

**RESOLUTION NO 2024 - 016**  
**CITY OF LAKE CITY, FLORIDA**

**A RESOLUTION OF THE CITY OF LAKE CITY, FLORIDA APPROVING AND ADOPTING THAT CERTAIN STRATEGIC PLAN DEVELOPMENT PROCESS PROPOSAL PREPARED BY SERAFIN & ASSOCIATES, INC.; MAKING CERTAIN FINDINGS OF FACT IN SUPPORT OF THE CITY APPROVING AND ADOPTING SAID STRATEGIC PLAN DEVELOPMENT PROCESS PROPOSAL; DIRECTING THE CITY MANAGER TO IMPLEMENT SAID STRATEGIC PLAN DEVELOPMENT PROCESS PROPOSAL; REPEALING ALL PRIOR RESOLUTIONS IN CONFLICT; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, the City Council of the City of Lake City (“City”) received a presentation of a strategic plan development process proposal (the “Planning Process”) from Serafin & Associates, Inc. (the “Consultant”); and

WHEREAS, the City Council recognizes the inherent value of developing and adopting a strategic plan to guide the City as it plans for and makes critical decisions about the future of the City; and

WHEREAS, having received the presentation of the Planning Process from the Consultant at the direction and initiative of the City Manager, the City Council desires to approve and adopt said Planning Process as the guiding planning document for the City as the City develops, analyzes, and determines a strategic plan for the City’s future; and

WHEREAS, approving and adopting the Planning Process proposed and presented by the Consultant at the direction and initiative of the City Manager is in the public or community interest and for public welfare; now therefore

BE IT RESOLVED by the City Council of the City of Lake City, Florida:

1. Approving and adopting the Planning Process proposed and presented by the Consultant at the direction and initiative of the City Manager is in the public or community interest and for public welfare; and
2. In furtherance thereof, the Planning Process in the form of the Exhibit attached hereto should be and is approved and adopted by the City Council of the City of Lake City; and
3. The City Manager of the City of Lake City is the officer of the City duly designated by the

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City's Charter and Code of Ordinances to execute such rules and regulations as are adopted by the City Council of the City of Lake City; and

4. The City Manager of the City of Lake City is authorized and directed to execute and implement the Planning Process with the assistance of the Consultant in the form of the Exhibit attached hereto; and
5. All prior resolutions of the City Council of the City of Lake City in conflict with this resolution are hereby repealed to the extent of such conflict; and
6. This resolution shall become effective and enforceable upon final adoption by the City Council of the City of Lake City.

APPROVED AND ADOPTED, by an affirmative vote of a majority of a quorum present of the City Council of the City of Lake City, Florida, at a regular meeting, this \_\_\_ day of January, 2025.

BY THE MAYOR OF THE CITY OF LAKE CITY,  
FLORIDA

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Noah E. Walker, Mayor

ATTEST, BY THE CLERK OF THE CITY COUNCIL  
OF THE CITY OF LAKE CITY, FLORIDA:

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Audrey E. Sikes, City Clerk

APPROVED AS TO FORM AND LEGALITY:

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Clay Martin, City Attorney



# Serafin.

## Lake City, FL. Strategic Plan Proposal

Prepared for:

Don Rosenthal  
City Manager

## **About Serafin**

We are a full-service firm specializing in integrated communications management that extends each client's reach to key audiences and stakeholders, enhances and protects their brands and creates new opportunities to fulfill their missions. Our expertise includes message & media, image & reputation, and engagement & advocacy management. Serafin and Associates brings deep experience in collaborating with communities to uncover their unique resources, engage stakeholders, and craft comprehensive plans that drive sustainable growth and future development.

## **Objective**

To craft a comprehensive strategic plan that identifies Lake City's vision and core mission for the future, ensuring sustainable growth and enhanced quality of life for its residents.

## **Our Approach**

As a full-service integrated communications firm, we specialize in expanding reach, protecting brands, and creating new opportunities for our clients. Through expertise in message & media, image & reputation, and engagement & advocacy management, we will deliver a strategic plan tailored to the unique needs of Lake City.

The final strategic plan will serve as a roadmap to position Lake City for sustainable growth, economic vitality, and enhanced community well-being. It will empower decision-makers with actionable insights, forge stronger partnerships, and guide the city's progress toward its vision for the future.

## **Key Steps**

- 1. Establish Priorities**
  - a. Define the city's core mission and vision.
  - b. Set strategic priorities to address current needs and future goals.
- 2. Connect Priorities to Funding and Operations**
  - a. Align strategic goals with available resources and operational capacity.
- 3. Develop a Decision-Making Guide**
  - a. Create a framework to support informed decision-making by city officials.
- 4. Review Existing Plans and Documents/Analyze Pertinent Materials**
- 5. Recommend Performance Measures**
  - a. Propose measurable outcomes to track the success of strategic initiatives.
- 6. Agree on a Workable Plan & Finalize Actionable Roadmap**

## Community and Stakeholder Engagement

- **Input Gathering:** Host workshops and meetings with elected officials, staff, stakeholders, organizations, and community members to:
  - Identify target customers and core services.
  - Recognize strengths, challenges, and opportunities.
  - Establish shared guiding principles.
- **Public Participation:** Facilitate a dedicated “Day of Public Meetings” to ensure transparency and inclusivity.

## Focus Areas

- 1. Economic Development**
  - a. Highlight Lake City as an ideal location for data centers, warehouses, and other industries.
  - b. Promote strategic partnerships to attract investment and drive innovation.
- 2. Affordable Housing**
  - a. Collaborate with the Housing Authority to identify solutions for housing affordability.
- 3. Safety and Community Engagement**
  - a. Foster a safer, more connected community through strategic initiatives.

The plan will include development of strategic priorities for economic development highlighting the Lake City area as the ideal location for data centers, warehouses, and other businesses. This plan will be the roadmap to foster strategic partnerships, innovation, safety and community engagement.

## Key Objectives & Initiatives

### 1. Economic Development

Lake City Gateway Airport's strategic location, combined with its proximity to major highways like I-10 and I-75, offers unparalleled accessibility, making it an ideal hub for businesses seeking efficient transportation and logistics solutions.

#### **Objective 1.1: Attract new businesses and investment**

Partner with state and regional economic development organizations to promote Lake City as a transportation hub and business-friendly environment.

Leverage tax incentives and grants to attract industries such as logistics, and technology.

Research marketing campaign that would showcase Lake City's location near major highways and transportation hubs.

#### **Objective 1.2: Promote workforce development**

Partner with local schools and colleges to create job training programs aligned with growing industries.  
Offer incentives for businesses that provide internships and apprenticeships to local students.

## **2. Public Safety & Reputation**

### **Objective 2.1 Address Critical Reputation Issue**

Gather accurate, recent data points from local law enforcement and independent crime statistics databases. Showcase improvements, highlighting areas with reduced crime and growing community safety measures.

## **3. Community and Social Development**

### **Objective 3.1: Increase affordable housing availability**

Partner with developers to incentivize the construction of affordable housing units. Develop mixed-use neighborhoods that include commercial spaces, parks, and accessible housing.

### **Objective 3.2: Enhance educational opportunities**

Partner with local schools and colleges to improve career-focused education in STEM and vocational training.  
Support after-school programs and community learning centers that offer enrichment and job skills training.

## **4. Tourism**

### **Objective 4.1: Promote natural and historical attractions**

Develop tourism campaigns highlighting the Ichetucknee Springs State Park, Osceola National Forest, and the Suwannee River.  
Create new historical and cultural trails celebrating Lake City's history and its role in Florida's development.

### **Objective 4.2: Increase events and festivals**

Expand existing events like the Olustee Battle Festival and add new annual events centered around local culture, music, and food.  
Collaborate with local artists and cultural groups to create public art installations and cultural programs.

## **5. Sustainability and Environmental Stewardship**

### **Objective 5.1: Implement green infrastructure**

Incorporate green technologies, such as solar power in public buildings and energy-efficient street lighting.  
Support community-driven initiatives like urban gardening, recycling programs, and tree-planting projects.

### **Objective 5.2: Protect natural resources**

Work with environmental groups to preserve local ecosystems, especially near Lake DeSoto and Ichetucknee Springs.

Develop sustainable water management policies to protect water sources from pollution and overuse.

#### **6. Implementation & Accountability**

**Timeline:** Establish a phased approach to implementing key projects, with quarterly progress reviews.

**Partnerships:** Collaborate with local, state, and federal agencies, private sector businesses, and community organizations.

**Funding:** Utilize a mix of government grants, public-private partnerships, and local tax revenues to finance projects.

**Public Safety & Engagement:** Hold regular town hall meetings and create an online platform where residents can provide feedback and monitor progress.

#### **Metrics for Success:**

Increase in job creation and new business

Improved infrastructure ratings and resident satisfaction.

Growth in tourism revenues and attendance at local events.

*This project has an estimated cost of \$30,000 excluding travel expenses not to exceed \$4,500. \$10,000 due upon contract signing, \$10,000 due mid-project and \$10,000 due on completion. Timeline plan will be initiated as soon as contract is executed.*

## Timeline

### Proposed Timeline:

- What is the start date?
- What is the expected completion date?
- What is the timeline (4 months)?
  - Week 1–4: Project kickoff, data collection, and stakeholder interviews.
  - Week 5–8: Facilitate workshops and analyze findings.
  - Week 9–12: Create the first draft and review with city leadership.
  - Week 13–16: Finalize and present the strategic plan.
    - **Note:** The timeline is flexible and can be adjusted based on city priorities and deadlines.

## Budget

### Proposed Fee Structure:

- Flat fee for full project: \$ (What is the budget for the total project)

## City Responsibilities

- Provide access to relevant documents, data, and existing plans.
- Designate a project lead or committee for approvals and coordination.
- Assist with community engagement activities, such as publicizing surveys or forums.

## Assumptions

- The city will provide timely feedback on drafts and deliverables.
- Stakeholders will be available for interviews or workshops as scheduled.
- All optional services not selected will be excluded from the final scope and budget.