&T Mobility		528
410.76.536-030.41	Comcast		1,450
Operating Expense Communication Services Total			1,978
Operating Expense Postage			
410.76.536-030.42	Freight		500
Operating Expense Postage Total			500
Operating Expense Utility Services			
410.76.536-030.43	Clay Electric		6,500
Operating Expense Utility Services Total			6,500
Operating Expense Rental & Leases			
410.76.536-030.44	Employee Uniform Shirts		900
410.76.536-030.44	Enterprise Trucks		26,000
410.76.536-030.44	Equipment Rental		5,000
Operating Expense Rental & Leases Total			31,900

Expenditure Detail

FY 2026		
Operating Expense Repair & Maintenance		
410.76.536-030.46	Annual Generator Maintenance	3,500
410.76.536-030.46	Bucket Truck Yearly Inspection	2,500
410.76.536-030.46	Building Maintenance	3,000
410.76.536-030.46	Electrical Repair Sprayfield	10,000
410.76.536-030.46	Fire Extinguisher inspection and Maintenance	1,000
410.76.536-030.46	Generator Annual Load test	2,312
410.76.536-030.46	Heavy Equipment Maintenance	5,500
410.76.536-030.46	Maintenance on Equipment Sprayfield	15,000
410.76.536-030.46	Maintenance Fee of Vehicle 178 & new	1,800
410.76.536-030.46	Pest Control	500
410.76.536-030.46	Pressure wash PAR Tank	3,600
410.76.536-030.46	Quarterly HVAC	420
410.76.536-030.46	Road Repair	3,000
410.76.536-030.46	Security Monitoring	600
410.76.536-030.46	Supplies to Repair Perimeter Fence Lines	4,600
410.76.536-030.46	Tractor Repairs	5,000
Operating Expense Repair & Maintenance Total		62,332
Operating Expense Operating Supplies		
410.76.536-030.52	AED	1,410
410.76.536-030.52	Employee Boots Allowance	450
410.76.536-030.52	Employee Pants Allowance	625
410.76.536-030.52	Equipment Oil/ coolants	2,500
410.76.536-030.52	Off- Road - Fuel	6,500
410.76.536-030.52	Oil HYD Fluid Grease For Equipment	2,800
410.76.536-030.52	Operating Supplies	5,000
410.76.536-030.52	Safety / Personal Protective Equipment	3,500
410.76.536-030.52	Tools for Shop	1,500
410.76.536-030.52	Vehicle- Fuel	7,500
Operating Expense Operating Supplies Total		31,785
Operating Expense Books, Subscription & Membership		
410.76.536-030.54	Memberships	500
Operating Expense Books, Subscription & Membership Total		500
Operating Expense Training		
410.76.536-030.55	For Training and Education	2,200
Operating Expense Training Total		2,200

Expenditure Detail

			FY 2026
Capital Outlay Building			
410.76.536-060.62	Building Maintenance		5,500
Capital Outlay Building Total			5,500
Capital Outlay Infrastructure			
410.76.536-060.63	Ichetucknee Springs Quality & Quantity - DEP 100%		1,552,044
410.76.536-060.63	Steadly Wetland Recharge - DEP 100%		5,861,525
Capital Outlay Infrastructure Total			7,413,569
Capital Outlay Machinery & Equipment			
410.76.536-060.64	5' Sickle Bar Mower for Raptor Attachment		5,700
410.76.536-060.64	Purchase Truck # 177		5,000
410.76.536-060.64	Replace Mower Complete Deck on Grasshopper Mower		6,550
Capital Outlay Machinery & Equipment Total			17,250
Total			7,632,514

Positions

Account	Position	FY 2025	FY 2026
410.76.536	Sprayfield Superintendent	1	1
	Sprayfield Technician I/II	4	4
	Total	5	5

Distribution and Collections



Brian Scott, Distribution and Collections Director

Accomplishments:

We currently provide utility services to over 10,000 business and residential accounts, with our customer base continuing to grow daily. Several infrastructure expansion projects are underway, including sewer line expansion on State Road 47, water and sewer line installation in Crosswinds Subdivision and water line extension to Leisure Lane. Additionally, we have successfully extended water and sewer services to Bell Road as part of the Bell Road Improvement Project. We currently have 71 Lift Stations with another 7 projected to come online in the near future.

Goals:

To continue expanding our infrastructure to meet the needs of a growing population and to support future development.

Objectives:

- Implement our 5-year Master Plan, focusing on upgrading and modernizing existing utility infrastructure throughout the city and county
- Deploying our pressure profile system to proactively identify potential line breaks and improve system reliability

Distribution and Collections Overview:

The Distributions & Collections Department is responsible for the installation, maintenance, and repair of the City of Lake City's water and sewer infrastructure. With a dedicated team of 35 employees, we are committed to delivering safe, reliable water and sewer services to residents, businesses, and institutions across the city.



Meter Maintenance Crew

Our Meter Maintenance Crew installs new water lines, handles line extensions, and manages water taps for new customers. They maintain the city's water infrastructure and oversee the upkeep of 1,470 fire hydrants—an essential part of our emergency preparedness efforts. Technicians support over 10,000 active water accounts, performing meter troubleshooting and installing new meters, meter boxes, and MXUs (Meter Transmitting Units).

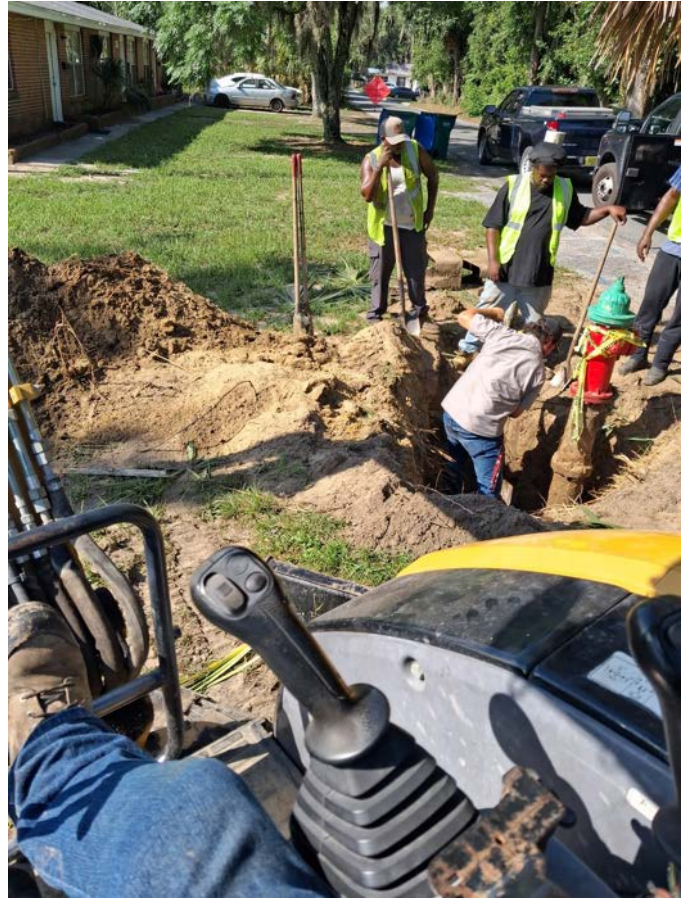


Collections Crew

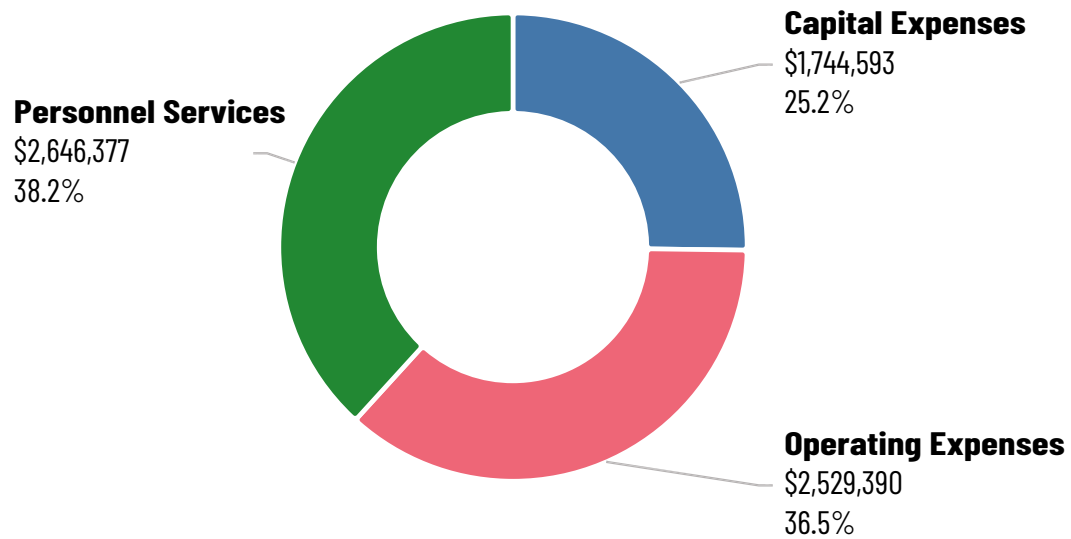
The Collections Crew ensures the smooth operation of the city's sewer system by installing and maintaining sewer lines. They perform monthly line treatments to disinfect and prevent grease buildup. Using advanced camera inspection equipment, they proactively identify and address issues within both sewer and stormwater lines.

Lift Station Crew

This team maintains 71 lift stations across Lake City. Their responsibilities include pump maintenance, equipment installations, and small-scale rehabilitation projects. In addition to technical upkeep, they ensure each lift station remains accessible and presentable through regular mowing and grounds maintenance. Location TechnicianThe Location Technician plays a crucial role in supporting maintenance and expansion by accurately locating and marking all underground water and sewer lines. This work ensures safe and efficient repairs, construction, and future planning.



Department Expenditures



Expenditure Summary

	FY 2025	FY 2026	Difference	% Change
Personnel Services				
410.78.536-010.12 Salary	1,741,950	1,675,444	(66,506)	(3.8)%
410.78.536-010.14 Overtime	90,000	90,000	0	—%
410.78.536-010.21 FICA	133,882	135,619	1,737	1.3%
410.78.536-010.22 Retirement Contributions	215,950	214,601	(1,349)	(0.6)%
410.78.536-010.23 Life, Health & Disability	459,231	498,884	39,653	8.6%
410.78.536-010.24 Workers Compensation	38,739	31,829	(6,910)	(17.8)%
Personnel Services Total	2,679,752	2,646,377	(33,375)	(1.2)%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
410.78.536-030.31	Professional Services	25,000	25,000	0	—%
410.78.536-030.34	Contractual Services	11,708	16,108	4,400	37.6%
410.78.536-030.40	Travel	5,500	5,500	0	—%
410.78.536-030.41	Communication Services	30,660	32,960	2,300	7.5%
410.78.536-030.42	Postage	10,000	10,000	0	—%
410.78.536-030.43	Utility Services	184,700	184,700	0	—%
410.78.536-030.44	Rental & Leases	180,145	224,500	44,355	24.6%
410.78.536-030.46	Repair & Maintenance	541,651	524,102	(17,549)	(3.2)%
410.78.536-030.47	Printing & Binding	1,000	1,000	0	—%
410.78.536-030.49	Other Current Charges	8,200	8,200	0	—%
410.78.536-030.51	Office Supplies	3,000	3,000	0	—%
410.78.536-030.52	Operating Supplies	1,598,654	1,323,820	(274,834)	(17.2)%
410.78.536-030.53	Road Material & Supplies	135,000	135,000	0	—%
410.78.536-030.54	Books, Subscription & Membership	3,500	3,500	0	—%
410.78.536-030.55	Training	32,000	32,000	0	—%
Operating Expenses Total		2,770,718	2,529,390	(241,328)	(8.7)%
Capital Expenses					
410.78.536-060.63	Infrastructure	750,000	1,120,000	370,000	49.3%
410.78.536-060.64	Machinery & Equipment	1,061,321	624,593	(436,728)	(41.1)%
Capital Expenses Total		1,811,321	1,744,593	(66,728)	(3.7)%
Total		7,261,791	6,920,360	(341,431)	(4.7)%

Expenditure Detail

FY 2026		
Operating Expense Professional Services		
410.78.536-030.31	Engineering for Projects	25,000
Operating Expense Professional Services Total		25,000
Operating Expense Contractual Services		
410.78.536-030.34	Backflow Certification	600
410.78.536-030.34	Boom Truck Certification	1,500
410.78.536-030.34	Cues Camera Truck Maintenance	3,108
410.78.536-030.34	MCA Camera Licenses	4,400
410.78.536-030.34	Norfolk Fees	6,500
Operating Expense Contractual Services Total		16,108
Operating Expense Travel		
410.78.536-030.40	Distribution/Collection	5,500
Operating Expense Travel Total		5,500
Operating Expense Communication Services		
410.78.536-030.41	AT&T Mobility	17,000
410.78.536-030.41	Comcast	3,960
410.78.536-030.41	I-Pad and Tough Book Service	6,000
410.78.536-030.41	Verizon	6,000
Operating Expense Communication Services Total		32,960
Operating Expense Postage		
410.78.536-030.42	Postage	10,000
Operating Expense Postage Total		10,000
Operating Expense Utility Services		
410.78.536-030.43	Clay Electric	72,500
410.78.536-030.43	Florida Power & Light	112,200
Operating Expense Utility Services Total		184,700
Operating Expense Rental & Leases		
410.78.536-030.44	Enterprise Lease	194,500
410.78.536-030.44	Equipment and Generator Rentals	10,000
410.78.536-030.44	Specialized Equipment	10,000
410.78.536-030.44	Uniforms and Mats	10,000
Operating Expense Rental & Leases Total		224,500

Expenditure Detail

			FY 2026
Operating Expense Repair & Maintenance			
410.78.536-030.46	Annual Generator Inspection		23,000
410.78.536-030.46	Electrical Repairs		20,000
410.78.536-030.46	HVAC Maintenance		920
410.78.536-030.46	Liftstation Repairs		60,000
410.78.536-030.46	Maintenance Fleet Vehicle		13,182
410.78.536-030.46	Quarterly Generator Maintenance		22,000
410.78.536-030.46	SCADA Repairs		25,000
410.78.536-030.46	TCU Repairs		10,000
410.78.536-030.46	Vehicle and Equipment Repairs		350,000
Operating Expense Repair & Maintenance Total			524,102
Operating Expense Printing & Binding			
410.78.536-030.47	Door Hangers		1,000
Operating Expense Printing & Binding Total			1,000
Operating Expense Other Current Charges			
410.78.536-030.49	Retirement Bonuses		8,200
Operating Expense Other Current Charges Total			8,200
Operating Expense Office Supplies			
410.78.536-030.51	Copy Paper		1,000
410.78.536-030.51	Office Supplies		2,000
Operating Expense Office Supplies Total			3,000

Expenditure Detail

FY 2026		
Operating Expense Operating Supplies		
410.78.536-030.52	AEDs	2,820
410.78.536-030.52	Ally meters	50,000
410.78.536-030.52	Building Supplies	4,000
410.78.536-030.52	Computer Replacements	13,900
410.78.536-030.52	Computers - Replacement	13,900
410.78.536-030.52	Fire Hydrant Program	4,000
410.78.536-030.52	FTU Service DATA Flow	4,600
410.78.536-030.52	Meter Boxes	75,000
410.78.536-030.52	Meters	250,000
410.78.536-030.52	MXU for Meters	250,000
410.78.536-030.52	New Fire Hydrants	20,000
410.78.536-030.52	New I-Pads	2,600
410.78.536-030.52	Offroad Fuel	25,000
410.78.536-030.52	Personal Protection Equipment	2,500
410.78.536-030.52	Sewer Pipe and Fittings	200,000
410.78.536-030.52	Shop Supplies	15,000
410.78.536-030.52	Small Generator Crew	2,000
410.78.536-030.52	Stipends Boots and Pants	7,700
410.78.536-030.52	Tools for Shop	10,000
410.78.536-030.52	Tools for Trucks	10,000
410.78.536-030.52	Vehicles Fuel	160,000
410.78.536-030.52	Water Pipe and Fittings	200,000
410.78.536-030.52	Wi-Fi Access Point	800
Operating Expense Operating Supplies Total		1,323,820
Operating Expense Road Material & Supplies		
410.78.536-030.53	Asphalt Repairs	75,000
410.78.536-030.53	Concrete Repairs	20,000
410.78.536-030.53	Limerock and Fill Dirt	40,000
Operating Expense Road Material & Supplies Total		135,000
Operating Expense Books, Subscription & Membership		
410.78.536-030.54	FWPCOA and Florida Rural	2,000
410.78.536-030.54	Training Materials	1,500
Operating Expense Books, Subscription & Membership Total		3,500

Expenditure Detail

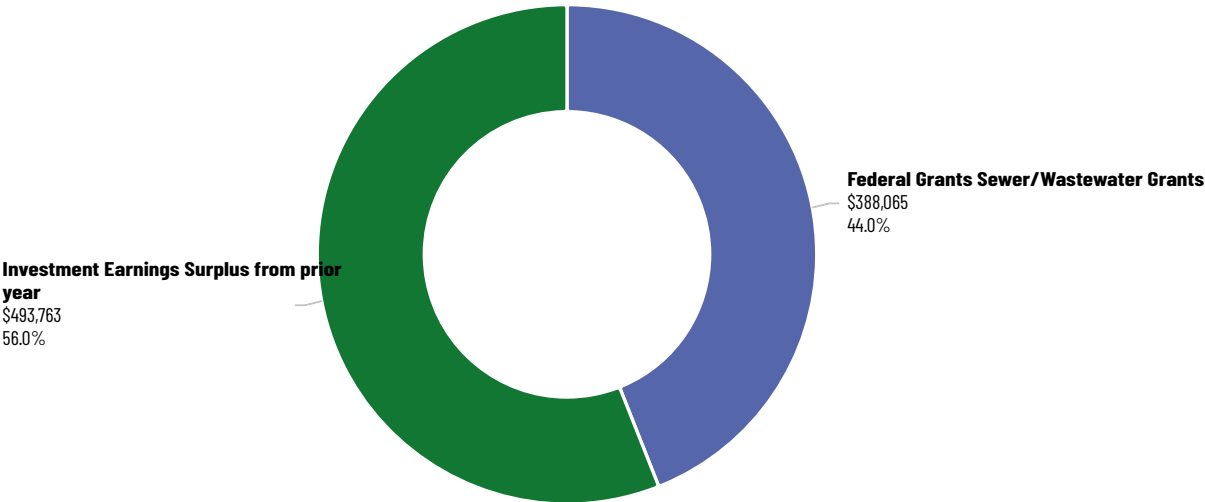
			FY 2026
Operating Expense Training			
410.78.536-030.55	Backflow Certifications		1,500
410.78.536-030.55	CDL Training		2,000
410.78.536-030.55	CEU Training		2,000
410.78.536-030.55	Cues Training		4,500
410.78.536-030.55	Distribution and Collection Training		12,000
410.78.536-030.55	Safety Training		6,000
410.78.536-030.55	Sensus Training Conference		1,000
410.78.536-030.55	Supervisor and Management Training		3,000
Operating Expense Training Total			32,000
Capital Outlay Infrastructure			
410.78.536-060.63	Cured In Place Pipe Slip Lining		450,000
410.78.536-060.63	Lift Station on SR 47		370,000
410.78.536-060.63	Manhole Coating		100,000
410.78.536-060.63	Remediate Two Stations		200,000
Capital Outlay Infrastructure Total			1,120,000
Capital Outlay Machinery & Equipment			
410.78.536-060.64	2026 Crane Truck		214,493
410.78.536-060.64	Dump Truck		220,000
410.78.536-060.64	ESC Renewal on 16 Generator Liftstation		79,100
410.78.536-060.64	Fiber for Cameras - Annex		11,000
410.78.536-060.64	Generator for SCADA at Booster Plant		100,000
Capital Outlay Machinery & Equipment Total			624,593
Total			4,273,983

Positions

Account	Position	FY 2025	FY 2026
410.78.536	Administrative Assistant	1	1
	CCTV Sewer Camera Op/Crew Lead	1	1
	Director Distribution & Collection	1	1
	Crew Leader	5	5
	Superintendent	2	2
	Technician I/II/III	23	23
	Locate Technician	1	1
	Water/Wastewater Inspector	1	1
	Total	35	35

Water-Sewer Construction

		FY 2025	FY 2026	Difference	% Change
Water-Sewer Construction					
412-331.35	Federal Grants Sewer/Wastewater Grants	475,000	388,065	(86,935)	(18.3)%
412-390.00	Investment Earnings Surplus from prior year	714,896	493,763	(221,133)	(30.9)%
Water-Sewer Construction Total		1,189,896	881,828	(308,068)	(25.9)%



		FY 2025	FY 2026	Difference	% Change
70	Water/Sewer Admin	1,189,896	881,828	(308,068)	(25.9)%
Total		1,189,896	881,828	(308,068)	(25.9)%

Water-Sewer Construction

The Water & Sewer Construction Fund is used to account for capital projects related to the expansion, improvement, and rehabilitation of the City of Lake City's water and wastewater infrastructure. This fund supports the planning, design, and construction of utility projects necessary to meet current demand, ensure regulatory compliance, and accommodate future growth.

Revenues for the Water & Sewer Construction Fund are typically derived from a combination of transfers from the utility operating fund, grant awards, developer contributions, and other eligible funding sources. These revenues are allocated specifically for capital improvements and are restricted from being used for general operating expenses.

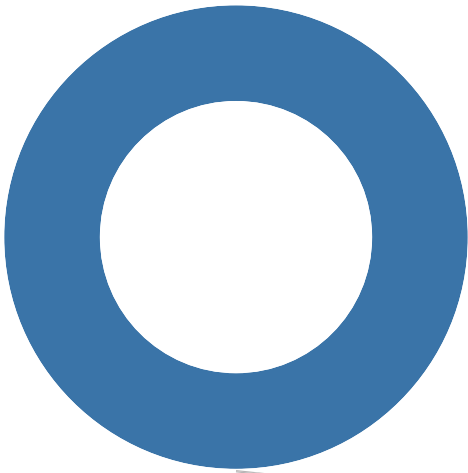
Budgeted expenditures include major utility construction projects such as water line extensions, sewer main replacements, lift station upgrades, force main installations, and improvements to water treatment and wastewater treatment facilities. The fund also supports engineering, permitting, inspection services, and contingency costs associated with capital projects.

The Water & Sewer Construction Fund is a vital component of the City's commitment to maintaining a resilient, efficient, and sustainable utility system. By investing in infrastructure today, the City ensures the continued delivery of safe drinking water, reliable wastewater collection, and environmentally responsible treatment services for residents, businesses, and future developments.

The City of Lake City remains focused on strategic infrastructure investment that supports public health, economic development, and regulatory compliance while planning for the long-term needs of the community.



Department Expenditures



Capital Expenses
\$881,828
100.0%

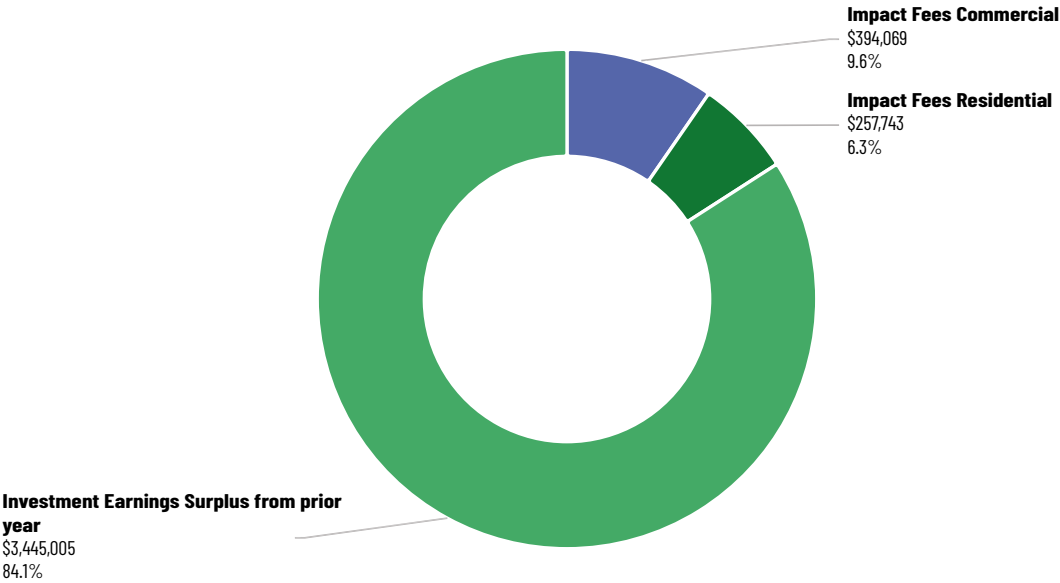
Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Capital Expenses					
412.70.536-060.63	Infrastructure	1,189,896	881,828	(308,068)	(25.9)%
Capital Expenses Total		1,189,896	881,828	(308,068)	(25.9)%
Total		1,189,896	881,828	(308,068)	(25.9)%

Expenditure Detail

			FY 2026
Capital Outlay Infrastructure			
412.70.536-060.63	SR 47 / I-75 Wastewater Improvements RV Park		388,065
412.70.536-060.63	Water/Sewer Projects		493,763
Capital Outlay Infrastructure Total			881,828
Total			881,828

Impact Fee Trust Fund



		FY 2025	FY 2026	Difference	% Change
70	Water/Sewer Admin	2,966,541	4,096,817	1,130,276	38.1%
Total		2,966,541	4,096,817	1,130,276	38.1%

Impact Fee Trust Fund

IMPACT FEE TRUST FUND



WATER & SEWER

The Water and Sewer Impact Fee Trust Fund is a restricted special revenue fund established by the City of Lake City to account for the collection and use of water and sewer impact fees associated with new development. These fees are imposed to ensure that the infrastructure necessary to support growth is funded by those creating the demand, rather than by existing utility customers.

The fund is used to finance capital improvements that expand the City's water and sewer systems in order to accommodate population and commercial growth. Expenditures must be directly related to the increase in service capacity and are governed by state statute, local ordinance, and legally adopted impact fee methodologies.

Fees are assessed in accordance with the City's most recent impact fee study and are structured to ensure that development pays its proportionate share of system expansion.

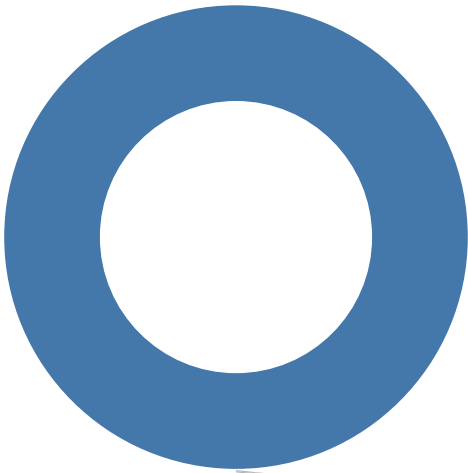
Fund Uses and Financial Policies

The Water and Sewer Impact Fee Trust Fund is restricted for use only on capacity-expanding capital projects. These may include:

- Construction or expansion of water treatment facilities
- Lift stations, force mains, or gravity sewer extensions
- New or upsized water distribution and sewer collection infrastructure
- Engineering and professional services related to eligible projects

Use of the fund is monitored to ensure compliance with Florida Statutes §163.31801 (Impact Fee Act) and Lake City's adopted policies. Expenditures are limited to projects identified in the City's Capital Improvement Plan (CIP) and must show a clear connection between development and the need for infrastructure expansion.

Department Expenditures



Capital Expenses
\$4,096,817
100.0%

Expenditure Summary

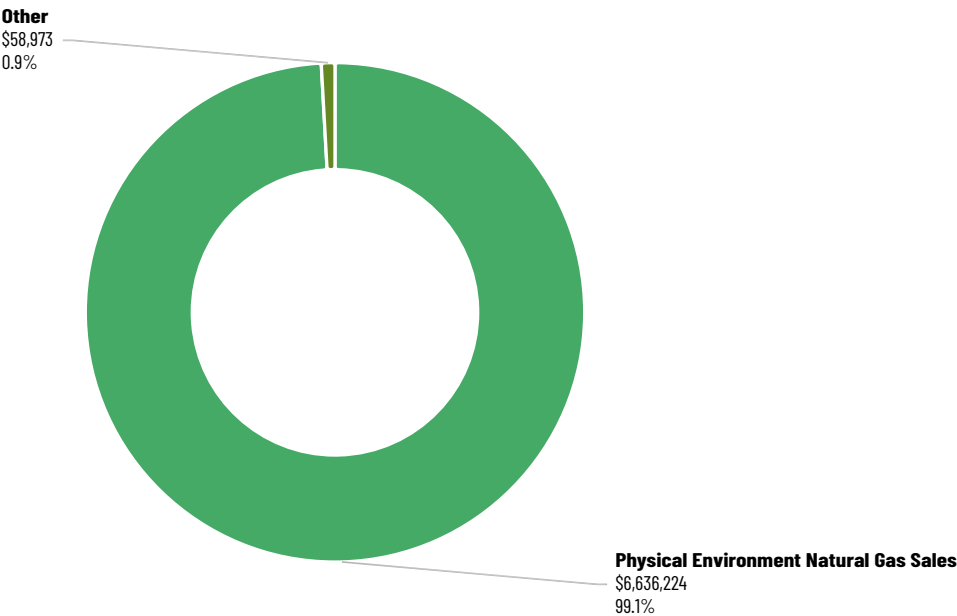
		FY 2025	FY 2026	Difference	% Change
Capital Expenses					
413.70.536-060.63	Infrastructure	2,966,541	4,096,817	1,130,276	38.1%
Capital Expenses Total		2,966,541	4,096,817	1,130,276	38.1%
Total		2,966,541	4,096,817	1,130,276	38.1%

Expenditure Detail

			FY 2026
Capital Outlay Infrastructure			
413.70.536-060.63	Water Sewer Infrastructure Projects		4,096,817
Capital Outlay Infrastructure Total			4,096,817
Total			4,096,817

Natural Gas Utility

		FY 2025	FY 2026	Difference	% Change
Natural Gas Utility					
420-343.20.01	Physical Environment Natural Gas Sales	5,689,414	6,636,224	946,810	16.6%
420-343.20.03	Physical Environment Natural Gas Service Charge	26,140	8,688	(17,452)	(66.8)%
420-361.10	Interest & Other Earnings Interest	11,350	49,925	38,575	339.9%
420-369.90	Other Misc Revenue Revenue	360	360	0	—%
420-390.00	Investment Earnings Surplus from prior year	523,285	0	(523,285)	(100.0)%
Natural Gas Utility Total		6,250,549	6,695,197	444,648	7.1%



		FY 2025	FY 2026	Difference	% Change
80	Natural Gas	6,250,549	6,695,197	444,648	7.1%
Total		6,250,549	6,695,197	444,648	7.1%

Natural Gas



Steve Brown, Executive Director of Utilities

Accomplishments:

The Natural Gas Department maintains 234 miles of gas mains and 2500 active customers. The Rebate Program has been a great success we have given out 663 rebates for a total of \$215,000. We added a Directional Drill to our fleet, and we are the only governmental agency to use this installation method in the state. The Natural Gas Department has continued to remain in regulatory compliance.

Goals:

The goal of City of Lake City's Natural Gas Department is to provide reliable and safe natural gas service, optimizing operation efficiency, and promoting environmental sustainability. We are committed to an enhanced Public Awareness Program and Damage Prevention Plan as essential components of our natural gas safety program.

Objectives:

- Continue to use the natural gas rebate program to retain customers
- Expand our infrastructure to meet the needs of a growing population
- Keep up with commercial economic development
- Maintain the highest level of safety
- Build and maintain a strong and effective workforce from within

There are many benefits of Natural Gas including but not limited to being effective, reliable, environmentally friendly, and is America's own natural resource.



The City of Lake City's Gas Department is a highly trained and skilled group of employees that help keep our citizens safe by responding to natural gas ticket requests for homes and businesses, locating gas lines, monitoring our gas system & City Gate Station, installation and maintenance on gas mains & service lines, repairing damaged distribution mains/lines, working during major weather events, and responding to emergency calls. We have a NG tech on-call to respond to after-hour calls and emergencies from dispatch.



The Customer Service team works in conjunction with the customer service department to ensure our customers have their work order request completed in a safe and timely manner. These tasks can range from responding to smells gas/carbon monoxide calls, new move ins/ move outs, safety checks, lighting pilots on appliances, and connecting appliances.

The construction team of the LCNG department installs new gas mains, distribution (service) lines, line maintenance as needed, repairing damaged distribution mains/lines, retires abandoned distribution lines, installing meter sets, and completing valve maintenance. We have a directional drill machine and trained team used with main/line installation.



We have a couple of specialty positions within our department.

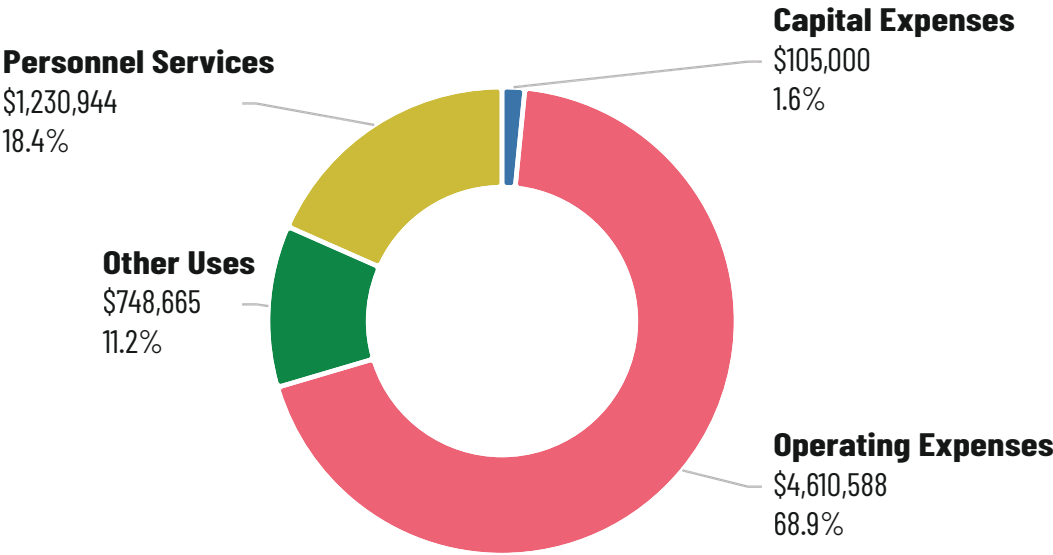
*Natural Gas Measurement ensures that the meter installed will be the right size for the customer to assist with correct billing.

* Cathodic Protection Technician has many responsibilities that include monitoring the gas mains/lines going to the meter set to ensure, reading our measurement stations, checking to make sure that the odorant is readily detectable in points in our system.

* Locate Technician's primary responsibilities include responding to locate requests from Sunshine One Call of Florida, locating gas lines in a timely and accurate manner.

* NG Welder – we have two welders on staff. Their primary responsibilities include maintenance and retirement of service lines, fabricating large meter sets, assisting other departments with welding needs.

Department Expenditures



Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Personnel Services					
420.80.532-010.12	Salary	824,378	872,210	47,832	5.8%
420.80.532-010.14	Overtime	10,000	10,000	0	—%
420.80.532-010.21	FICA	63,291	67,715	4,424	7.0%
420.80.532-010.22	Retirement Contributions	106,561	113,565	7,004	6.6%
420.80.532-010.23	Life, Health & Disability	183,730	153,652	(30,078)	(16.4)%
420.80.532-010.24	Workers Compensation	15,337	13,802	(1,535)	(10.0)%
Personnel Services Total		1,203,297	1,230,944	27,647	2.3%

Expenditure Summary

		FY 2025	FY 2026	Difference	% Change
Operating Expenses					
420.80.532-030.31	Professional Services	32,000	32,000	0	—%
420.80.532-030.32	Accounting & Auditing	7,394	8,500	1,106	15.0%
420.80.532-030.34	Contractual Services	14,464	23,565	9,101	62.9%
420.80.532-030.40	Travel	23,400	27,000	3,600	15.4%
420.80.532-030.41	Communication Services	33,074	38,620	5,546	16.8%
420.80.532-030.42	Postage	1,200	1,200	0	—%
420.80.532-030.43	Utility Services	13,170	14,420	1,250	9.5%
420.80.532-030.44	Rental & Leases	93,835	127,137	33,302	35.5%
420.80.532-030.45	Insurance	109,699	128,952	19,253	17.6%
420.80.532-030.46	Repair & Maintenance	116,929	119,279	2,350	2.0%
420.80.532-030.47	Printing & Binding	600	600	0	—%
420.80.532-030.48	Promotional Activities	6,000	6,000	0	—%
420.80.532-030.49	Other Current Charges	3,188,445	3,771,545	583,100	18.3%
420.80.532-030.51	Office Supplies	2,500	2,500	0	—%
420.80.532-030.52	Operating Supplies	212,261	275,860	63,599	30.0%
420.80.532-030.54	Books, Subscription & Membership	6,850	6,850	0	—%
420.80.532-030.55	Training	27,905	26,560	(1,345)	(4.8)%
Operating Expenses Total		3,889,726	4,610,588	720,862	18.5%
Capital Expenses					
420.80.532-060.63	Infrastructure	368,000	80,000	(288,000)	(78.3)%
420.80.532-060.64	Machinery & Equipment	36,114	25,000	(11,114)	(30.8)%
Capital Expenses Total		404,114	105,000	(299,114)	(74.0)%
Other Uses					
420.80.532-090.91.01	Intragovernmental Transfers	243,000	0	(243,000)	(100.0)%
420.80.532-090.99.01	Other Uses	10,412	10,412	0	—%
420.80.532-090.99.02	Other Uses	200,000	438,253	238,253	119.1%
420.80.532-090.99.05	Other Uses	300,000	300,000	0	—%
Other Uses Total		753,412	748,665	(4,747)	(0.6)%
Total		6,250,549	6,695,197	444,648	7.1%

Expenditure Detail

			FY 2026
Operating Expense Professional Services			
420.80.532-030.31	Attorney Fees		2,000
420.80.532-030.31	Survey Fees		30,000
Operating Expense Professional Services Total			32,000
Operating Expense Accounting & Auditing			
420.80.532-030.32	Audit		8,500
Operating Expense Accounting & Auditing Total			8,500
Operating Expense Contractual Services			
420.80.532-030.34	MCA Camera Licenses		3,850
420.80.532-030.34	New World Software Maintenance		19,715
Operating Expense Contractual Services Total			23,565
Operating Expense Travel			
420.80.532-030.40	Annual Conference		3,500
420.80.532-030.40	Basic Corrosion School		2,000
420.80.532-030.40	Cathodic Protection School		5,000
420.80.532-030.40	Directional Drill Training		3,000
420.80.532-030.40	Gas Leak School		1,500
420.80.532-030.40	Hurricane Conference		1,500
420.80.532-030.40	Measurement School		3,000
420.80.532-030.40	Sensus Conference		3,500
420.80.532-030.40	Valve/Regulator/Actuator School		4,000
Operating Expense Travel Total			27,000
Operating Expense Communication Services			
420.80.532-030.41	AT&T Mobility		3,400
420.80.532-030.41	AT&T Pro Cabs		6,000
420.80.532-030.41	Call Out Phones		440
420.80.532-030.41	Comcast Business		21,000
420.80.532-030.41	Dept of Management Services		2,940
420.80.532-030.41	Firstnet		1,000
420.80.532-030.41	Verizon		3,840
Operating Expense Communication Services Total			38,620
Operating Expense Postage			
420.80.532-030.42	Mail, Shipping, Contractors Notices		1,200
Operating Expense Postage Total			1,200

Expenditure Detail

			FY 2026
Operating Expense Utility Services			
420.80.532-030.43	Florida Power & Light		6,720
420.80.532-030.43	Water Sewer Utility		7,700
Operating Expense Utility Services Total			14,420
Operating Expense Rental & Leases			
420.80.532-030.44	Enterprise		122,037
420.80.532-030.44	Konica Minolta		1,300
420.80.532-030.44	Mats, Towels, Etc		600
420.80.532-030.44	Uniforms		3,200
Operating Expense Rental & Leases Total			127,137
Operating Expense Insurance			
420.80.532-030.45	FMIT		128,952
Operating Expense Insurance Total			128,952
Operating Expense Repair & Maintenance			
420.80.532-030.46	Border Station, Regulator, Maint/YZ Maintenance		6,700
420.80.532-030.46	Building Repair and Maintenance		12,000
420.80.532-030.46	Corrector Repair		2,500
420.80.532-030.46	Door Maintenance		2,500
420.80.532-030.46	Emergency Road Repair		20,000
420.80.532-030.46	Enterprise - Maintenance fee		10,319
420.80.532-030.46	Fit Test/ Tank Certification		1,500
420.80.532-030.46	Front Gate Maintenance and Repair		3,000
420.80.532-030.46	HVAC Qtrly Inspections and Service		400
420.80.532-030.46	Hydraulic Squeeze Off Tool Repair		5,000
420.80.532-030.46	Ice Machine Maintenance/Repair		5,000
420.80.532-030.46	Meter Repairs		20,000
420.80.532-030.46	Pest Control		360
420.80.532-030.46	Truck and Equipment Repairs		30,000
Operating Expense Repair & Maintenance Total			119,279
Operating Expense Printing & Binding			
420.80.532-030.47	Map Books		600
Operating Expense Printing & Binding Total			600
Operating Expense Promotional Activities			
420.80.532-030.48	Promotional Activities		6,000
Operating Expense Promotional Activities Total			6,000

Expenditure Detail

FY 2026		
Operating Expense Other Current Charges		
420.80.532-030.49	Energy Incentive Rebates	75,000
420.80.532-030.49	Public Service Regulatory Fees	15,000
420.80.532-030.49	Purchased Gas Cost - FGU	3,647,545
420.80.532-030.49	Retirement Token	4,000
420.80.532-030.49	Sales & Marketing - FGU	30,000
Operating Expense Other Current Charges Total		3,771,545
Operating Expense Office Supplies		
420.80.532-030.51	Office supplies and furniture	2,500
Operating Expense Office Supplies Total		2,500
Operating Expense Operating Supplies		
420.80.532-030.52	Advertising	5,000
420.80.532-030.52	AED	1,500
420.80.532-030.52	CGI	2,500
420.80.532-030.52	Computers, Monitors, & iPad	10,750
420.80.532-030.52	Contingent Pipe and Fitting	90,000
420.80.532-030.52	Control Parts, Safety Cones, Barricades, Welding Consumables	70,000
420.80.532-030.52	Fuel	30,000
420.80.532-030.52	Fuel - Off Road	6,000
420.80.532-030.52	GOAL Survey	2,800
420.80.532-030.52	Locates	1,500
420.80.532-030.52	Odorant	9,400
420.80.532-030.52	Pan Tamp	3,500
420.80.532-030.52	Public Awareness	15,000
420.80.532-030.52	Safety Shoes	1,260
420.80.532-030.52	Smart Point Transceivers	14,000
420.80.532-030.52	Stipend Uniform Pants Allowance	2,100
420.80.532-030.52	Stopples Parts & Tapping Tees	10,000
420.80.532-030.52	Wi-Fi Access Point	550
Operating Expense Operating Supplies Total		275,860

Expenditure Detail

			FY 2026
Operating Expense Books, Subscription & Membership			
420.80.532-030.54	APGA		1,850
420.80.532-030.54	Current Interrupters Data Renewal		500
420.80.532-030.54	FMNGA		600
420.80.532-030.54	FNGA		2,600
420.80.532-030.54	SHRIMP		500
420.80.532-030.54	State and Federal Code Books		800
Operating Expense Books, Subscription & Membership Total			6,850
Operating Expense Training			
420.80.532-030.55	Annual Gas Conference		1,000
420.80.532-030.55	Cathodic Protection School		700
420.80.532-030.55	CDL Training		3,000
420.80.532-030.55	Directional Drill Training		4,000
420.80.532-030.55	Equipment Training		4,000
420.80.532-030.55	Gas Leak Detection School		3,500
420.80.532-030.55	Hurricane Conference		305
420.80.532-030.55	Measurement School		200
420.80.532-030.55	Misc Training		3,500
420.80.532-030.55	MOT Training		1,000
420.80.532-030.55	Operator Qualifications		2,400
420.80.532-030.55	Sensus Conference		955
420.80.532-030.55	Valve / Regulator School		2,000
Operating Expense Training Total			26,560
Capital Outlay Infrastructure			
420.80.532-060.63	Commercial Meter Sets		30,000
420.80.532-060.63	Correctors		10,000
420.80.532-060.63	Gas Pipe		20,000
420.80.532-060.63	Meters and Regulators		20,000
Capital Outlay Infrastructure Total			80,000
Capital Outlay Machinery & Equipment			
420.80.532-060.64	Safety Equipment		25,000
Capital Outlay Machinery & Equipment Total			25,000

Expenditure Detail

			FY 2026
Other Uses Other Uses Allocations			
Other Uses Other Uses Bad Debts			
420.80.532-090.99.05	Allocations		300,000
420.80.532-090.99.01	Bad Debt		10,412
		Other Uses Other Uses Allocations Total	300,000
		Other Uses Other Uses Bad Debts Total	10,412
		Total	5,026,000

Positions

Account	Position	FY 2025	FY 2026
420.80.532	Administrative Assistant	1	1
	Cathodic Protection/Leak Specialist	1	1
	Director of Natural Gas	1	1
	Locate Technician	1	1
	Measurement Technician	1	1
	Superintendent	1	1
	Supervisor	1	1
	Technician I/II/III	7	7
	Welder	1	1
	Total	15	15



Strategic Plan



5-YEAR STRATEGIC PLAN

EXECUTIVE SUMMARY

The Lake City Strategic Plan reflects a unified vision for the future of Lake City. The plan is the result of one of the most inclusive planning efforts in recent city history, which included extensive engagement with city leaders, local businesses, residents, and regional partners.

Planning Process Overview

We consulted a broad range of stakeholders including city staff, elected officials, county and school leaders, business owners, and representatives from HAECO, Weyerhaeuser, and HCA Lake City Hospital. Regional input came from Columbia County, JAXPORT, and state agencies. A community survey drew 546 responses from across all neighborhoods, reflecting diverse voices and strong public investment in Lake City's future.

Implementation Framework

Led by the City Manager and department heads, implementation will begin with key actions in Year 1—such as launching the Housing Authority and improving development processes. Core initiatives will roll out over Years 2–3, with evaluation and institutionalization in Years 4–5. Long-term success depends on continued collaboration with Columbia County, schools, employers, and residents.

Lake City is ready to turn potential into progress. This plan charts a clear path forward—preserving our character while creating opportunity for all.

STRATEGIC PILLARS

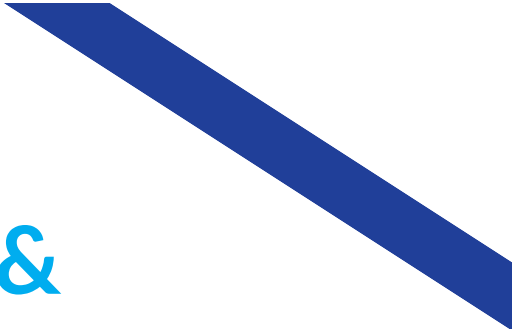
- ▶ **Economic Development:** Leverage our I-10/I-75 location to grow Lake City Gateway Airport, support the North Florida Mega Industrial Park, and foster small business growth through workforce development and streamlined permitting.
- ▶ **Housing & Community Development:** Expand housing options through the new Housing Authority and public-private partnerships. Focus on neighborhood revitalization, downtown development, and recreation expansion, including a new Recreation Director and Lake DeSoto improvements.
- ▶ **Infrastructure & Sustainable Growth:** Expand utility capacity, streamline permitting, and coordinate with county and state partners. Growth will be balanced with natural resource protection and strategic annexation.
- ▶ **Public Safety & Community Engagement:** Strengthen community policing, youth programs, and neighborhood engagement to address safety concerns and build trust citywide.



VISION STATEMENT FOR LAKE CITY'S FUTURE

Lake City envisions a future where small-town values meet modern opportunity—a welcoming community where everyone has access to quality housing, meaningful employment, and essential services. Our strategic growth will revitalize all neighborhoods, create vibrant recreational amenities, and expand opportunities for residents of all ages and backgrounds. By leveraging our strategic location while honoring our heritage, we will build a strong economy that offers pathways to prosperity for all who call Lake City home.

Photo: VisitFlorida.com



INTRODUCTION & BACKGROUND

About Lake City

Lake City is known as "The Gateway to Florida" because of its strategic location at the intersection of Interstate 75 and Interstate 10, providing convenient access to major urban centers like Jacksonville and Gainesville. This prime position has long made Lake City an important transportation hub and logistics center, offering residents the opportunity to enjoy small-town living with relatively easy access to big-city amenities.

The city and surrounding Columbia County are blessed with natural beauty, including pristine springs, rivers, and forests that attract outdoor enthusiasts from across the region. The Osceola National Forest, Ichetucknee Springs State Park, and numerous other natural areas provide exceptional recreational opportunities for residents and visitors alike.

While Lake City offers many advantages, it also faces challenges common to smaller communities. The job market remains relatively limited, particularly for specialized careers, leading some residents to commute to larger cities for employment. Healthcare options, though improving with recent investments in HCA Lake City Hospital, are more basic compared to those available in larger metropolitan areas. Public transportation is minimal, creating access challenges for residents without personal vehicles.

Despite these challenges, Lake City possesses remarkable potential for growth and development, with a strong foundation of community assets and a strategic location that positions it well for future prosperity.

Key Assets

- ▶ **Lake City Gateway Airport:** This general aviation airport provides a valuable transportation link and opportunities for expanded aviation services, including the potential for increased cargo operations and business travel.
- ▶ **North Florida Mega Industrial Park:** Located just outside city limits, this 2,622-acre, single-owner supersite between Jacksonville and Tallahassee represents one of the region's most significant economic development opportunities. The site's strategic location, combined with excellent transportation access, positions it as a premier location for manufacturing, distribution, and logistics operations. The site is one of only three in Florida and twelve in the Southeast.
- ▶ **Florida Gateway College:** This institution offers essential educational opportunities and workforce development programs that help prepare residents for careers in growing industries. The college's partnerships with regional employers ensure that training programs align with actual workforce needs.
- ▶ **Regional Medical Facilities:** HCA Lake City Hospital and other healthcare providers form the backbone of the region's healthcare system, offering essential services while creating valuable employment opportunities.
- ▶ **Diverse Transportation Infrastructure:** Beyond the highway intersections I-10 and I-75, Lake City benefits from rail access and proximity to deepwater ports in Jacksonville, creating a multi-modal transportation network that supports business development.
- ▶ **Rich Historical Heritage:** Lake City's historical significance, dating back to the 1800s, provides a foundation for cultural tourism and community identity.
- ▶ **Affordable Cost of Living:** Compared to larger metropolitan areas in Florida, Lake City offers a more affordable cost of living, making it an attractive option for families and retirees seeking quality of life at a reasonable cost.

Stakeholder Engagement Process

The development of this strategic plan has been guided by extensive stakeholder engagement, ensuring that it reflects the priorities and perspectives of the entire community. Key engagement activities included:

- ▶ **In-depth interviews* with city department heads and staff**, providing insights into operational challenges and opportunities as well as departmental priorities and needs.
* A full list of the stakeholders interviewed is included in Appendix 2.
- ▶ **Visioning sessions with City Council members** to establish high-level strategic direction and identify policy priorities.
- ▶ **Roundtable discussions with business leaders** to understand economic development needs and opportunities from the private sector perspective.
- ▶ **Meetings with education, healthcare, and transportation officials** to coordinate planning efforts and identify potential partnerships.
- ▶ **Collaborations with county leadership and regional partners** to ensure alignment with broader regional initiatives and maximize collaborative opportunities.
- ▶ **Input from major companies in the area including HACEO and Weyerhaeuser** to understand workforce needs and economic development potential.
- ▶ **Review of existing plans and documents** to build upon previous work and ensure continuity in planning efforts.
- ▶ **Public survey process** to incorporate the priorities of residents who live and work in Lake City in the plan.

Summary of Findings from Interviews

The discovery process for Lake City's strategic plan involved extensive stakeholder engagement including city department heads, county officials, education leaders, business representatives, and regional partners.

Across the board, stakeholders share a common vision of leveraging the City's location advantage to attract targeted investment, particularly in transportation, logistics, and advanced manufacturing. The recent improvements in city leadership and intergovernmental relations have created a favorable environment for strategic planning and collaborative growth.

The discovery process consistently revealed three interconnected challenges that must be addressed to unlock Lake City's potential: infrastructure constraints, housing shortages, and workforce development. Water and wastewater capacity limitations are currently restricting growth, with complex permitting processes further complicating expansion efforts. The severe lack of workforce housing has forced many employees to commute from surrounding areas, creating a significant barrier for business attraction and retention. Additionally, while the school system offers strong vocational programs, there remains a gap in creating sustainable career pathways that retain young talent and meet employer needs.

Quality of life considerations emerged as both challenges and opportunities. Many stakeholders highlighted the need for expanded youth recreation, downtown revitalization, particularly north of the railroad tracks, and more diverse entertainment options. These elements are seen as crucial not just for current residents but as essential components for workforce attraction and retention. The city's proximity to natural assets like Ichetucknee Springs and Osceola National Forest offers untapped potential for ecotourism development that aligns with preserving Lake City's character.

Stakeholders demonstrated remarkable alignment around priority initiatives: expanding infrastructure capacity, developing workforce housing across all segments, streamlining business processes, and enhancing quality of life amenities.

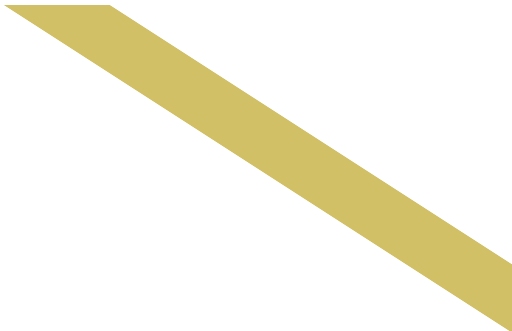
Major employers including HAECO, the hospital, and potential tenants of the Weyerhaeuser mega-industrial site are poised for significant growth if these foundational issues can be addressed. The city's improving financial position and openness to innovative approaches like the new Housing Authority provide promising pathways forward, though success will require sustained focus on implementation and meaningful performance metrics.

Lake City Community Survey Results Summary

The City of Lake City conducted a comprehensive community survey in Spring 2025 to gather input from residents regarding their priorities, concerns, and vision for the future. With over 540 responses from diverse neighborhoods across the city and surrounding areas, this survey provided valuable insights that have directly shaped the strategic priorities outlined in this plan. neighborhoods across the city and surrounding areas, this survey provided valuable insights that have directly shaped the strategic priorities outlined in this plan.

Respondent Demographics

Survey participants represented a broad cross-section of Lake City's population, with residency ranging from less than one year to more than 20 years. All age groups were represented, with the largest participation coming from residents aged 35-44 and 45-54, followed by residents aged 25-34. This diverse representation ensures that the strategic plan addresses the needs of both long-time residents and newcomers, as well as residents at different life stages.



Key Community Priorities

Infrastructure Improvements

Residents clearly identified infrastructure as a top priority for Lake City's future. The three most commonly requested infrastructure improvements were:

- ▶ Road repairs and maintenance (61% of respondents)
- ▶ Parks and recreational facilities (56%)
- ▶ Downtown revitalization (40%)

Additional infrastructure priorities included stormwater drainage (33%), street lighting (30%), and housing rehabilitation (30%).

Economic Development

Survey respondents strongly supported strategic economic development, with an emphasis on:

- ▶ Community entertainment and recreation (52%)
- ▶ Retail and shopping (56%)
- ▶ Dining and food service (27%)
- ▶ Arts and culture (26%)
- ▶ Eco-tourism/Agri-tourism (25%)

Notably, when asked to rate the importance of various factors to Lake City's future, 75% of respondents rated "small business incentives" as important or very important, and 66% rated "industrial/manufacturing growth" similarly. These findings underscore residents' desire for a balanced economic development approach that preserves Lake City's character while creating new opportunities.

Quality of Life Initiatives

The survey revealed strong support for quality of life improvements that would make Lake City more livable and attractive:

- ▶ Creating or improving parks and playgrounds (73%)
- ▶ Building or enhancing walking and biking trails (63%)
- ▶ Developing more community centers and picnic areas (54%)
- ▶ Improving public swimming pools (47%)
- ▶ Enhancing sports facilities (45%)

These preferences reflect residents' desire for more family-friendly recreational opportunities and accessible outdoor spaces.

Public Safety Concerns

When asked about public safety issues, residents identified several key concerns:

- ▶ Drug activity (68%)
- ▶ Violent crime (55%)
- ▶ Traffic safety and speeding (51%)
- ▶ Property Crime (44%)

These findings highlight the importance of comprehensive public safety strategies in the strategic plan.

Strengths and Challenges

The survey asked residents to identify Lake City's greatest strengths and most significant challenges.

Perceived Strengths:

- ▶ Location and accessibility (proximity to major highways and regional centers)
- ▶ Small-town feel and sense of community
- ▶ Natural resources and outdoor recreation potential
- ▶ Ability to come together during times of need

Perceived Challenges:

- ▶ Limited activities and amenities for youth and families
- ▶ Insufficient housing options across income levels
- ▶ Public safety concerns and drug-related issues
- ▶ Economic development needs and lack of high-paying jobs
- ▶ Infrastructure maintenance and improvements

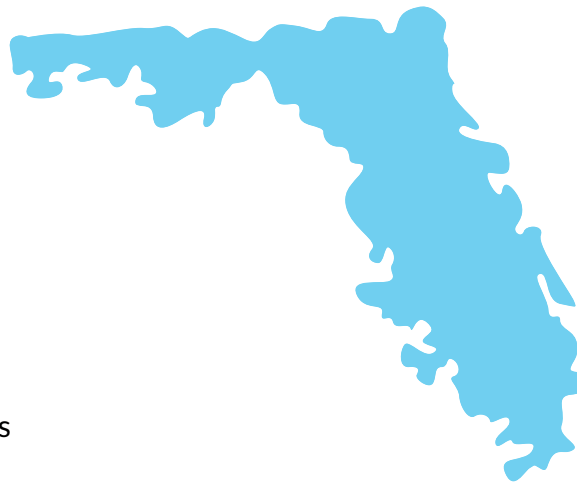
Communication Preferences

When asked how they currently receive information about Lake City events and news, most respondents cited the city's **Facebook page** (52%) and **word of mouth** (25%). When asked about their preferred communication methods, many indicated interest in **email updates, text notifications, and continued social media engagement**. This information will guide the city's communication strategy moving forward.

Integration into Strategic Planning

The findings from this community survey have directly informed the strategic priorities outlined in this plan. Based on resident feedback, the strategic plan places particular emphasis on:

- ▶ Infrastructure investment
- ▶ Economic development
- ▶ Quality of life enhancements
- ▶ Public safety initiatives
- ▶ Housing opportunities
- ▶ Communication improvements



Lake City is committed to responsive, resident-centered governance. The survey results have provided a roadmap for addressing the most pressing concerns of residents while building on the city's existing strengths.

Executive Summary Conclusion

This multi-faceted engagement process has resulted in a strategic plan that truly reflects the community's priorities and vision. By bringing together diverse perspectives and expertise, Lake City has developed a roadmap that addresses immediate needs while positioning the community for long-term success.

The strategic goals and initiatives outlined in the following sections directly respond to the priorities identified through this engagement process. They reflect Lake City's commitment to creating a vibrant, safe, and economically sustainable community that preserves its small-town character while embracing strategic growth and development.

SITUATION ANALYSIS

Strengths Assessment

Strategic Location

Lake City's position at the intersection of I-10 and I-75 provides exceptional connectivity to major markets throughout the Southeast. This location, approximately one hour from Jacksonville, Gainesville, and Tallahassee, offers prime access for logistics, distribution, and manufacturing operations while maintaining a more affordable cost structure than larger urban centers.

Industrial Park

The North Florida Mega Industrial Park represents a premier economic development asset with tremendous potential to transform Lake City's economy. This 2,600-acre certified industrial site is one of only three mega-sites in Florida and among just twelve in the entire Southeast. The site features completed environmental studies, wetland delineations, and pre-permitted status, significantly reducing development timelines for prospective businesses. Strategic rail access from Norfolk Southern, combined with proximity to both I-10 and I-75, positions the park ideally for manufacturing, logistics, and distribution operations. The Industrial Park stands ready to attract investments that could generate substantial employment opportunities with higher-than-average wages for the region.

Transportation Assets

The Lake City Gateway Airport provides facilities for corporate aviation, maintenance services, and potential expansion. The presence of HAECO, a major aircraft maintenance provider, demonstrates the viability of aviation-related industries. Additionally, two major rail lines serve the area, offering multimodal transportation options that few communities our size can match.

Natural Resources

Lake City is surrounded by exceptional natural amenities, including the Ichetucknee Springs State Park, Osceola National Forest, and the Suwannee River. These resources offer outstanding recreation opportunities and potential for ecotourism development while contributing to quality of life for residents.

Educational Partnerships

The Columbia County School District offers strong K-12 education with career and technical programs that help prepare students for local employment opportunities. Florida Gateway College provides higher education and workforce training programs that can be aligned with industry needs.

Affordable Community

Lake City offers an affordable cost of living with housing prices below state and national averages, making it attractive for families and retirees. This affordability represents a competitive advantage for workforce recruitment if paired with quality housing options and amenities.

Small-Town Character

Residents value Lake City's small-town atmosphere, where personal relationships matter and community connections remain strong. This character, combined with strategic growth, creates a distinctive environment that appeals to those seeking alternatives to larger urban centers.

Challenges Assessment

Housing Limitations

A critical shortage of quality housing across all price points, but particularly workforce housing, represents a significant barrier to growth. This shortage affects business recruitment, workforce retention, and community vitality. The lack of diverse housing options forces many employees to commute from surrounding areas rather than living in Lake City.

Infrastructure Capacity Constraints

Water and wastewater capacity limitations, particularly related to state permitting for water withdrawal and wastewater discharge, restrict development potential. Additionally, aging infrastructure in some areas requires upgrading to support growth and maintain service reliability. The city's conservative tax rate—the lowest in the region—has constrained available capital for major infrastructure investments. While this approach has kept costs low for residents, it has also limited the city's ability to proactively upgrade systems and expand capacity to meet growing demand and support economic development initiatives.

Youth Engagement Gaps

Limited recreation, entertainment, and career exploration opportunities for youth were consistently identified as concerns. These gaps affect quality of life for families and contribute to challenges in retaining young residents and attracting new families to the community. While Lake City maintains the lowest tax rate in the area at 4.9%, this conservative fiscal approach has limited the city's ability to invest in youth programming, recreational facilities, and community amenities that would enhance quality of life for families.

Regulatory and Permitting Processes

Complex and sometimes lengthy regulatory processes, particularly related to water resource management and development approvals, can delay projects and create uncertainty for investors. Streamlining these processes while maintaining appropriate standards is essential for encouraging investment.

Public Perception Management

Addressing both internal and external perceptions is important for Lake City's future. Internally, overcoming resistance to change while demonstrating the benefits of strategic growth requires ongoing communication. Externally, ensuring Lake City's reputation reflects current realities rather than outdated perceptions is crucial for economic development.

Downtown Revitalization Needs

Despite its historic character and potential, downtown Lake City requires further investment and activation to become a vibrant center of community life. Vacant properties, limited evening activity, and the need for mixed-use development present both challenges and opportunities.

Leadership Continuity and Public Trust

Years of frequent turnover in city management and leadership positions have created skepticism among residents about the government's commitment to long-term initiatives and community needs. As current leadership demonstrates competence and forward-thinking vision, rebuilding trust will require consistent performance, transparent communication, and tangible results that demonstrate the city's genuine commitment to serving all residents and neighborhoods equitably.

Emerging Opportunities

Housing Authority Initiatives

The newly established Housing Authority provides a mechanism to address housing needs through strategic acquisition, rehabilitation, and development of properties. This entity can leverage public and private resources to expand housing options throughout the community.

Mega-Industrial Site Development

The Weyerhaeuser mega-industrial site, one of only three such sites in Florida, offers exceptional potential for large-scale manufacturing or distribution operations. Coordination between city and county on infrastructure and services can maximize this asset's economic impact. Partnership opportunity to collaborate with Weyerhaeuser and Jaxport on manufacturer recruitment.

Aviation Sector Expansion

Building on HAECO's established presence, opportunities exist to expand aviation-related businesses, training programs, and services at the Lake City Gateway Airport. Runway improvements could potentially accommodate larger aircraft and expand service capabilities.

Healthcare Growth

HCA Lake City Hospital's expansion plans and focus on specialized services create opportunities for healthcare sector growth, including related services and suppliers. This growth supports both economic development and quality of life improvements.

Tourism Development

Lake City's natural assets, combined with its strategic location, provide foundations for expanded tourism development focusing on ecotourism, outdoor recreation, and cultural heritage. These opportunities can diversify the economy while preserving natural resources.

Recreation Investment

Developing comprehensive recreation facilities and programming represents a high-impact investment that addresses multiple community challenges simultaneously. Recreation development can serve as a catalyst for neighborhood revitalization, provide positive outlets for youth development, and demonstrate the city's commitment to quality-of-life improvements that benefit all residents across demographic and geographic lines.



STRATEGIC PILLARS & INITIATIVES

This section includes details on the strategic pillars, as well as objectives and key initiatives to support Lake City's progress in that area. In addition, opportunity areas that emerged from our discovery process are highlighted.

STRATEGIC PILLARS

Pillar 1: Economic Development

Pillar 2: Housing & Community Development

Pillar 3: Infrastructure & Sustainable Growth

Pillar 4: Public Safety & Community Engagement

Photo from VisitFlorida.com

Pillar 1: Economic Development

Objective 1.1: Position Lake City as premier transportation & logistics hub

Initiative: Maximize Lake City Gateway Airport development potential

- ▶ Implement key elements of the Airport Master Plan to expand capacity and services
- ▶ Conduct feasibility study on extending the runway eastward to accommodate larger wide-body aircraft like Boeing 787s and 777s
- ▶ Pursue grant funding opportunities to assist with the \$9 million investment needed for hangar renovations, including new roofs and fire suppression systems
- ▶ Support HAECO's expansion plans through 2028, including two new production lines creating approximately 200 jobs
- ▶ Develop targeted marketing to attract aviation-related businesses
 - Example: Partner with HAECO to market their successful Space Florida apprenticeship program that brings in 10-15 new aviation workers every 10 weeks

Initiative: Support mega-industrial site development

- ▶ Collaborate with the county, JAXPORT and Weyerhaeuser business development teams to implement targeted marketing to industries that align with site capabilities and could benefit from port access
- ▶ Coordinate with Columbia County and Weyerhaeuser on infrastructure needs to recruit manufacturers to the mega-industrial site
 - Example: Increase utility capacity to meet the requirements needed for major industrial prospects

Initiative: Develop business-friendly processes & incentives

- ▶ Assign dedicated staff to act as a "concierge" service for businesses navigating development processes and streamline permitting and regulatory procedures
 - *Example:* Implement a "One Stop Permitting" system similar to FDOT's model to coordinate approvals for major developments
- ▶ Develop clear guides and resources for new and expanding businesses
- ▶ Establish regular communication channels with business community
- ▶ Develop city-level incentives that complement Columbia County's programs, which primarily target large businesses

Objective 1.2: Enhance Workforce Development

Initiative: Develop business-friendly processes & incentives

- ▶ Strengthen collaboration with Florida Gateway College on workforce programs
- ▶ Support Columbia County School District's career and technical education initiatives to create clear pathways from education to employment in Lake City
- ▶ Strengthen collaboration with Florida Gateway College on workforce programs
- ▶ Support Columbia County School District's career and technical education initiatives to create clear pathways from education to employment in Lake City
 - *Example:* Increase utility capacity to meet the requirements needed for major industrial prospects
- ▶ Develop industry-specific training programs aligned with target sectors
 - *Example:* Create a formal mentorship program with HAECO and other large employers who have expressed interest in greater community engagement

Initiative: Implement workforce recruitment & retention strategies

- ▶ Partner with employers on talent attraction initiatives through downtown revitalization, recreation projects and other quality of life amenities
- ▶ Establish or expand youth entrepreneurship and career exploration programs

Initiative: Support small business development

- ▶ Establish small business incubator/accelerator programs
- ▶ Provide resources and support for entrepreneurs
- ▶ Create networking opportunities for business owners
 - Example: Partner with the Chamber of Commerce to foster relationships that bolster City initiatives.

Objective 1.3: Diversify the Economy Base**Initiative: Target complementary industry sectors**

- ▶ Develop sector-specific value propositions highlighting Lake City's advantages
- ▶ Create targeted incentive programs for priority sectors
- ▶ Participate in regional economic development initiatives

Initiative: Enhance retail and commercial development

- ▶ Conduct retail gap analysis to identify underserved market segments
- ▶ Develop strategy for commercial corridor enhancement
- ▶ Support downtown business development
- ▶ Create design standards that enhance community character

Priority 2: Housing & Community Development

Objective 2.1: Increase housing availability across income levels

Initiative: Implement Housing Authority programs

- ▶ Establish Lake City Housing Authority with dedicated team including:
 - Authority Attorney and Bond Counsel
 - Bond Financial Advisor
 - City staff integration (City Manager, Assistant City Manager, Finance Director, City Planner/Growth Manager)
 - Department coordination (Police, Fire, Public Works, Water, Sewer, Gas, IT)
- ▶ Secure initial funding through partnership with First Federal Bank
- ▶ Launch Home Improvement Loan Program:
 - Provide up to \$50,000 per household for critical home repairs
 - Target properties under \$300,000 value within city limits
 - Focus on health, safety, and code violations; roofing; electrical/plumbing; accessibility modifications
 - Serve households earning up to 150% of Area Median Income (AMI)
- ▶ Implement 5-year loan agreements with construction beginning Summer 2025
- ▶ Develop Abandoned Homes Acquisition and Rehabilitation Program:
 - Purchase, rehabilitate, and bring abandoned properties up to code
 - Initially target 10-20 homes, particularly in Districts 10 and 12
 - Create rent-to-own pathway for qualified tenants
 - Provide homeownership training and transition support
- ▶ Establish Mortgage Down Payment Assistance Program:
 - Target first-time homebuyers for primary residences within city limits
 - Support 30-year fixed-rate mortgage qualification
 - Set income thresholds based on AMI guidelines

Initiative: Develop multi-family housing to address critical shortages

- ▶ Downtown Mixed-Use Development:
 - Pursue acquisition and redevelopment of downtown "junkyard" property through eminent domain if necessary
 - Develop mixed-use concept with approximately 300 housing units
 - Include ground-floor commercial space facing Marion Street and structured parking garage
 - Phase development over 3-5 years to manage financial feasibility
- ▶ Apartment Building Construction:
 - Construct 100-unit apartment building with affordable rents
 - Address Florida's shortage (only 25 affordable homes per 100 extremely low-income renters)
 - Utilize Housing Authority bonding capacity for financing
- ▶ Senior Housing Development:
 - Issue up to \$15 million in bonds for 100-unit masonry elevator apartment building
 - Target seniors aged 55+ earning less than 60% of AMI
 - Prioritize downtown and city-owned property locations
 - Address Florida's senior housing crisis (median rent \$1,719 with 12.1% senior poverty rate)
- ▶ Explore Container Home Development:
 - Investigate shipping container homes as affordable, sustainable housing option
 - Consider both basic affordable units and luxury container home options

Initiative: Support private housing development

- ▶ Create comprehensive incentive programs for housing developers with clear, publicly communicated criteria
- ▶ Streamline approval processes for projects meeting community housing goals
- ▶ Develop infrastructure to support housing in priority areas, particularly northern districts

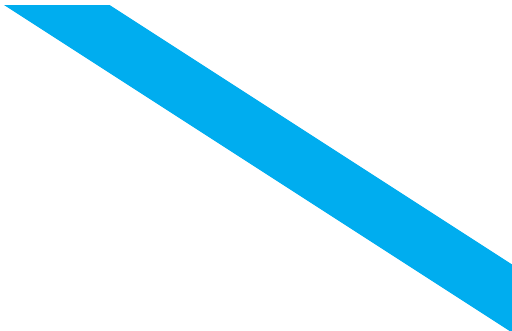
Objective 2.2: Revitalize Neighborhoods

Initiative: Focus on northern neighborhood improvement

- ▶ Strategic investment in Districts 10 and 12
 - Leverage Community Redevelopment Agency (CRA) district funding
 - Partner with Columbia County on CDBG grants and senior home programs
 - Coordinate with Housing Authority abandoned property acquisition program
 - Address abandoned and deteriorating properties through systematic identification and intervention
- ▶ Improve infrastructure and streetscapes
- ▶ Road paving and utility upgrades
- ▶ Lighting improvements for safety and business support downtown
- ▶ Coordinate with utility expansion plans
- ▶ Support neighborhood-based organizations and initiatives

Initiative: Develop neighborhood identity and pride through inclusive engagement

- ▶ Create distinct neighborhood identities that celebrate unique assets and history
- ▶ Support neighborhood leadership development – engage a cross-section of the Lake City community
- ▶ Community leadership development:
 - Engage cross-section of Lake City community in neighborhood planning
 - Conduct regular community meetings to hear directly from residents about priorities (safer streets, better housing, jobs, cultural spaces)
 - Support resident-led improvement initiatives
- ▶ Implement neighborhood beautification programs
 - Partner with local businesses on improvement projects
 - Implement public art installations and cultural programs
 - Support tree-planting, urban gardening, and environmental initiatives



Objective 2.3: Enhance quality of life amenities

Initiative: Expand recreation opportunities

- ▶ Create a Recreation Director position to coordinate citywide programs for youth, adults, and seniors
- ▶ Partner with the school district to explore city operation of the swimming pool to expand community access
- ▶ Expand successful community events like the 3,000-4,000 person BBQ competition
- ▶ Develop Lake DeSoto as a community focal point for outdoor recreation

Initiative: Support arts and cultural development

- ▶ Enhance community events and festivals
- ▶ Develop public art program
- ▶ Support performing arts opportunities
- ▶ Celebrate Lake City's cultural heritage

Initiative: Create vibrant gathering spaces

- ▶ Develop Lake DeSoto as a community focal point
- ▶ Enhance downtown as a community gathering place
- ▶ Create neighborhood centers in underserved areas
- ▶ Design public spaces that encourage interaction and community building

Pillar 3: Infrastructure & Sustainable Growth

Objective 3.1: Expand utility capacity to support growth

Initiative: Address water/wastewater capacity constraints

- ▶ Work with government relations expert to streamline Suwannee River Water
- ▶ Develop water conservation programs to maximize existing capacity

Initiative: Expand utility capacity to support growth

- ▶ Explore alternative water sources and technologies
- ▶ Upgrade existing wastewater treatment facilities
- ▶ Coordinate with county on regional wastewater solutions
- ▶ Implement phased approach aligned with development needs

Objective 3.1: Implement strategic annexation plan

Initiative: Annex priority development areas

- ▶ Develop criteria for strategic annexation decisions
- ▶ Focus on areas with existing or planned utility service
- ▶ Create annexation information program for property owners
- ▶ Coordinate with county on annexation approach

Initiative: Enhance city-county relationship and service coordination

- ▶ Develop interlocal agreements for service areas
- ▶ Create consistent development standards across jurisdictions
- ▶ Establish regular coordination mechanisms between city and county
- ▶ Coordinate joint tourism marketing and development initiatives to leverage regional attractions

Pillar 4: Public Safety & Community Engagement

Objective 4.1: Enhance public safety services

Initiative: Expand Police Department Staffing and Infrastructure

- ▶ Implement a comprehensive plan to expand and upgrade the police department building to address overcrowding and improve operational efficiency
- ▶ Increase police staffing by 5 officers annually over the next 5 years to support traffic units, evidence processing, and expanded patrol zones for newly annexed areas
- ▶ Expand use of Flock, the gunshot detection system, beyond the north side to full citywide implementation

Initiative: Expand community policing initiatives

- ▶ Increase Breakfast with the Chief events from quarterly to monthly, with rotating locations to cover all city districts
- ▶ Expand Coffee with a Cop sessions from 6 to 8 annually
- ▶ Expand Citizens Police Academy capacity from one to two sessions per year, increasing graduates from 30 to 60 annually
- ▶ Grow the Police Explorer Program from 11 to 25 active participants, with particular focus on recruiting from underrepresented city neighborhoods
- ▶ Expand the Summer Youth Employment Program from 20 to 30 positions to provide 20+ local youth with job skills and professional development opportunities annually
- ▶ Increase Farm Share and food distribution events from 4 to 6 annually, expanding reach from 1,177 to 1,500 households per year
- ▶ Establish dedicated traffic enforcement units for each patrol squad to focus on high-crash corridors
- ▶ Launch a comprehensive "Lock It or Lose It" public education campaign to reduce vehicle-related crimes

Initiative: Enhance Fire Department Capabilities

- ▶ Add at least three new personnel—one per shift—to achieve minimum staffing of six firefighters per emergency response.
- ▶ Complete ongoing ISO evaluation process and work to improve rating from 4 to at least 3, potentially reaching 2
- ▶ Evaluate and potentially increase fire assessment rate from current \$311 per resident to ensure adequate funding for enhanced services
- ▶ Evaluate and upgrade emergency response equipment and apparatus to ensure optimal response times
- ▶ Implement advanced training programs for specialized emergency responses (hazmat, technical rescue, water rescue)
- ▶ Develop comprehensive emergency response protocols for high-risk locations identified through pre-fire planning

Initiative: Expand Community Education and Outreach

- ▶ Increase fire safety education presentations in schools from current levels to monthly programs in each district school
- ▶ Launch "Fire Safety Week" annual community-wide education campaign
- ▶ Develop CPR/First Aid training programs for community members, with quarterly public classes
- ▶ Create fire department youth programs including junior firefighter camps and school visit programs
- ▶ Establish fire safety education programs for senior living facilities and assisted living communities
- ▶ Expand fire department participation in community events from current levels to presence at all major city festivals and gatherings

Objective 4.2: Strengthen citizen engagement

Initiative: Enhance communication channels and improve public safety communication

- ▶ Develop comprehensive communication strategy both for emergencies and less emergent public safety announcements
- ▶ Enhance emergency communications through full integration with the Columbia County Combined Communications Center
- ▶ Expand the department's social media presence and monthly video recaps to improve community awareness

Initiative: Create opportunities for public input

- ▶ Establish quarterly meetings with community leaders, including faith leaders and neighborhood associations, with focus on historically underserved areas (See: Objective 2.2)

IMPLEMENTATION FRAMEWORK

The Strategic Plan Implementation Team will be led by the City Manager and including department heads, with periodic reporting to the City Council. The team will:

- Meet monthly/quarterly to review progress on initiatives
- Coordinate cross-departmental efforts
- Identify resource needs and constraints
- Recommend adjustments based on implementation experience
- Prepare progress reports for City Council and the public

TIMELINE AND PHASING

Phase 1 (Year 1 - underway)

- ▶ Establish implementation structures and baseline metrics
- ▶ Begin high-priority initiatives with existing resources
- ▶ Develop detailed action plans for all key initiatives across all departments
- ▶ Build partnerships essential for implementation

Phases 2 and 3 will take more concrete form as each department's key initiatives are added to the timeline.

Phase 2 (Years 2-3)

- ▶ Implement core initiatives across all strategic priorities
- ▶ Secure additional resources for expanded implementation
- ▶ Evaluate initial results and adjust approaches as needed
- ▶ Scale successful pilots to full implementation

Phase 3 (Years 4-5)

- ▶ Complete major initiatives
- ▶ Evaluate overall Strategic Plan outcomes
- ▶ Begin planning for next Strategic Plan cycle

PARTNERSHIP OPPORTUNITIES

Successful implementation requires relationship building and partnerships with the below.

Government Partners:

- ▶ Columbia County
- ▶ Suwannee River Water Management District
- ▶ Florida Department of Transportation

Educational Institutions

- ▶ Florida Gateway College
- ▶ Columbia County School District
- ▶ University of Florida (extension programs)

Business Organizations

- ▶ Chamber of Commerce
- ▶ Major employers (HAECO, Weyerhaeuser HCA Hospital, etc.)
- ▶ Small business organizations
- ▶ Regional economic development organizations

Community Organizations

- ▶ Neighborhood associations
- ▶ Faith-based organizations
- ▶ Service clubs and nonprofit organizations
- ▶ Youth and senior organizations

Financial Strategy

Current Financial Position

Lake City enters this Strategic Plan period with a stable financial foundation, including:

- Utility enterprise funds that support infrastructure maintenance and improvement
- Bonding capacity for strategic investments
- Grant-writing capacity through in-house staff

Revenue Enhancement Strategies

The Lake City tax rate is the lowest in the area at 4.9%. A moderate increase in the tax rate to 5.5-8% would make room for an increase in quality of life services outlined in the initiatives of this report.

Grants and Federal Funding Federal infrastructure and housing grants State economic development programs Foundation funding for community initiatives Regional partnership opportunities	Enterprise Fund Optimization Strategic utility rate adjustments Expansion of customer base through annexation and growth Operational efficiencies to maximize revenue Infrastructure investments that reduce long-term costs
Public Private Partnerships Housing development partnerships Infrastructure cost-sharing with developers Business improvement districts for targeted areas Joint ventures for commercial development	Expansion of the Tax Base Strategic annexation to expand tax base Economic development to increase property values Redevelopment of underutilized properties Diversification of revenue sources 1-3% tax increase

Capital Improvement Planning

The below capital projects emerged as opportunities or needs during the discovery process for this strategic plan.

- ▶ City Hall
- ▶ Public safety building
- ▶ Water and wastewater capacity improvements
- ▶ Parks and recreation facilities
- ▶ Technology infrastructure

Budget Alignment

Annual budgeting processes will be aligned with Strategic Plan priorities through:

- Department budget requests linked to Strategic Plan initiatives
- Performance-based budgeting for key initiatives
- Mid-year budget reviews to address emerging needs
- Long-term financial planning for multi-year initiatives



CONCLUSION AND NEXT STEPS

The Lake City Strategic Plan establishes a clear vision for our community's future and a practical roadmap to achieve it. By focusing on our four strategic priorities—**Economic Development**, **Housing & Community Development**, **Infrastructure & Sustainable Growth**, and **Public Safety & Community Engagement**—we will transform challenges into opportunities and build a community that works for all residents.

Successful implementation requires commitment, collaboration, and adaptability. The plan provides structure while allowing flexibility to address changing conditions and emerging opportunities. Regular progress reviews and transparent communication will ensure accountability and build community trust in the process.

IMMEDIATE NEXT STEPS (FIRST 90 DAYS)

Establish Implementation Structure

- ▶ Form Strategic Plan Implementation Team
- ▶ Develop detailed work plans for Year 1 initiatives
- ▶ Create performance measurement dashboard

Launch Priority Initiatives

- ▶ Finalize Housing Authority establishment
- ▶ Begin development process for downtown mixed-use project
- ▶ Initiate utility capacity enhancement planning
- ▶ Implement business development "concierge" service

Communicate the Plan

- ▶ Develop Strategic Plan summary materials
- ▶ Host community information sessions
- ▶ Create online platform for tracking implementation progress
- ▶ Engage partners in implementation planning

Secure Funding

- ▶ Identify grant opportunities aligned with plan priorities
- ▶ Explore financing options for major capital projects
- ▶ Begin partnership discussions with key stakeholders

APPENDICES

A1. Discovery Process Notes

The discovery process took into account a cross-section of stakeholders who deeply understand the priorities and needs for Lake City, including public officials and employees as well as private citizens. In addition, we reviewed any relevant materials and/or preexisting plans and initiatives from each stakeholder.

Stakeholder meetings held:

- City Manager and City Executive Team
- City Council
- Columbia County School District
- Florida DOT
- HCA Lake City Hospital
- JAXPORT
- HAECO
- Weyerhaeuser
- Business round table with local business representatives

Stakeholder insights

City Department Heads

- Identified infrastructure, housing, and jobs as the three foundational priorities
- Expressed need for more proactive versus reactive governance
- Highlighted interdepartmental communication improvements
- Concerned about bureaucratic barriers to growth
- Emphasized need to improve city's reputation/perception

County Officials

- Expressed willingness to collaborate on utilities and development
- Highlighted the mega-industrial site as critical opportunity
- Stressed importance of workforce development aligned with growth
- Noted improving intergovernmental relations

Stakeholder insights, cont.

Education Leaders

- Proud of strong career/technical education programs and certifications
- Seeking more youth engagement opportunities
- Interested in expanded internship programs with local businesses
- Concerned about student retention and career pathways
- Expressed desire for more city support with facilities like the pool

Large Employers

- HAECO sees potential for significant expansion with right conditions
- Hospital planning substantial growth with new facilities
- Weyerhaeuser positioned to attract major industrial development

County Officials

- Identified housing as critical barrier to growth
- Emphasized need for streamlined permitting and development processes
- Expressed interest in downtown revitalization
- Highlighted youth engagement and development as community priority
- Want more support for small business growth

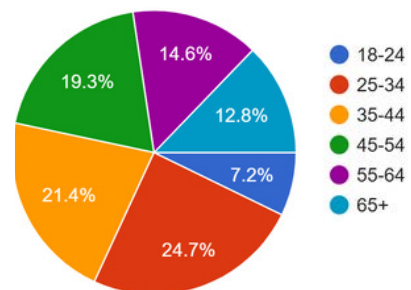
APPENDIX 2: SURVEY RESULTS

The City of Lake City conducted a comprehensive community survey in Spring 2025 to gather input from residents regarding their priorities, concerns, and vision for the future. **With over 550 responses** from diverse neighborhoods across the city and surrounding areas, this survey provided valuable insights that have directly shaped the strategic priorities outlined in this plan.

Responder Demographics

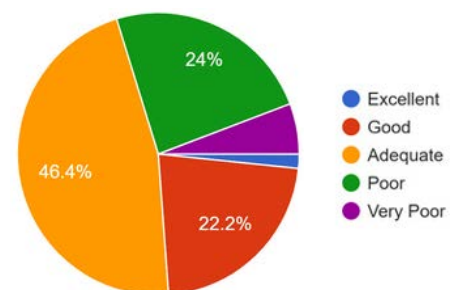
Survey participants represented a broad cross-section of Lake City's population, with residency ranging from less than one year to more than 20 years. All age groups were represented, with the largest participation coming from residents aged 35-44 and 45-54, followed by residents aged 25-34.

What is your age? (555 responses)



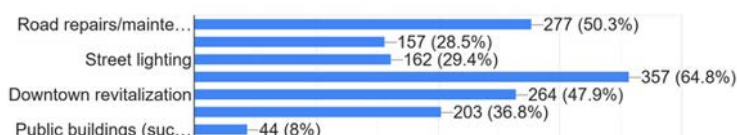
Respondents largely rated the roads and streets Adequate or Good. A sizeable portion, >25%, found the roads Poor or Very Poor.

How would you rate the current condition of Lake City's roads and streets? (554 responses)



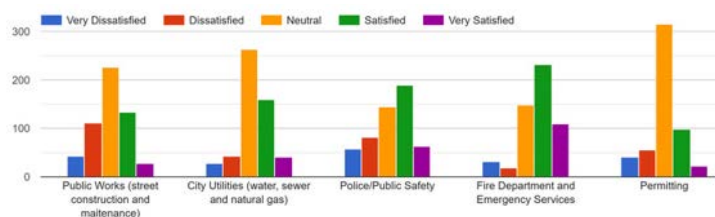
Notable proportions of respondents view road repairs/maintenance, street lighting, downtown revitalization and public buildings.

Which public facility improvements should be prioritized to better support the community? (551 responses)



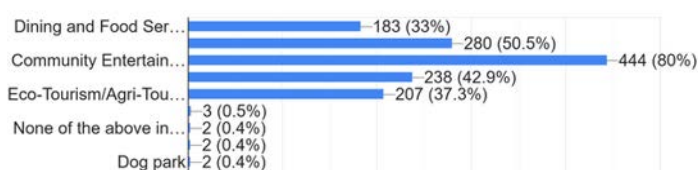
The majority of respondents feel neutral about the Public Works, City Utilities, Police/Public Safety, Fire Department and Emergency Services, and Permitting. **The Fire Department** shares the largest share of **Satisfied** or **Very Satisfied** customers.

How satisfied are you with city services?



A significant proportion of respondents would like to see additional **dining and food services**, **community entertainment** and **eco-tourism/agri-tourism** in Lake City in the future.

What types of new businesses or developments would you like to see?



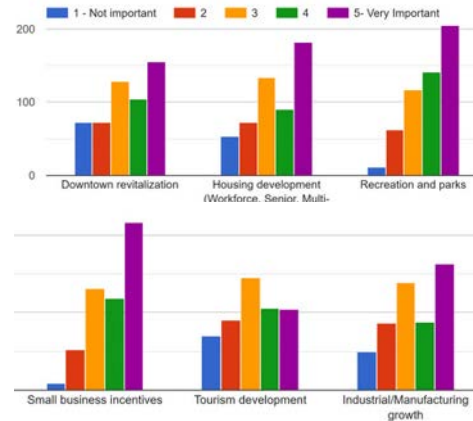
A significant portion of respondents would like to see improved **Community centers**, **Parks**, **Public Swimming pool**, **sports facilities**, and **Walking/biking trails** in Lake City's future.

Which community amenities would you like to see created or improved? Select all that apply.



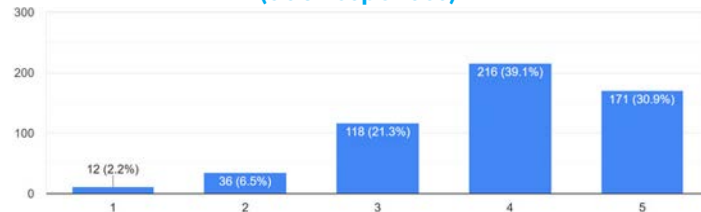
The majority of respondents ranked **Small business incentives**, **Housing Development**, **Recreation and Parks** as **important or very important** for Lake City's future. Tourism development, and industrial/manufacturing growth were viewed as less important by comparison.

How important are the following to Lake City's future?



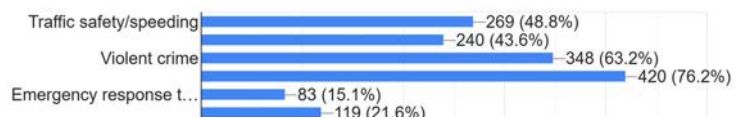
The majority of respondents (70%) feel **Safe** or **Very Safe** in their neighborhoods. 8.7% of respondents feel **Unsafe** or **Very Unsafe**.

How safe do you feel in your neighborhood? (553 responses)



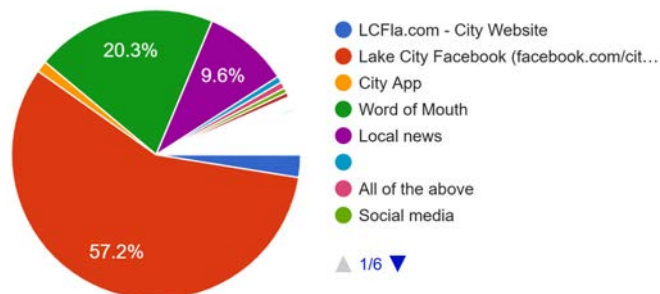
The top safety concerns in Lake City according to survey respondents are: **Traffic safety/speeding** (49%), **Property Crime** (44%), **Violent crime** (63%), **Drug activity** (76%), **Emergency response times** (15%), and **Street lighting** (21%).

What public safety issues concern you most? (553 responses)



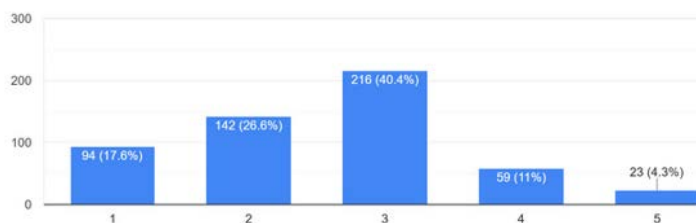
The majority of respondents get their news about Lake City from the City's **Facebook page** (57%) or **Word of Mouth** (20%). 7% get information from the **local news**.

How do you currently get information about Lake City events and news? (552 responses)



On a scale of Not Responsive (1) to Highly Responsive (5), 44% of respondents indicated the city is **not responsive**. 40% felt neutral about this city's responsiveness and a small portion, 15%, noted that the city is highly responsive.

How would you rate the responsiveness of city government to resident concerns? (534 responses)



APPENDIX 3: BEST PRACTICES RESEARCH

Below is background research that was compiled in formulating this plan. It includes rationale for these policy ideas as well as examples of cities who have had success with these tactics.

CULTIVATING NEIGHBORHOOD IDENTITIES FOR COMMUNITY BUILDING

- ▶ **Empower Local Leadership:** Establish neighborhood councils or associations with real decision-making power over local issues like small infrastructure projects, community events, and beautification efforts. Give them modest budgets to implement their priorities.
- ▶ **Create Distinct Visual Identity:** Support neighborhoods in developing unique branding through murals, gateway signage, street banners, and consistent architectural elements that reflect local history or character.
- ▶ **Foster Regular Gathering Spaces:** Ensure each neighborhood has accessible community spaces - whether community centers, pocket parks, or regular street festivals - where residents naturally interact.
- ▶ **Connect Through Shared Systems:** While celebrating uniqueness, create city-wide programs that link neighborhoods, such as coordinated festivals, inter-neighborhood sports leagues, or shared sustainability initiatives.

Successful Small City Examples

- ▶ **Decatur, Georgia** (population ~25,000) created a neighborhood association network that gives each area real influence over local development decisions. Their annual "Decatur Book Festival" brings all neighborhoods together while individual areas host their own themed events throughout the year.
- ▶ **Northampton, Massachusetts** (population ~29,000) established neighborhood councils with small grants programs. Each council can fund local improvements up to \$5,000 annually. The Florence neighborhood created a distinctive arts district identity, while others focused on historic preservation or sustainability themes.

- ▶ Burlington, Vermont (population ~45,000) developed a ward system where each neighborhood has both unique character-building initiatives and representation in city-wide planning. Their Old North End neighborhood transformed from struggling to thriving through resident-led placemaking.
- ▶ Traverse City, Michigan (population ~16,000) created neighborhood "stewardship groups" that adopt local spaces and organize signature events. Each group develops its own identity while participating in city-wide coordination meetings and shared resource pools.

The key is balancing local autonomy with city-wide connection - letting neighborhoods develop their own personalities while ensuring they don't become isolated silos. Start with pilot programs in 2-3 neighborhoods before expanding city-wide.

PUBLIC ART PROGRAM FOR DOWNTOWN REVITALIZATION

A public art program could address several Lake City priorities:

Crime and Public Safety

- Target north side neighborhoods mentioned in city discussions
- Focus on youth engagement to address concerns about idle youth
- Partner with police department's community engagement initiatives

Downtown Revitalization

- Support the downtown redevelopment priorities identified in city plans
- Create destinations that support local businesses
- Complement the mixed-use development goals

Education and Youth Development

- Collaborate with Columbia County School District's career programs
- Integrate with existing internship and summer youth employment programs
- Support the 50% of students who don't pursue college with creative career pathways

Tourism and Economic Development

- Leverage natural and historical assets through artistic interpretation
- Create Instagram-worthy destinations to support tourism goals
- Support the cultural events and festivals expansion mentioned in city objectives

Documented Positive Impacts of Public Art Programs

Philadelphia, Pennsylvania - Mural Arts Program

Established: 1984

Scale: 4,000+ murals across the city

Documented Impacts:

- Crime Reduction: Studies show 5-15% reduction in certain crimes in neighborhoods with new murals
- Community Engagement: 95% of residents report feeling more connected to their neighborhood
- Educational Outcomes: Schools with mural programs show increased student engagement and attendance
- Economic Development: Property values increase 8-15% within 500 feet of public art installations

San Antonio, Texas - Centro de Artes Program

Focus: Latino cultural heritage through public murals in underserved neighborhoods

Community Benefits:

- Academic Achievement: Schools in participating neighborhoods show 18% improvement in standardized test scores
- Youth Programs: 300+ young people participate annually in mural creation
- Crime Prevention: 30% reduction in youth arrests in target neighborhoods

Grand Rapids, Michigan - ArtPrize

Model: Annual citywide art competition using public spaces

Economic and Social Impact:

- Economic Boost: \$15+ million in annual economic impact
- Education: Partnership with schools reaches 20,000+ students annually
- Safety: Downtown crime decreases 25% during festival periods, with lasting effects

IMPACTS OF HOUSING AUTHORITIES IN SMALL SOUTHERN CITIES

Best Practices

- ▶ **Start with Strategic Planning:** Conduct comprehensive housing needs assessments and create 5-10 year plans that address both immediate repairs and long-term community development goals.
- ▶ **Focus on Mixed-Income Development:** Reduce concentration of low-income housing by creating developments that serve families at various income levels, including workforce housing for teachers, firefighters, and other essential workers.
- ▶ **Climate Resilience:** Southern housing authorities increasingly focus on hurricane/tornado resistance and energy efficiency for hot, humid climates.
- ▶ **Historic Preservation:** Many Southern cities successfully combine affordable housing with historic district revitalization, using tax credits creatively.
- ▶ **Rural Partnerships:** Small Southern cities often coordinate with county housing authorities to serve broader regions more efficiently.
- ▶ **Employer Partnerships:** Industries like healthcare, education, and manufacturing in small Southern cities create natural partnerships for workforce housing development.

Examples of Cities with Successful Programs

Florence, South Carolina (population ~38,000, but started smaller)

Focused on homeownership counseling and down-payment assistance programs alongside traditional rental housing.

- Generated 312 first-time homebuyers over 5 years with 92% still maintaining homeownership after 7 years
- \$18.6 million in new mortgage lending in the local market
- 34% reduction in crime rates and 28% increase in high school graduation rates over 8 years.

Greenville, Mississippi (population ~29,000, but started smaller)

Transformed their public housing through the HOPE VI program, replacing deteriorating high-rise projects with mixed-income townhomes and single-family homes. They created the historic Lakeview community that became a model for other Delta cities.

- Replaced 300 units of distressed housing with 180 mixed-income units plus 85 homeownership opportunities.
- Crime in the area decreased 74% and childhood asthma rates dropped 45% due to improved quality of housing.

Opelika, Alabama (population ~30,000)

Developed innovative partnerships with Auburn University to create affordable workforce housing. Their housing authority focused on downtown revitalization, converting historic buildings into mixed-income housing while preserving the city's character.

- Generated \$45M in private investment within 3 blocks of public housing developments
- Property values in the area increased 127% over 8 years, and downtown vacancy rates dropped from 40% to 8%.

Thomasville, Georgia (population ~19,000)

Created successful public-private partnerships through their housing authority, working with local employers to develop workforce housing for teachers and hospital workers. They focused on scattered-site housing rather than concentrated developments.

- Reduced teacher turnover from 23% to 11% annually, saving the school district \$180,000 per year.
- Local hospital reported 40% reduction in nursing staff turnover

Tuskegee, Alabama (population ~9,000)

Partnered with Tuskegee University to create innovative homeownership programs and renovate historic neighborhoods. Their housing authority emphasizes resident ownership and community wealth-building.

- Local unemployment dropped from 18% to 9% in targeted neighborhoods.



This strategic Plan was commissioned by City Manager Don Rosenthal and his executive staff. If you have any questions, comments or concerns, contact us at <https://www.lcfla.com/contact>.

