

**CITY OF PINE LAKE, GEORGIA  
SPECIAL CALLED MEETING  
AGENDA**

**DECEMBER 9, 2025 @ 6:00PM  
COURTHOUSE & COUNCIL CHAMBERS  
459 PINE DRIVE, PINE LAKE, GA 30072**

**NOTE: All attendees are reminded to silence cellular phones and other devices that may cause interruption of the session proceedings.**

**CALL TO ORDER – SPECIAL CALLED MEETING**

**ANNOUNCEMENTS/COMMUNICATIONS**

**ADOPTION OF THE AGENDA OF THE DAY**

**ADOPTION OF THE MINUTES**

- October 28, 2025 – Regular Meeting
- November 12, 2025 – Special Called Meeting
- December 2, 2025 – Public Hearing, Special Called Meeting

**PUBLIC COMMENT – 3 minutes each please**

**OLD BUSINESS**

1. Resolution R-2025-67, Position Classification and Pay Plan – Adoption
2. Resolution R-2025-68, Appointment of City Clerk
3. Resolution R-2025-69, City Manager Contract
4. Resolution R-2025-70, Fiscal Year (FY) 2026 Budget – Adoption

**PUBLIC COMMENT – 3 minutes each please**

**REPORTS AND OTHER BUSINESS**

- Mayor
- City Council
- Information for the Pine Lake News Blast

**EXECUTIVE SESSION**

**ADJOURNMENT**

**MAYOR**

Brandy Hall

**COUNCIL MEMBERS**

Jean Bordeaux, Mayor pro tem  
Jeff Goldberg  
Tom Ramsey  
Thomas Torrent  
Augusta Woods

**CITY OF PINE LAKE  
425 ALLGOOD ROAD  
P.O. BOX 1325  
PINE LAKE, GA 30072**

404-999-4901

[www.pinelakega.net](http://www.pinelakega.net)

**CITY OF PINE LAKE  
CITY COUNCIL REGULAR MEETING  
MINUTES  
October 28, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Call to Order:** Mayor Hall called the Regular Meeting to order at 6:00PM.

Present: Mayor Brandy Hall, Mayor pro tem Bordeaux, Council Members Jeff Goldberg, Thomas Torrent, and Augusta Woods. Also present were City Manager Stanley Hawthorne, City Attorney Chris Balch, Chief of Police Sarai Y'Hudah-Green, Public Works Director Bernard Kendrick, Finance Director Paul Salvatore, and Acting City Clerk Ned Dagenhard. Council Member Tom Ramsey was not in attendance.

**Announcements and Communications**

Mayor Hall stated that changes had been preliminarily discussed regarding the City Council meeting schedule for the remainder of the year, and invited City Manager Hawthorne to elaborate further.

City Manager Hawthorne outlined the City's task list for the final months of 2025, citing completion of the 2024 audit, development and proposal of the 2026 budget, presentation and adoption of the classification and pay study, and the greenspace masterplan. Due to the 45-day requirement for presenting the 2026 budget, Mr. Hawthorne added, and in light of cancellation of a previously-scheduled meeting on November 11<sup>th</sup> (Veteran's Day), a Special Called meeting would be required for November 12<sup>th</sup>. Against other previously-scheduled meetings near the Thanksgiving, Christmas, and New Year's holidays; City Manager Hawthorne and Mayor Hall suggested an updated schedule, wherein all meetings for the remainder of the year would be cancelled, and instead Special Called Meetings would be set for November 12<sup>th</sup>, December 2<sup>nd</sup>, and December 9<sup>th</sup>.

Mayor pro tem inquired about the expected delivery date of the 2024 audit report. City Manager Hawthorne stated that while he was hopeful the report would be delivered by December 9<sup>th</sup>, circumstances regarding personnel in the previous Finance Department had put the incoming Director, Paul Salvatore, at "a significant disadvantage." Mr. Hawthorne continued that the City now has "a completely different level of expertise and professionalism," but that Mr. Salvatore would require time to get caught up.

**CITY OF PINE LAKE  
CITY COUNCIL REGULAR MEETING  
MINUTES  
October 28, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Swearing-in Ceremony**

- **Pine Lake Police Department Reserve Officer – Jordan Hayes**

Chief Y'Hudah-Green introduced Officer Jordan Hayes, highlighting his "[focus on] protecting the vulnerable and commitment to justice."

Officer Jordan Hayes took the oath of office; Mayor Hall presided.

No further action was taken.

**Adoption of the Agenda of the Day**

Council Member Woods moved to adopt the Agenda of the Day; Mayor pro tem Bordeaux seconded.

No discussion took place.

Mayor Hall called for a vote.

All members voted in favor, and the motion carried.

**Adoption of the Minutes**

- **September 30, 2025 – Regular Meeting**
- **October 14, 2025 – Work Session**

Council Member Goldberg moved to adopt the Minutes; Council Member Torrent seconded.

No discussion took place.

Mayor Hall called for a vote to approve the Minutes.

All members voted in favor, and the motion carried.

**CITY OF PINE LAKE  
CITY COUNCIL REGULAR MEETING  
MINUTES  
October 28, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Consent Agenda**

- 1. Resolution R-2025-63, Requesting Presentation of Methodology for Multifamily Housing Tax Assessment – DeKalb County Board of Assessors**
- 2. Resolution R-2025-64, Authorizing Official Signatures for Truist Bank Accounts**

Council Member Torrent moved to adopt the Consent Agenda; Mayor pro tem Bordeaux seconded.

No discussion took place.

Mayor Hall called for a vote.

All members voted in favor, and the motion carried.

**CITY OF PINE LAKE  
CITY COUNCIL REGULAR MEETING  
MINUTES  
October 28, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Reports and Other Business**

**City Council**

Council Member Torrent announced that he and Council Member Goldberg would be holding a *Community Chat* at the Clubhouse (later relocated to Courthouse) on Saturday, November 1<sup>st</sup>.

Mr. Torrent added that he would be attending the upcoming inaugural DeKalb Sports Commission meeting on October 30<sup>th</sup>, which had been developed ahead of the 2026 FIFA World Cup.

Council Member Goldberg announced that he and resident Mary Shuman would be acting as duplication and vote review panelists on behalf of Pine Lake for the upcoming DeKalb County Elections.

Mr. Goldberg continued with an update regarding ongoing conversations with the Georgia Forestry Commission, and a desire to reactivate the City's tree board to oversee implementation of a tree canopy management plan.

**Public Works**

Public Works Director Kendrick requested information on the Pine Lake Association for Involved Neighbors (PLAIN) holiday lighting event.

Mr. Kendrick also provided an update regarding work being done on a water main leak on Spring Drive, and an announcement that paving work would be paused during the Halloween holiday so as not to impede "trick or treating."

Mayor pro tem Bordeaux inquired as to whether lights were going to be installed along Rockbridge Road. Mr. Kendrick replied that while this was a future goal, DeKalb County approval would be required.

A brief exchange between Mr. Kendrick and Council Member Goldberg took place regarding whether Georgia Power's installation of new poles would impact availability of decorative fixtures mounted on old poles.

**CITY OF PINE LAKE  
CITY COUNCIL REGULAR MEETING  
MINUTES  
October 28, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Adjournment**

Council Member Goldberg moved to adjourn the Regular Meeting at 6:34PM.

---

Ned Dagenhard  
Acting City Clerk

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
November 12, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Call to Order:** Mayor Hall called the Special Called Meeting to order at 6:00PM.

Present: Mayor Brandy Hall (*via teleconference*), Mayor pro tem Jean Bordeaux, Council Members Jeff Goldberg, Tom Ramsey, and Thomas Torrent. Also present were City Manager Stanley Hawthorne, City Attorney Chris Balch, Chief of Police Sarai Y'Hudah-Green, Public Works Director Bernard Kendrick, and Acting City Clerk Ned Dagenhard. Council Member Augusta Woods and Finance Director Paul Salvatore were not in attendance.

**Announcements and Communications**

Mayor Hall expressed gratitude toward veterans of the United States Armed Forces for their service to country.

The Mayor added a notification that she was joining the meeting remotely, citing illness, but emphasizing the importance of the meeting.

**Adoption of the Agenda of the Day**

Council Member Ramsey moved to adopt the Agenda of the Day; Council Member Torrent seconded.

No discussion took place.

Mayor Hall called for a vote.

All members voted in favor, and the motion carried.

**Consent Agenda**

**1. Resolution R-2025-65, Declaring Results of the November 4, 2025 Municipal Election**

Mayor pro tem Bordeaux moved to adopt the Consent Agenda; Council Member Goldberg seconded.

No discussion took place.

Mayor Hall called for a vote.

All members voted in favor, and the motion carried.

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
November 12, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**New Business**

**1. Resolution R-2025-66, Dam Remediation Project**

Council Member Ramsey moved to adopt Resolution R-2025-66; Mayor pro tem Bordeaux seconded.

Public Works Director Kendrick presented recommendations from the City's engineer-of-record, *AECOM*, regarding vegetation management as a means of completing the previously-authorized inspection of the Pine Lake dam (located between Snapfinger Creek (Park Drive) and the lake).

Mayor pro tem Bordeaux inquired about whether the City could compel individuals from climbing/walking on the rip rap planned as fortification at the foot of the dam. City Attorney Balch responded in the affirmative, citing the dangerous conditions of attempting to "clamber around" on rip rap.

Council Member Goldberg asked whether vegetation would be replanted on the dam following the inspection and implementation of planned-fortification. Public Works Director Kendrick stated that future projects related to replanting would depend on completion of various surveys to determine what vegetation would be permissible in maintaining the dam's integrity.

Council Member Torrent expressed disapproval of the plans to cut vegetation from the upstream slope of the dam, referencing alleged ecological impact and the Environmental Protection Division's (EPD) recommendations for shoreline practices, which discourage implementation of rip rap. A brief discussion took place, wherein other members of the Governing Authority questioned the applicability of the EPD'S recommendation, citing the report's reference to general shorelines, and not dams. At one point, City Attorney Balch interjected to highlight the superseding nature of ensuring the dam's integrity, specifically due to the City's ownership of the dam, and potential catastrophic impact were the dam to fail due to an incomplete inspection, or mismanagement of vegetation that may negatively impact the dam's integrity.

The discussion continued regarding the kinds of vegetation that may be permitted along the crown of the dam. Variables discussed were root growth direction (vertical versus horizontal), as well as general maintainability/cost impact.



**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
November 12, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

Mayor Hall called for a vote.

Mayor pro tem Bordeaux and Council Member Ramsey voted in favor; Council Members Goldberg and Torrent voted against; Council Member Woods was not present. Mayor Hall, casting a tie-breaking vote, voted in favor.

The motion carried.

**2. Fiscal Year (FY) 2026 Proposed Budget – Distribution & Presentation**

City Manager Hawthorne introduced the 2026 Proposed Budget document, reading from the document in a general and broad manner, explaining its sections, and fielding questions from the Governing Authority.

Extensive discussion took place surrounding the recommended use of fund balance moneys to supplement revenue in the 2026 fiscal year.

Some contention was presented between the City Manager and Council Member Ramsey, and Mayor pro tem Bordeaux regarding whether aspects of an April 2025 budget amendment were accurately reflected in the column titled, "Amended 2025 Budget."

No action was taken by City Council.

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
November 12, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Reports and Other Business**

**City Council**

Council Member Torrent announced that he had attended his first meeting of the DeKalb Sports Commission after being appointed as Pine Lake's representative, commenting on the networking advantages, and "some cool initiatives" being developed by the commission.

Council Member Goldberg announced that he and Mayor Hall had begun discussions with the Georgia Forestry Commission. Mr. Goldberg stated that conversations have been productive, citing the commission's willingness to assist with a tree canopy management plan, and invasive plant management, as the City looks to regain its "Tree City USA" designation.

**Public Works**

Public Works Director Kendrick presented a proposed greenspace masterplan, developed by the City's engineer-of-record, *AECOM*. Mr. Kendrick discussed the facilitation of the upcoming virtual community meeting, during which the plan would be presented, and previously-submitted questions would be read and answered.

Council Member Ramsey expressed urgency toward the masterplan being uploaded to the City's website, and a mechanism being developed for the public to submit their questions. Mr. Kendrick stated that he had encountered a technical impediment regarding digital upload of the document, but that a solution was being actively developed. Deferring to Acting City Clerk Dagenhard, Mr. Kendrick advised that publication of the masterplan, and development of a mechanism for receiving resident questions, were both high priorities of staff.

As an aside following discussion of the greenspace masterplan, the Public Works Director stated that paving would be completed on November 13<sup>th</sup>, referencing cold weather delays.

Mayor Hall praised the Public Works Department for its "great work."

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
November 12, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Adjournment**

Council Member Ramsey moved to adjourn the Special Called Meeting at 8:31PM.

---

Ned Dagenhard  
Acting City Clerk

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
December 2, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Call to Order:** Mayor Hall called the Special Called Meeting to order at 6:00PM.

Present: Mayor Brandy Hall, Mayor pro tem Jean Bordeaux, Council Members Jeff Goldberg, Tom Ramsey, Thomas Torrent, and Augusta Woods. Also present were City Manager Stanley Hawthorne, City Attorney Chris Balch, Chief of Police Sarai Y'Hudah-Green, Finance Director Paul Salvatore, and Acting City Clerk Ned Dagenhard. Public Works Director Bernard Kendrick was not in attendance.

**Announcements and Communications**

Mayor pro tem Bordeaux announced a toy drive for Rockbridge Elementary, adding that information would be dispersed via the Ms. Bordeaux's private *Facebook* page, and the City's emailed "News Blast."

Council Member Ramsey added that toys can be dropped off at the Pine Lake Municipal Annex, and during Saturday's (12/6) *Lighting of the Lake and Cookie Exchange*, sponsored by the Pine Lake Association for Involved Neighbors (PLAIN).

Mayor pro tem Bordeaux added that the Pine Lake "Coffee Shop" event would take place Sunday (12/7) from 10:00AM-12:00PM at the Beach House.

**Adoption of the Agenda of the Day**

Council Member Woods moved to adopt the Agenda of the Day; Council Member Ramsey seconded.

No discussion took place.

Mayor Hall called for a vote.

All members voted in favor, and the motion carried.

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
December 2, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Old Business**

**1. Fiscal Year (FY) 2026 Proposed Budget – Review**

The City Manager narrated each section of the budget document, discussing the table of organization, revenue and expenditure categories, any notable adjustments realized during analysis of prior year expenses (such as an increase in auditor fees and group insurance costs) and the various strategies for revenue diversification discussed by the Governing Authority. City Manager Hawthorne also described an initiative led by the DeKalb County Board of Commissioners and DeKalb Municipal Association (DMA), wherein the entire County will be incorporated, requiring presentation of annexation plans from each of the County's thirteen (13) municipalities.

Mayor pro tem Bordeaux expressed a sense of encouragement regarding the urgent support of annexation by the County.

Council Member Ramsey echoed Ms. Bordeaux's comments, but also expressed nervousness toward the proposed use of fund balance reserves to balance the 2026 budget.

Council Member Goldberg characterized the use of fund balance reserves as "growing pains," and highlighted the need to educate residents on the aspects of the upcoming budget year. Mr. Goldberg also referenced the franchise fees revenue category, speculating that there may be underenforcement of that requirement among utility providers operating in the City.

Council Member Woods commended the City Manager and staff for development of a "very well done [and] easy to understand" document. Ms. Woods also praised the County's support for municipal annexation, and characterized the current taxation system in the City as "unsustainable."

Council Member Torrent emphasized geographical expansion as imperative for the continued existence of the City. Mr. Torrent also inquired about a debt service item; the City Attorney recommended the topic for executive session.

No action was taken by City Council.

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
December 2, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Public Hearing**

Mayor Hall opened the Public Hearing to allow public comment on the 2026 Proposed Budget at 7:04PM.

The Public Hearing took place.

Seeing no further public, Mayor Hall closed the Public Hearing at 7:14PM

**New Business**

**1. Classification and Compensation Study – Presentation**

Mayor Hall introduced the topic, recalling the Charter requirement to implement a “classification and compensation plan” for staff. The Mayor added that the lack of such a plan has introduced external and internal equity, and referenced the cost associated with filling vacancies.

Sam Traeger, from the *University of Georgia’s Carl Vinson Institute of Government*, presented the classification and pay study.

Council Member Ramsey inquired as to why the study analyzed a particular district (or “region”) rather than cities by size. Mr. Traeger responded that the study was meant to capture the market cost, adding that Pine Lake is pulling from the same labor market as other DeKalb and Gwinnett County cities used to benchmark data.

Council Member Goldberg added that analyzing Department of Community Affairs salary data for cities with populations comparable to Pine Lake can be misleading, since the cities listed operate in areas with a lower cost of living than the Atlanta metropolitan area. Mr. Goldberg inquired as to where or whether Administrative Coordinator Missye Varner is captured in the study. Mr. Traeger added that any contracted employees—of which Ms. Varner is one—required additional analysis, since their roles include “multiple hats.”

Mayor pro tem Bordeaux expressed a desire to study market data as it relates to benefits, alleging that the City of Pine Lake offers a competitive benefit package. Mr. Traeger responded that while benefits were not included in the study, it is notable that “50-70% of budget spending... ..is what we see in other cities.”

Council Member Goldberg added that improvements had recently been made to

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
December 2, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

the City's administrative facilities.

Mayor Hall voiced support for the investment, but added "the question is how do we pay for it," describing the statement as the task at hand, and expressing a desire to avoid "budgetary whiplash" during implementation.

Council Member Torrent inquired as to whether the data presented reflected the entirety of District 3, or the twelve (12) cities selected for benchmark data. Mr. Traeger affirmed the latter. Mr. Torrent then contested that the geographical size of the City impacts the demand of certain roles, specifically that of the Public Works Department.

Council Member Torrent asked whether classification and title changes would require additional salary adjustments. City Manager Hawthorne stated that titles, roles, and salary adjustments would all be captured in the proposed implementation plan.

No action was taken by City Council.

**2. Development Authority/Downtown Development Authority – Presentation**

City Attorney Balch introduced James Elliot, esq. Mr. Elliot then presented a power point presentation on development authorities and downtown development authorities.

Mr. Elliot fielded questions from the Governing Authority, which focused on topics such as board director requirements and designation of "downtown" and "urban redevelopment" areas, as well as the level of authority established within a development authority, and the ability of the City Council to manage goals.

No action was taken by City Council.

**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
December 2, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Reports and Other Business**

**Mayor**

Mayor Hall thanked staff and guests for the evening's presentations, adding that the Governing Authority has "a lot of big decisions" ahead. The Mayor also thanked Council Members-elect for being present in the audience, stating it will help them to "hit the ground running."

**City Council**

Council Member Goldberg announced that Tuesday (12/9) he would be attending a workshop with the Georgia Academy of Economic Development.

Council Member Torrent announced that he and Council Member Woods would be attending a DeKalb County Visitors Bureau luncheon on Thursday (12/4).

**Executive Session**

- **City Manager's Contract**

Mayor pro tem Bordeaux moved to enter Executive Session at 8:27PM; Council Member Torrent seconded.

No discussion took place.

Mayor Hall called for a vote.

All members voted in favor, and the motion carried.

An Executive Session took place, for the purposes of discussing the City Manager's contract.

Council Member Torrent moved to re-enter the Special Called Meeting at 9:13PM; Council Member Ramsey seconded.

No discussion took place.

Mayor Hall called for a vote.

All members voted in favor, and the motion carried.



**CITY OF PINE LAKE  
CITY COUNCIL SPECIAL CALLED MEETING  
MINUTES  
December 2, 2025 at 6:00PM  
Courthouse & Council Chambers  
459 Pine Drive, Pine Lake, GA 30072**

**Adjournment**

Council Member Goldberg moved to adjourn the Special Called Meeting at 9:15PM.

---

Ned Dagenhard  
Acting City Clerk



## COUNCIL AGENDA MEMORANDUM (CAM)

**TO:** Honorable Mayor and Council Members

**FROM:** Stanley D Hawthorne, City Manager *Stanley Hawthorne*

**DATE:** December 9, 2025

**TITLE:** Position Classification and Pay Plan

### **RECOMMENDATION**

Approve resolution adopting a Position Classification and Pay Plan as stipulated in Section 3.16 of the City of Pine Lake's Charter based on the completed study commissioned by the City Council and as prepared by the Carl Vinson Institute of Government.

### **BACKGROUND**

Section 3.16 [Position classification and pay plans] of the City of Pine Lake's Charter provides:

"The city manager shall be responsible for the preparation of a position classification and pay plan which shall be submitted to the city council for approval. Such plan may apply to all employees of the city and any of its agencies, departments, boards, commissions or authorities. When a pay plan has been adopted, the city council shall not increase or decrease the salary ranges applicable to any position except by amendment of such pay plan. For purposes of this section, all elected and appointed city officials are not city employees."

The adoption of a classification and pay plan is a formal process where the governing body (city council) officially approves a system for grouping jobs and setting their salaries.

This plan is used to manage human resources by providing a uniform and equitable structure for hiring, promotions, and compensation, helping to ensure fair pay based on job duties and market competitiveness.



Key aspects of the plan:

- Classification plan: This is the foundation, a systematic process that groups jobs based on similar duties, responsibilities, and requirements. It provides consistent job titles and descriptions for the organization.
- Pay plan: This component establishes salary ranges for each job classification to ensure competitive and equitable compensation. It helps determine starting salaries, manage pay progression, and provides structure for budget planning.
- Administrative tool: Once adopted, the plan serves as an administrative tool to guide various human resource actions like recruitment, training, performance reviews, and promotion.
- Equity and fairness: A primary goal is to ensure that employees are compensated fairly and consistently for similar work, which helps to attract and retain qualified staff

### **RESOURCE IMPACT**

The General Fund's budgetary impact to adjust regular full-time salaries to the study's finding of pay being 13% behind market minimum including adjustments to the minimum of the pay table ranges, where applicable, is estimated at \$130,000; the impact for two part-time employees will depend on the number of hours worked; and the impact for two contracted employees is pending final review of those positions by consultant.

### **ATTACHMENTS**

Resolution with Exhibits A and B  
PowerPoint Presentation

A RESOLUTION OF THE MAYOR AND CITY COUNCIL FOR THE CITY OF PINE LAKE  
TO APPROVE THE ESTABLISHMENT OF A POSITION CLASSIFICATION AND PAY  
PLAN SYSTEM FOR THE EMPLOYEES OF THE CITY OF PINE LAKE, TO AUTHORIZE  
THE MAYOR TO SIGN AND EXECUTE ANY RELEVANT DOCUMENTS, AND FOR  
OTHER PURPOSES

WHEREAS, the Charter of the City of Pine Lake at § 3.16 provides for the creation and classification of employees to perform the necessary tasks of the City under the direction and control of the City Manager; and

WHEREAS, The City contracted for the conduct of a Classification and Pay Study with the Carl Vinson Institute of the University of Georgia in April of this year; and

WHEREAS, The Institute reported its findings and recommendations to the Council on December 2, 2025;

WHEREAS, the City Manager has amended his budget to recommend to the Governing Authority changes to the salary line item sufficient to implement the recommendations as provided in addendums of the resolution as Exhibits A and B with implementation based on “Pay Option 2 Tied to Minimum” of the study;

WHEREAS, on the Council’s agenda for the same meeting as this item appears, is a budget amendment that funds the cost of the Study approved by this Resolution;

NOW THEREFORE, BE IT RESOLVED by the governing authority of the City of Pine Lake, Georgia, in an open and public meeting, as follows:

1. The findings and recommendations of the Carl Vinson Institute’s Classification and Pay Study are hereby expressly adopted and made the Policy of the City of Pine Lake;
2. The City Manager is directed to implement the recommendations of the Study in a fiscally sound and appropriate manner;

ADOPTED by the Mayor and Council of the City of Pine Lake, this 9th day of December, 2025.

---

BRANDY HALL  
Mayor

ATTEST:

APPROVED AS TO FORM:

---

NED DAGENHARD  
Acting City Clerk

---

CHRISTOPHER D. BALCH  
City Attorney



## EXHIBIT A

### POSITION GRADE AND SALARY TABLE

	Minimum	Midpoint	Maximum
11	\$29,696.85	\$34,151.38	\$39,274.09
12	\$34,303.77	\$39,449.33	\$45,366.73
13	\$38,910.68	\$44,747.28	\$51,459.37
14	\$43,517.59	\$50,045.23	\$57,552.01
15	\$48,124.50	\$55,343.18	\$63,644.66
16	\$52,731.42	\$60,641.13	\$69,737.30
17	\$57,338.33	\$65,939.08	\$75,829.94
18	\$61,945.24	\$71,237.03	\$81,922.58
19	\$66,552.16	\$76,534.98	\$88,015.23
20	\$71,159.07	\$81,832.93	\$94,107.87
21	\$75,765.98	\$87,130.88	\$100,200.51
22	\$80,372.90	\$92,428.83	\$106,293.15
23	\$84,979.81	\$97,726.78	\$112,385.80
24	\$89,586.72	\$103,024.73	\$118,478.44
25	\$94,193.63	\$108,322.68	\$124,571.08
26	\$98,800.55	\$113,620.63	\$130,663.72



## EXHIBIT B

### POSITION GRADE ANALYSIS

DEPT	POSITION	GRADE
ADM/1	City Manager	26
ADM/2	City Clerk/Assistant to City Manager	20
Court/1	Court Administrator	20
PD/1	Chief of Police	24
PD/2	Lieutenant	17
PD/3	Corporal	15
PD/4	Officer	14
PD/5	Administrative Officer	14
PW/1	Public Works Director	24
PW/2	Administrative Assistant	13
PW/3	Building Maintenance Worker	11



**Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA**

# **Classification and Compensation Study for Pine Lake**

**November 2025**

## Project Objectives

1. Review and write job descriptions for all positions covered under the City's personnel plan.
2. Evaluate and grade positions included in the study using a point factor job evaluation system.
3. Collect and analyze salary survey data.
4. Analyze and format the salary survey data for use in establishing competitive pay levels and establishing the county's compensation plan.
5. Develop compensation administration strategies.
6. Partner with staff in each component of plan development to ensure the implementation and maintenance of the plan.

*Elected Officials and seasonal part-time employees will not be included in the project.*



## Job Descriptions and Classifications

- The Institute of Government developed job descriptions for positions covered under the City's personal plan after job analysis interviews were conducted.
  - Twelve (12) job descriptions were developed.
- Positions were classified using the Factor Evaluation System (FES), which evaluates positions against a set of predetermined weighted factors to determine a grade.
  - After applying the FES method, positions were placed in grades from 11 to 26.
- There are a few positions where more clarity is needed:
  - Administrative Coordinator – Full time or contract?
  - Court Clerk/Facilities Manager/Public Works Admin Assistant



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Position Grade Analysis

The result of the FES is placed in Position Grade Analysis (PGA). The PGA shows the positions by department or grade. The PGA below displays the positions by department.

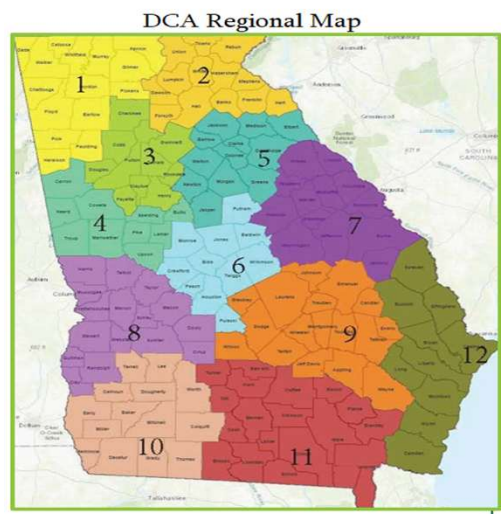
<u>DEPT</u>	<u>POSITION</u>	<u>GRADE</u>
ADM01	City Manager	26
ADM02	City Clerk	20
Court01	Court Clerk	16
PD01	Chief of Police	24
PD02	Lieutenant	17
PD03	Corporal	15
PD04	Officer	14
PD05	Administrative Officer	14
PW01	Public Works Director	24
PW02	Administrative Assistant	13
PW03	Building Maintenance Worker	11



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

# Salary Study

Institute Faculty and Staff utilized public data from DCA.  
Survey information pulled from District 3.



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

# Salary Study

Government	2022 Population
Hapeville City	6575
Tyrone Town	7907
Austell City	7896
Lithonia City	2611
Ball Ground City	2853
Waleska City	932
Jonesboro City	4462
Mountain Park City	581
Berkeley Lake City	2038
Brooks Town	569
Dacula City	7460
Grayson City	4753



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Benchmark Positions

- 1) City Manager
- 2) City Clerk
- 3) Municipal Court Clerk
- 4) Patrol Officer
- 5) Police Chief
- 6) Police Lieutenant
- 7) Laborer/Maintenance Worker



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Market Analysis - Terms

***Market:*** Average salaries for various benchmark positions from survey data.

***Pay Practice:*** Pay Practice is a calculation based on average salaries that allow for comparison salaries to market data.



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

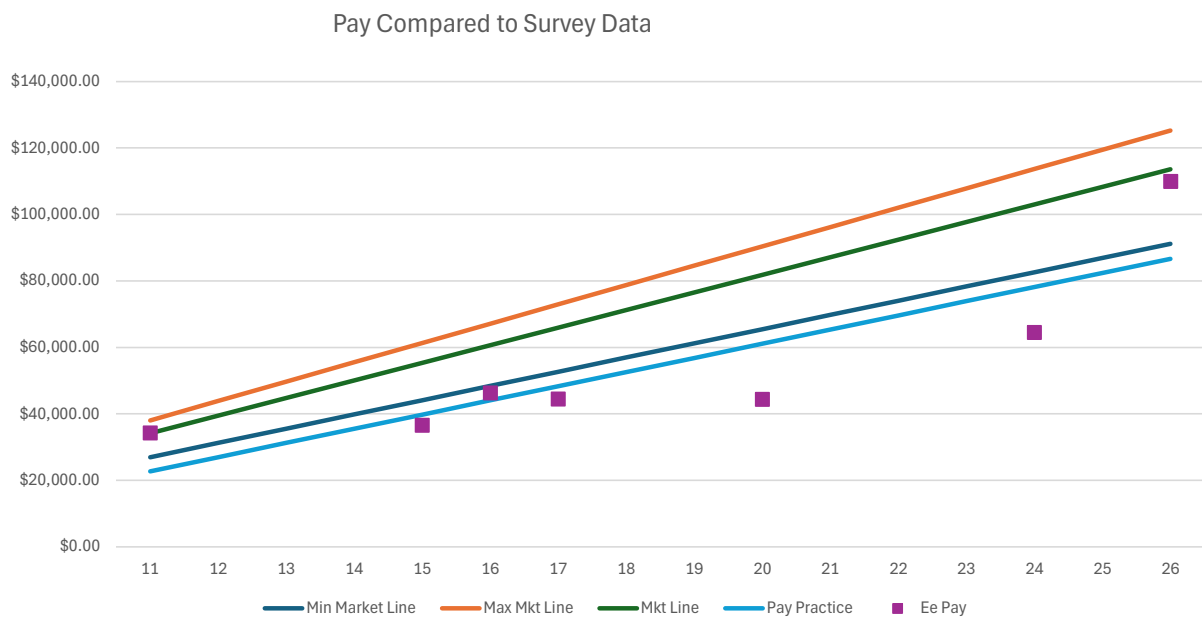
# Survey Data Summary

	Pay Grade	Minimum	Maximum	incumbents	Average	Internal Pay	Difference to mkt	% difference
Laborer	11	\$28,372	\$40,637	1	\$34,505	\$34,278	\$227	-0.7%
Patrol Officer/CPL, Police Department	15	\$47,434	\$64,349	2	\$58,686	\$36,597	\$22,089	-60.4%
Municipal Court Clerk	16	\$38,840	\$55,537	1	\$49,548	\$46,363	\$3,185	-6.9%
Lieutenant, Police Department	17	\$62,265	\$85,114	1	\$77,374	\$44,491	\$32,883	-73.9%
City Clerk	20	\$56,612	\$78,675	1	\$71,026	\$44,465	\$26,561	-59.7%
Chief, Police Department	24	\$85,112	\$115,804	1	\$105,481	\$64,570	\$40,911	-63.4%
City Manager	26	\$92,770	\$128,580	1	\$116,209	\$110,000	\$6,209	-5.6%



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

# Pay Compared to Market





## Pay Option 1 Tied to Market

Pay is 35%  
behind market

Move  
employee pay  
to Market Rate

Develop pay  
tables

Costs without  
benefits  
\$223,293



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Pay Option 2 Tied to Minimum

Pay is 13.4%  
behind  
minimum

Move employee  
pay to market  
minimum

Develop pay  
tables

Costs without  
benefits  
\$63,617



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Option 2 - Continued

Spend an extra \$36,000 raising total to \$99,617

- Increase pay for each of the following positions by an additional \$6,000 each:
  - City Clerk
  - Police Chief
  - Police Officers x2
  - Police LT
  - Police Chief

Additional Concern: Police Chief Pay could increase by an extra \$10,000 to be more in line with market



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

# New Individual Pay

Current Job Title	Current Annual Base Salary (NO OVERTIME)	New Pay Grade	Market Rate	Aged market	Implement ation Costs	13% Increase	13% implementation costs	Additional \$6000	New Pay
City Manager	\$110,000.02	26	\$116,209.00	\$122,019.45	\$12,019.43	\$124,300.02	\$14,300.00		\$124,300.02
Acting City Clerk	\$44,465.20	20	\$71,026.00	\$74,577.30	\$30,112.10	\$50,245.68	\$5,780.48	\$6,000.00	\$56,245.68
Court Clerk	\$46,363.20	16	\$49,548.00	\$52,025.40	\$5,662.20	\$52,390.42	\$6,027.22		\$52,390.42
Chief of Police	\$61,570.60	24	\$105,481.00	\$110,755.05	\$49,184.45	\$69,574.78	\$8,004.18	\$6,000.00	\$75,574.78
Lieutenant	\$44,491.20	17	\$77,374.00	\$81,242.70	\$36,751.50	\$50,275.06	\$5,783.86	\$6,000.00	\$56,275.06
Officer/Corporal	\$36,691.20	15	\$58,686.00	\$61,620.30	\$24,929.10	\$41,461.06	\$4,769.86	\$6,000.00	\$47,461.06
Officer/Corporal	\$36,504.00	15	\$58,686.00	\$61,620.30	\$25,116.30	\$41,249.52	\$4,745.52	\$6,000.00	\$47,249.52
Officer	\$17.96	15							
Administrative Officer	\$16.48	14							
Public Works Director	\$75,000.12	24	\$105,481.00	\$110,755.05	\$35,754.93	\$84,750.14	\$9,750.02	\$6,000.00	\$90,750.14
Laborer	\$34,278.40	11	\$36,230.00	\$38,041.50	\$3,763.10	\$38,734.59	\$4,456.19		\$38,734.59

Part-time employees pay could also increase by 13%



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Pay Table - Option

The pay table below shows an option for implementation of a pay table. The table has an approximate 30% range spread.

If the pay table is adopted, an additional \$31,000 would be necessary above Option 2 to allow everyone's pay to reach the minimum of the pay table.

Consideration could be given to removing the City Manager from the pay table.

	Minimum	Midpoint	Maximum
11	\$29,696.85	\$34,151.38	\$39,274.09
12	\$34,303.77	\$39,449.33	\$45,366.73
13	\$38,910.68	\$44,747.28	\$51,459.37
14	\$43,517.59	\$50,045.23	\$57,552.01
15	\$48,124.50	\$55,343.18	\$63,644.66
16	\$52,731.42	\$60,641.13	\$69,737.30
17	\$57,338.33	\$65,939.08	\$75,829.94
18	\$61,945.24	\$71,237.03	\$81,922.58
19	\$66,552.16	\$76,534.98	\$88,015.23
20	\$71,159.07	\$81,832.93	\$94,107.87
21	\$75,765.98	\$87,130.88	\$100,200.51
22	\$80,372.90	\$92,428.83	\$106,293.15
23	\$84,979.81	\$97,726.78	\$112,385.80
24	\$89,586.72	\$103,024.73	\$118,478.44
25	\$94,193.63	\$108,322.68	\$124,571.08
26	\$98,800.55	\$113,620.63	\$130,663.72



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Livable Wage

Annually, MIT publishes a Livable Wage Guide for all Counties in the State of Georgia.

Minimum Livable Wage for Dekalb County is \$53,726 per year.



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

# Livable Wage

## Living Wage Calculation for DeKalb County, Georgia

The living wage shown is the hourly rate that an **individual** in a household must earn to support themselves and/or their family, working full-time, or 2080 hours per year. The tables below provide living wage estimates for individuals and households with one or two working adults and zero to three children. In households with two working adults, all hourly values reflect what one working adult requires to earn to meet their families' basic needs, assuming the other adult also earns the same.

The poverty wage and state minimum wage are for reference purposes. Poverty wage estimates come from the Department of Health and Human Services' [Poverty Guidelines](#) for 2025 and have been converted from an annual value to an hourly wage for ease of comparison. The state minimum wage data is sourced from the [Labor Law Center](#) and includes the minimum wage in a given state as of January of that year.

For further detail, please reference the [Methodology](#) page. The data on this page was last updated on February 10, 2025.

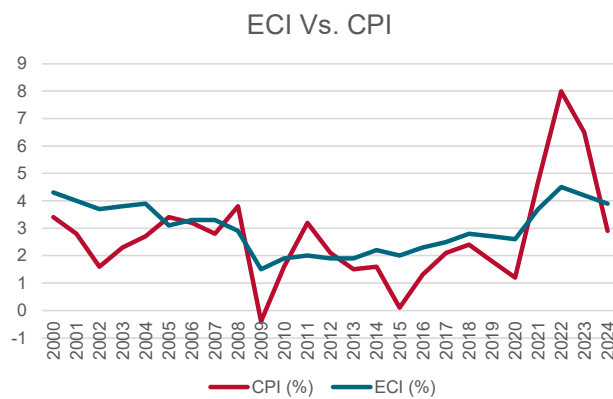
	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (E)	
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child
Living Wage	\$25.83	\$40.24	\$49.88	\$59.74	\$33.94	\$39.15	\$42.83	\$48.59	\$16.97	\$22.63
Poverty Wage	\$7.52	\$10.17	\$12.81	\$15.46	\$10.17	\$12.81	\$15.46	\$18.10	\$5.08	\$6.41
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

## Maintaining the pay plan

As part of the budget process, the City could consider:



- Using a standard index to move employee pay and the pay tables annually. If you are not using it, consider the Employee Cost Index (ECI) from the Bureau of Labor Statistics (BLS).
- Over 24 years, ECI averages 3.0% and CPI averages 2.66%.



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA



## Outstanding Matters

Pay increases for part-time employees could also increase by 13%.

It is difficult to evaluate the positions of PW Coordinator and Administrative Coordinator due to possible future actions by the City. These positions are not listed on the Position Grade Analysis.

Pay Grade of Court Clerk.

Status of Administrative Coordinator.



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA

# Questions?



Carl Vinson  
Institute of Government  
UNIVERSITY OF GEORGIA



**UNIVERSITY OF  
GEORGIA**  
Carl Vinson  
Institute of Government

Since 1927, the Carl Vinson Institute of Government has been an integral part of the University of Georgia. A public service and outreach unit of the university, the Institute of Government is the largest and most comprehensive university based organization serving governments in the United States through research services, customized assistance, training and development, and the application of technology.

## Connect With Us!



**facebook.com**  
**/VinsonInstitute**



**Carl Vinson**  
**Institute of Government**



**@CVIOG\_UGA**



**[www.cviog.uga.edu](http://www.cviog.uga.edu)**



## COUNCIL AGENDA MEMORANDUM (CAM)

**TO:** Honorable Mayor and Council Members

**FROM:** Stanley D Hawthorne, City Manager *Stanley Hawthorne*

**DATE:** December 9, 2025

**TITLE:** Appointment of City Clerk

### **RECOMMENDATION**

Approve resolution appointing Mr. Ned Dagenhard, Acting City Clerk, as City Clerk of Pine Lake.

### **BACKGROUND**

Section 3.13 of the City's Charter provides "The city council shall appoint a city clerk who shall not be a member of the city council. The city clerk shall be the custodian of the official city seal; maintain city council records required by this charter; and perform such other duties as may be required by the city council and as are imposed upon that officer by state law. Except as otherwise provided in this charter or by law, the city clerk shall not be subject to termination or removal by the mayor or the city council acting alone, but only upon the majority vote of the mayor and a concurring majority of the city council sitting at a regularly scheduled meeting of the city council. In the event that an appointment is not made to the city clerk position, the city manager shall serve as city clerk."

The City Council held a Planning Retreat on October 25, 2024 and reported four strategic priorities – goals. Goal #1 was to make a final decision about the City Manager's position and to hire a full-time City Clerk. During his tenure of employment with the City of Pine Lake, Mr. Ned Dagenhard has served as Assistant City Clerk and Acting City Clerk and has made exceptional strides in learning, training, and gaining experience for advancement to become City Clerk while performing numerous other regular duties beyond that of the City Clerk's Office.

State law (O.C.G.A. sections 36-1-24 and 36-45-20) requires anyone hired as of April 1, 1992, holding the title of "clerk" or performing the duties of a municipal/county clerk pursuant to the local charter, ordinance, or code shall attend a 15-hour mandated orientation training. The training consists of a basic overview of clerks' job duties and required functions. Mr. Dagenhard completed this 15-hour course in February of 2024.

Through the University of Georgia Carl Vinson Institute of Government/Georgia Clerks Education Institute (GCEI), Assistant/Acting City Clerk Dagenhard has completed to date a total of 69 hours. Upon reaching 80 hours, he will be eligible for certification as a "Certified Municipal Clerk (CMC)" with the

Stanley D Hawthorne  
City Manager  
stanleyhawthorne@pinelakega.net  
425 Allgood Road Stone Mountain GA 30083  
PO Box 1325 • Pine Lake, GA 30072 • 404-999-4932  
www.pinelakega.net

International Institute of Municipal Clerks (IIMC). Mr. Dagenhard is on target to meet that threshold by February 2026. Upon reaching 100 hours, Mr. Dagenhard will be certified as a “Georgia Certified Clerk (GCC).” He is on target to meet that threshold by September of 2026.

It is noteworthy that the 100-hour curriculum is not legally required for those holding the title of City Clerk, as is often a point of confusion. Rather, that is the purpose of the 15-hour mandatory training.

### **RESOURCE IMPACT**

There is no immediate fiscal impact beyond previously budgeted resources.

### **ATTACHMENTS**

Resolution

**A RESOLUTION OF THE CITY OF PINE LAKE TO APPOINT NED DAGENHARD AS  
CITY CLERK, TO AUTHORIZE THE CORRECTION OF SCRIVENER'S ERRORS,  
AND FOR OTHER PURPOSES**

WHEREAS, Section 3.13 of the Charter of the City of Pine Lake places the appointment authority of the City Clerk in the City Council; and

WHEREAS, Mr. Ned Dagenhard completed the required 15 hours of orientation required by State law to perform the duties of City Clerk in February of 2024; and

WHEREAS, Mr. Ned Dagenhard is currently working to obtain his certification as a Georgia Certified Clerk, from the Carl Vinson Institute at the University of Georgia, and has completed 69 of the required 100 hours of training required for such certification, and expects to complete those studies by September 2026;

WHEREAS, Upon completing 80 hours of training, Mr. Dagenhard will be eligible for certification by the International Institute of Municipal Clerks as a Certified Municipal Clerk, and expects to complete those studies by February 2026; and

WHEREAS, Mr. Dagenhard's performance as Acting City Clerk has exceeded expectations since his appointment in April of this year; and

WHEREAS, After careful consideration and upon the recommendation of the City Manager and the City Attorney, the Mayor and City Council expressly find that Mr. Dagenhard has the qualities, and has demonstrated the initiative and dedication to duties to serve in the Role of City Clerk;

NOW THEREFORE, BE IT RESOLVED by the governing authority of the City of Pine Lake, Georgia, in an open and public meeting, that it appoints MR NED DAGENHARD as City Clerk for the City of Pine Lake, and

BE IT FURTHER RESOLVED, that his resolution is effective immediately upon the Mayor's signature and the City Clerk is authorized, in consultation with the City Attorney, to make any changes or modifications to this Resolution as may be necessary to give full effect to the intent of the City Council.

ADOPTED by the Mayor and Council of the City of Pine Lake, this 9th day of December, 2025.

---

BRANDY HALL  
Mayor

ATTEST:

APPROVED AS TO FORM:

---

NED DAGENHARD  
City Clerk

---

CHRISTOPHER D. BALCH  
City Attorney



## COUNCIL AGENDA MEMORANDUM (CAM)

**TO:** Honorable Mayor and Council Members

**FROM:** Stanley D Hawthorne, City Manager *Stanley Hawthorne*

**DATE:** December 9, 2025

**TITLE:** City Manager Contract

### **RECOMMENDATION**

Approve resolution providing for requested changes to the "Agreement for Professional Services for City Manager."

### **BACKGROUND**

In previous correspondence to the City Attorney, I have requested the following changes to the Agreement for Professional Services for City Manager for consideration by the City Council.

**From:** Chris Balch <[chris@balchlawgroup.com](mailto:chris@balchlawgroup.com)>  
**Sent:** Wednesday, November 26, 2025 9:24 AM  
**To:** Stanley Hawthorne <[stanleyhawthorne@pinelakega.net](mailto:stanleyhawthorne@pinelakega.net)>  
**Subject:** Re: December 2, 2025 City Council Special Meeting: Executive Session

City Attorney:

"What changes are you looking for? Are you looking for approval of your 26 contract on 12/9?"

City Manager:

'For now, status quo on pecuniary terms pending acceptance of classification and compensation study and elimination of "in office" weekly hours minimum with one-year extension.'

**From:** Stanley Hawthorne <[stanleyhawthorne@pinelakega.net](mailto:stanleyhawthorne@pinelakega.net)>  
**Date:** Wednesday, December 3, 2025 at 5:22 PM  
**To:** Chris Balch <[chris@balchlawgroup.com](mailto:chris@balchlawgroup.com)>  
**Subject:** Re: Position Classification and Pay Plan Adoption/Implementation

City Manager:

'As I have now made a recommendation on the class and pay study for regular employees (not including the City Manager) that significantly exceeds the "Option 2" put forth by the Carl Vincent Institute, I would like contract consideration on the option 2 itself, as either a 13% adjustment to base salary from \$110,000 to \$124,300 (recurring cost) or as a lump sum payment of \$14,300 (non-recurring cost) paid upon my first anniversary.'

Stanley D Hawthorne  
City Manager  
[stanleyhawthorne@pinelakega.net](mailto:stanleyhawthorne@pinelakega.net)  
425 Allgood Road Stone Mountain GA 30083  
PO Box 1325 • Pine Lake, GA 30072 • 404-999-4932  
[www.pinelakega.net](http://www.pinelakega.net)



## **RESOURCE IMPACT**

The cost of the changes, namely the increase in salary and related benefits, are accounted for in the updated 2026 Proposed Budget.

## **ATTACHMENTS**

Resolution

**A RESOLUTION OF THE CITY OF PINE LAKE TO REAPPOINT AND CONFIRM STANLEY HAWTHORNE AS CITY MANAGER, TO AMEND THE CONTRACT FOR THE CITY MANAGER, TO RECOGNIZE HIS SUBSTANTIAL PERFORMANCE AND CONTRIBUTION TO THE CITY OVER THE LAST YEAR, TO AUTHORIZE THE CORRECTION OF SCRIVENER’S ERRORS, AND FOR OTHER PURPOSES**

WHEREAS, Section 2.27 of the Charter of the City of Pine Lake places the appointment authority of the City Manager with the Mayor subject to confirmation by the City Council; and

WHEREAS, The existing contract with the City Manager expires on December 31, 2025; and

WHEREAS, The City has not provided notice to the City Manager of the non-renewal of his agreement pursuant to the terms of the Agreement;

WHEREAS, The Council wishes to commend and thank Mr. Hawthorne for his diligent and dedicated work for the last 12 months and the substantial strides toward improving the operations and services of the City during his initial year of duty as City Manager; and

WHEREAS, The Contract with the City Manager requires modifications to its terms to be in writing and approved by the Governing Authority; and

WHEREAS, the Governing Authority is pleased to agree to and accept the requested changes to the Agreement made by Mr. Hawthorne and commends him on his diligence, ;

NOW THEREFORE, BE IT RESOLVED by the Governing Authority of the City of Pine Lake, Georgia, in an open and public meeting, that the Mayor has nominated and the City Council confirmed the appointment of Stanley Hawthorne to be the City Manager for the City of Pine Lake, that the Contract attached to this Resolution, as amended, is adopted and approved, that the Mayor is authorized to sign any and all documents necessary to carry out the intent of this Resolution, and

BE IT FURTHER RESOLVED, that his resolution is effective immediately upon the Mayor’s signature and the City Clerk is authorized, in consultation with the City Attorney, to make any changes or modifications to this Resolution as may be necessary to give full effect to the intent of the City Council.

ADOPTED by the Mayor and Council of the City of Pine Lake, this 9th day of December, 2025.

---

BRANDY HALL  
Mayor

ATTEST:

APPROVED AS TO FORM:

---

NED DAGENHARD  
City Clerk

---

CHRISTOPHER D. BALCH  
City Attorney

## **AGREEMENT FOR PROFESSIONAL SERVICES FOR CITY MANAGER**

**THIS AGREEMENT** ("Agreement") is entered into this 9th day of December, 2025 by and between the City of Pine Lake, Georgia ("City") for the professional services and employment of Stanley Hawthorne, ("Hawthorne"). The Mayor intends to appoint Stanley Hawthorne as City Manager ("City Manager") subject to confirmation by the City Council. In consideration of the mutual covenants stated herein, the parties hereby agree as follows:

### **SECTION I. APPOINTMENT AND EFFECTIVE DATE**

Pursuant to appointment by the Mayor and confirmation by the City Council, the City intends to appoint Hawthorne to exercise the duties and responsibilities of the office of City Manager of the City of Pine Lake in accordance with the general laws of the State of Georgia, the City Charter, and the Code of Ordinances of the City of Pine Lake ("City Code"). This Agreement shall become effective on January 1, 2026 ("Effective Date"), and all powers, duties, and rights of the City Manager under the law and under the Agreement shall be deemed to be in effect beginning on the Effective Date. This Agreement shall renew annually for a one year period on January 1 of each year unless either party provides written notice of termination at least sixty (60) days prior to such renewal. In the event the notice of nonrenewal is given, all compensation, benefits and requirements of the Agreement shall remain in effect until the expiration of the term of the Agreement unless City Manager voluntarily resigns or City Manager is terminated. The contract shall terminate absolutely and without further obligation on the part of the City at the close of the calendar in which it was executed and at the close of each succeeding calendar year.

### **SECTION 2. CITY MANAGER'S DUTIES**

The City Manager shall exercise the responsibilities assigned to a City Manager under the general law of the State of Georgia and in the City Charter and shall do so in accordance with this Agreement. The City Manager shall also perform other legally permissible and proper duties and functions as the Mayor or City Council shall from time to time assign and shall coordinate work with all city staff and contractors, during the term of their engagement with the City.

### **SECTION 3. PART TIME WORK**

During the term of this Agreement, the City Manager shall work exclusively for the City for 40 hours per week. The City Manager shall be diligent in the performance of his duties at all times and shall be reasonably available to the Mayor, the City Council members and to City personnel. The City Manager shall comply with the City's practices on procurement and conduct (as reflected in City policies as may be amended from time to time). The City Manager acknowledges that much flexibility is required in this position, as there are meetings outside regular business hours that will also require his presence.

## **SECTION 4. PAYMENT AND BENEFITS**

The compensation for the City Manager shall be \$124,300 per year payable in installments at the same time that the other employees of the City are paid via direct deposit. The City Manager's compensation shall be subject to the ordinary and customary withholdings of full-time employees of the City. The City Manager is eligible for any employee benefits including workers' compensation coverage, health, retirement, or paid time off in accordance with existing City plans and policies. Upon commencing employment, the City Manager shall be credited with a personal (vacation) leave bank of 20 days and a sick leave bank of 10 days, and he shall accrue personal leave and sick leave in accordance with city policies at the same rate as an employee who has worked for the city for 15 years. As a salaried employee exempt from overtime, the City Manager shall not be eligible to receive or accrue compensatory time. In the event that the City Manager's employment is terminated involuntarily, except for any act that violates the City's ethics rules or would constitute criminal conduct, the City Manager shall receive all accrued, unused personal and sick leave plus severance for a total payout of 16 weeks/640 hours of salary. If City Manager resigns, he shall receive all accrued, unused personal and sick leave in accordance with the policies applicable to other city employees. If City Manager is terminated by the City for any act that violates the City's ethics rules or would constitute criminal conduct, the City Manager shall forfeit all accrued, unused personal and sick leave.

For performing work remotely, the City may supply the City Manager with a computer which shall remain the property of the City, be returned immediately upon termination of this Agreement and not be used for other purposes. For remote work the City Manager shall provide his own secure Internet access.

## **SECTION 5: PROFESSIONAL EXPENSES**

A. The City agrees to budget for and to pay for professional dues and subscriptions of the City Manager necessary for City Manager's continued professional participation, growth, and advancement, and for the good of the City. These include the payment of dues for membership in ICMA and GCCMA and maintenance of Notary Public certification, as budgeted.

B. The City agrees to budget for and to pay for reasonable travel and subsistence expenses of City Manager for professional and official travel, meetings, and occasions to adequately continue the professional development of City Manager and to attend necessary official functions for the City, to include, but not be limited to, attendance at the GCCMA Spring and Fall Conference, as budgeted. Other travel may be authorized as budgeted by the City Council in its annual budget Resolution.

## **SECTION 6. PROPRIETARY INFORMATION**

The City Manager acknowledges that he may have access to and become acquainted with confidential and other information proprietary to the City including, but not limited to, information concerning the City, its operations, customers, citizens, business and financial condition, which is generally understood among members of the International City-County Management Association ("ICMA") to constitute proprietary information, as well as information with respect to which the City Manager has an obligation to maintain confidentiality including, without limitation,

matters discussed in executive sessions/closed meetings and matters required to be kept confidential pursuant to City contracts (collectively referred to herein as "Proprietary Information"). The City Manager agrees not to disclose, directly or indirectly, to anyone or to use or to allow others to use, for any purpose whatsoever, any Proprietary Information of any type, whether or not designated confidential or proprietary, acquired in the course of performing services under this Agreement. Notwithstanding the foregoing provision, it is expressly understood and agreed that disclosure of Proprietary Information may be required by law, including specifically subpoenas and requests pursuant to the Georgia Open Records Act. The obligations of the City Manager under this section shall survive the termination of this Agreement.

## **SECTION 7. INDEMNIFICATION AND LIABILITY COVERAGE**

To the extent authorized by Georgia law, the City shall indemnify and hold harmless the City Manager from any and all liability, costs, damages, judgments and claims for property damage and personal injury (including death), and attorney fees and court costs, where such claims arise out of, in connection with or result from the City Manager's actions within the scope of this Agreement and his official duties taken on behalf of the City. The indemnity provisions shall survive the termination of this Agreement and will only apply to occurrences during the term of this Agreement. Indemnification and liability coverage for the City Manager do not apply to acts done with actual malice or to actions outside the scope of duty as City Manager for the City.

## **SECTION 8. ENTIRE AGREEMENT**

The Agreement is the entire agreement between the parties. All prior discussions, representations, and negotiations of any type are merged herein, and no provision or condition otherwise discussed shall be deemed part of the Agreement unless contained herein.

## **SECTION 9. LAWS APPLICABLE AND VENUE**

The Agreement is entered into under the laws of the State of Georgia, and shall be construed in accordance with Georgia law. Any action to enforce any provision of the Agreement or to establish a breach thereof shall be commenced in a court of competent jurisdiction sitting in Fulton County, Georgia.

## **SECTION 10. MODIFICATION**

No modification to the Agreement is valid unless it is reduced to writing, specifically identifies what provisions herein are to be changed or what new provisions are to be added, and is signed and executed by both parties. Any modification must be executed with the same formality as this document.

## **SECTION 11. GENERAL PROVISIONS**

A. Integration. This Agreement sets forth and establishes the entire understanding between the City and the City Manager relating to the employment of the City Manager by the City. Any

prior discussions or representations by or between the parties are merged into and superseded by this Agreement. The parties by mutual written agreement, signed by both parties, may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.

B. Binding Effect. This Agreement shall be binding on the City and the City Manager as well as their heirs, assigns, executors, personal representatives and successors in interest.

C. Severability. The invalidity or partial invalidity of any portion of this Agreement will not affect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

**IN WITNESS WHEREOF**, the parties have executed this Agreement through their duly authorized representatives.

**CITY OF PINE LAKE, GEORGIA**

By: \_\_\_\_\_  
Brandy Hall, Mayor

Date of Execution: \_\_\_\_\_

Attest:

\_\_\_\_\_  
Assistant City Clerk

Approved as to form:

\_\_\_\_\_  
City Attorney

**CITY MANAGER**

By: \_\_\_\_\_  
Stanley Hawthorne

Date of Execution: \_\_\_\_\_



## CITY MANAGER'S 2026 PROPOSED BUDGET MESSAGE

December 9, 2025

Honorable Mayor Hall, Mayor pro tempore Bordeaux, Council Member Goldberg, Council Member Ramsey, Council Member Torrent, and Council Member Woods:

I am pleased to present an updated proposed annual operating budget for the City of Pine Lake. As prescribed in Section 6.24. of the City Charter, “not later than 45 days prior to the beginning of each fiscal year, the city manager shall submit to the mayor and city council a proposed operating budget for the ensuing fiscal year. The budget shall be accompanied by a message from the city manager containing a statement of the general fiscal policies of the city, the important features of the budget, explanations of major changes recommended for the next fiscal year, a general summary of the budget, and such other comments and information as the city manager may deem pertinent.

I believe that preparation and adoption of the Budget is the single most impactful process that we undertake each year. It is comprehensive of all that the city seeks to do on behalf of the community and it affects every neighbor in some way. Our eternal mission is to build community and each year with the monetary resources that neighbors entrust to its elected representatives to build better community.

For the fiscal year that begins on January 1, 2026 and ends on December 31, 2026, hereinafter referred to as Fiscal Year (FY) 2026, total proposed expenditures for the City of Pine Lake are \$1,520,554 (adjusted following presentations and deliberations with the City Council and the public hearing), reduced from the original proposed 3.4 percent increase to now a 2.9 percent reduction below the amended budget for FY 2025.

The budget is balanced by a combination of sources consisting of tax revenue of \$1,115,222, a 6.9 percent increase, non-tax revenue of \$213,370, a 16.6 percent increase, and unassigned fund balance of \$191,962 rather than the original \$295,462. The property tax millage rate is proposed at 19.4, the same millage rate as the City Council approved for the FY 2025 Adopted and Amended Budget, but subject to adjustment next spring and summer after required public tax hearings.

Due to the time crunch for preparing this year's budget with the transition of Finance Director, new City Auditor and late completion of audit, as well as a new City Council with a change in three of the five council member seats and January 2026 swearing in ceremony for the new members, the budget proposed is largely status quo relative to the Fiscal Year 2025 Amended Budget.

Similar to the process used for the FY 2025 Amended Budget, I am proposing a more comprehensive process for developing an amended budget that may be required for Fiscal Year 2026 that will also closely align to the property tax millage setting process that begins in the spring of the year and completed by mid-year or the end of June 2026.

### **PERSONAL SERVICES**

Personal service line items consist of regular and part-time employees' salaries, overtime compensation, and employee benefits such as health insurance premiums, social security contributions, and retirement benefits. Historically, those costs have constituted a majority of the City's General Fund Budget. In Fiscal Year 2024 (proposed), personal services were \$602,924 of the \$1,070,435 budget or 56 per cent of the operating budget; for FY 2025 (proposed), personal services were \$628,101 making up 55% of the operating budget.

For Fiscal Year 2026, the proposed budget factors for increases associated with the classification and compensation study budgeted for \$125,000 per the Amended 2025 Budget, a cost-of-living adjustment of 2.8 per cent, an increase in health insurance premiums of four per cent, and compensation plus related other costs for staffing the first Public Works Director position (\$75,000 salary), a net added cost of \$25,000 in salary over the contracted Public Works Supervisor. Similarly, the net added cost of salary for City Manager was \$16,000 above the budgeted level.

### **Benchmark Analysis: Personal Services**

While there is no single percentage for all municipal governments in Georgia, personnel costs (salaries and benefits) typically represent a significant portion of local government general fund budgets, often ranging from **50% to 80%**, though this can vary significantly by city and its specific functions. The specific percentage depends on factors like a city's size, its responsibilities (e.g., public safety, utilities, parks), and its overall budget priorities.

- **Significant portion:** Personnel costs are a major expenditure for almost all governments.
- **Varies by city:** The exact percentage is not fixed and will differ depending on the specific municipality's budget and service levels.
- **Influencing factors:** A city's specific needs, such as having a large police or fire department, will directly influence the portion of the budget dedicated to salaries and benefits.
- **City size and services:** Cities that provide a high level of direct services (e.g., extensive public safety, parks and recreation, public works) typically have a larger share of their budget dedicated to personnel.



- **Public Safety costs:** Public safety (police and fire departments) is often the single largest driver of general fund expenditures, and these departments are highly personnel intensive.
- **Staffing levels and compensation:** Local decisions on salaries, wages, and benefit packages (such as health insurance and retirement contributions) directly impact the overall percentage.

### **Benchmark Analysis: Cost-Of-Living Adjustment (COLA)**

The average Social Security cost-of-living adjustment (COLA) for 2026 is a 2.8% increase. Over the past decade, the average COLA has been about 3.1%, with a 2.5% increase in 2025. For 2026, the average retired worker's benefit is expected to rise from \$2015 to \$2071, an average monthly increase of \$56 or 2.8 per cent.

- **2026:** 2.8% increase
- **2025:** 2.5% increase
- **2024:** 3.2% increase
- **2023:** 8.7% increase

### **Benchmark Analysis: Health Insurance Costs**

Annual health insurance premiums are seeing significant increases in 2025 and are projected to rise even more in 2026, driven by rising healthcare costs, prescription drug prices, and, for Marketplace plans, the potential expiration of enhanced federal subsidies.

#### **Employer-Sponsored Plans**

- **2025 Increase:** The average annual premium for employer-sponsored family coverage rose by approximately **6% to 7%** in 2025, reaching nearly \$27,000 annually.
- **2026 Projections:** Employers are projecting an even higher increase for 2026, with estimates generally ranging from **6.5% to 9%** after cost-cutting measures are applied.

### **Benchmark Analysis: Public Works Director**

The annual salary for a City Public Works Director in the Atlanta metropolitan area can vary, but it typically falls between approximately **\$107,500 and \$188,500**, with the average being

around **\$135,107**. This range is influenced by factors like experience, the specific city or county within the metro area, and the city's overall budget and pay structure.

- **Average:** \$135,107 per year.
- **25th Percentile:** \$107,500 per year (entry-level or less experienced).
- **75th Percentile:** \$162,000 per year.
- **Top Earners:** \$188,500 per year and above.
- **Regional Variations:** Specific positions in Georgia, like a Public Works Director in Cordele, may have a narrower range (e.g., \$92,771–\$141,162).

### **CONTRACTED SERVICES**

Contracted service line items consist of office and administrative, professional, and property services such as payroll service, finance administration, county collection fees, legal expenses, auditor fees, municipal codification costs, Judicial fees, information technology, engineering costs, cleaning service, repairs and maintenance, liability insurance, claims and judgements, communications, travel and training, and miscellaneous other costs. Historically, those costs have constituted the second largest share of the City's General Fund Budget.

In Fiscal Year 2024 (proposed), contracted services were \$382,494 of the \$1,070,435 budget or 36 per cent of the operating budget; for FY 2025 (proposed), contracted services were \$409,602 making up 36% of the operating budget.

For Fiscal Year 2026, the proposed budget factors for significant budgetary adjustments from the 2025 Amended Budget: increases associated with the adjusted true costs for accounting services (\$87,750), code compliance program (\$50,000), legal expenses (\$38,000), website and agenda enhancement (\$11,000), judicial services for Public Defender and Court interpreters (\$6600), and planning/zoning related costs (\$12,120).

### **BONDED DEBT SERVICE**

Bonded debt service remains level in the proposed budget and is based on the amortization schedule for outstanding long-term debt with transfers budgeted of \$77,230\* and \$34,337\*\* to the Revenue Bond Capital Projects Fund and Debt Service Fund, respectively, from the General Fund.

\*An intergovernmental agreement with the City of Pine Lake to provide funding for the debt servicing of revenue bonds issued by the Pine Lake Downtown Development Authority in the amount of \$1,023,307; the proceeds were to be used by the City to make various environmental, recreational and street improvements; interest is charged at 4.49%, due in equal annual installments of \$77,230.

\*\*Capital lease principal of \$28,794 and interest of \$5543 for a Leaf Machine aiding Public Works operations.

## **GENERAL FUND BALANCE**

At the close of the most recent audited year, fiscal year ended December 31, 2023, the City's governmental funds reported combined ending fund balances of \$1,449,254. Of this amount \$686,912 was restricted for capital projects specified in the revenue bond ordinance, special purpose local option sales tax (SPLOST) referendum, and intergovernmental agreements; \$86,462 was restricted for environmental projects; \$15,234 obligated for miscellaneous purposes; and the City had an unassigned fund balance of \$660,646.

The General Fund is the City's chief operating fund. At the end of Fiscal year 2023, the General Fund had an unassigned fund balance of \$660,646 with a total General Fund balance of \$675,843. Audited unassigned fund balance represents 57.6 per cent of the total general fund expenditures.

The Finance Director's preliminary estimate from the Revenue/Expense Report for fiscal year 2024 is an increase to unassigned fund balance of \$29,312 for a total unassigned fund balance of \$689,958 or 60.46 per cent of budgeted expenses for 2025.

## **Benchmark Analysis: General Fund Balance**

The Government Finance officers Association (GFOA) has recommended for many years that general purpose governments maintain [unrestricted budgetary fund balance](#) in their general fund of at least two months (16.67 per cent) of regular general fund operating revenues or regular general fund operating expenditures. A lower unrestricted fund balance may be appropriate for states and larger governments, such as cities and counties, because they can often better predict contingencies and they typically have diverse revenue streams.

GFOA also recommends that governments establish a formal unrestricted [fund balance policy](#) that considers the government's specific circumstances. Factors to be considered in fund balance policy include: revenue predictability and expenditure volatility; perceived exposure to one-time disasters or immediate expenses; the potential drain on general fund resources from other funds and the availability of resources in other funds; the potential impact on the government's bond rating and borrowing costs; and funds that are already committed or assigned for specific purposes.

The [rating agencies](#) associate the level of ratings with fund balance amounts. For example, Moody's associates an "AAA" rating with fund balances in excess of 35% of revenues, the "Aa" rating with fund balances between 35% and 25% and the "A" rating with 25% to 15%. However, factors other than fund balance, such as economic conditions, debt management policies, administrative issues and financial performance also contribute to ratings. Overall, a majority of the ratings evaluation is based on factors other than the size of fund balance.

## **BUDGET MODIFICATIONS**

Budget modifications were introduced into the Fiscal Year 2025 Amended Budget process and will remain a primary tool assessing our common mission “to build better community.” Departments will assess their functional responsibilities for improving services on behalf of our community constituents. Departmental expertise and insight as well as service benchmarking are critical to determining appropriate resources and processes for building better community.

Budget modification requests must meet at least one of the following criteria: service improvement; revenue generating; programming; cost reduction; or workload change. After identifying the basis of justification, a detailed explanation along with other itemized information is provided as instructed on the budget modification form.

## **COMMUNITY INVESTMENT PLAN (CIP)**

The Community Investment Plan is a five-year plan used to coordinate the financing and timing of physical asset replacements and improvements for the City of Pine Lake. A capital improvement is a major improvement of a non-recurring nature to the physical plant of the City. For the purposes of the CIP, a major improvement is a single project or piece of equipment exceeding \$25,000 in cost with a life expectancy of seven or more years.

The acquisition of land, construction of improvements thereon, reconstruction or major alteration of City properties, and request for preliminary studies are capital projects. Examples would be new or remodeled public buildings, new or improved bridges, streets, storm drains and culverts, park land acquisition, etc. Equipment purchases are not normally considered to be capital improvements unless they are equipment for a new or renovated facility or have cost of more than \$25,000.

A comprehensive CIP in a published format similar to the new budget document will be introduced as part of the Fiscal Year 2026 Amended Budget process. It shall achieve the following:

- Improve public facilities and infrastructure throughout Pine Lake in a systematic, structured manner.
- Improve the safety, mobility and the quality of life of the neighbors of Pine Lake.
- Reflect the current economic environment and changing needs.
- Reinforce the City’s financial practices to enhance or maintain credit ratings, thereby minimizing interest costs in financing capital improvements.
- Provide estimates of current and anticipated capital improvement needs through the next five years.

The CIP encompasses a five-year period, scheduling the most important, urgent projects in the earliest years. Once the CIP is finalized, Year 1 of the plan is used as a basis for both the capital portion of the annual operating budget and for any planned grants or other sources of funding. Year 1 of the CIP is often referred to as the “Capital Budget” and is incorporated into the operating

budget such as we did with the Fiscal Year 2025 Amended Budget, the recap of which is illustrated in the final pages of this Budget Message.

## **CAPITAL BUDGETS: 2025 AND 2026**

### **SMALL CITIES INTERGOVERNMENTAL CAPITAL OUTLAY FUND (SCICO)**

In 2024, DeKalb County and the City of Pine Lake (along with other small cities in the county) executed an intergovernmental agreement for capital outlay projects located in the cities of Avondale Estates, Lithonia, Pine Lake, and Stone Mountain. The County's payment of \$2,000,000 to each Municipality shall be used solely to complete projects described in the agreement.

Specific to Pine Lake, the City agreed to undertake the reconstruction and repair of the dam at Pine Lake and capital improvements to the adjacent lake, wetlands and greenspace as well as road, street and bridge projects to improve stormwater collection and management in the unincorporated area of the County and in the Municipality.

Pine Lake may also undertake projects to improve recreational facilities, such as the lake, dam, wetlands, parks and greenspace that are made publicly available for use by all residents of the County and that contribute to tourism and economic development within the County.

The following SCICO Fund project expenditures (P) totaling \$782,760 (as detailed in the [April 2025 Strategic Performance Report](#)) are recommended as modifications to the Fiscal Year 2025 original budget: (1P) Street paving and improvements - \$317,760; (2P) Allgood Road property renovations; (3P) Americans with Disabilities Act program - \$55,000; (4P) Generators - \$50,000; (5P) Holiday lighting - \$50,000; (6P) Wetlands design - \$45,000; (7P) Municipal Separate Storm Sewer System MS4 reporting and land development - \$30,000; (8P) Tennis court rehabilitation - \$30,000; (9P) Monument signage - \$30,000; (10P) Tributary 16 channel improvements - \$25,000; (11P) Street sweeping project - \$25,000; (12P) Green space master plan - \$25,000; and (13P) Pole banners - \$5000.

Prioritized capital projects recommended for the 2026 Proposed Budget are Beach House Renovation - \$90,000; Wetlands Strategy Finalization - \$65,000; Playground Equipment Upgrade - \$35,000 with grant matching funds of \$35,000; Wayfinding Signage - \$50,000; and Greenspace Master Plan Project with costs to be determined.

### **SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST) I**

DeKalb County Special Purpose Local Option Sales Tax will support county-wide improvements that promote a high quality of life for all residents. It is a one-cent sales tax that provides funding exclusively for capital projects – roads, buildings, vehicles and major equipment, and other long-lived improvements. SPLOST I was adopted by voters in a referendum in November 2017 and will run from 2018 until 2024. DeKalb County and the cities adopted an intergovernmental agreement, which created a distribution formula based on the population of each city. Over the six-year period,

Pine Lake was projected to receive \$687,704. Funds remaining available to Pine Lake equal approximately \$65,000.

The following SPLOST I Fund project expenditures (P) totaling \$65,000 (as detailed in the [April 2025 Strategic Performance Report](#)) are recommended as modifications to the Fiscal Year 2025 original budget: (1E) Police vehicle - \$45,000; and (2E) Body-worn and vehicle dashboard cameras - \$20,000.

### **SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST) II**

The Special Purpose Local Option Sales Tax (SPLOST) was enacted by the General Assembly in 1985. The SPLOST was conceived and enacted as a county tax for funding capital projects. It is not a municipal tax. As a county tax, it can only be initiated by the county governing authority.

Pine Lake projects to be funded from the City of Pine Lake's share of the proceeds may include (a) roads, streets, bridges, bicycle paths and sidewalks, improvements of surface-water drainage from roads, streets, bridges and sidewalks, and other stormwater capital outlay projects; (b) recreational facilities including but not limited to parks, lakes, dams, trails, and acquisition of land; (c) public safety facility renovations and equipment; and (d) public works facility renovations.

The following SPLOST II Fund project expenditures (P) totaling \$260,000 (as detailed in the [April 2025 Strategic Performance Report](#)) are recommended as modifications to the Fiscal Year 2025 original budget: (1P) Old City Hall building renovations - \$98,000; (2P) Skid steer - \$55,000; (3P) Roof replacements - \$44,100; (4P) Public Works truck - \$29,000; (5P) Tree canopy management - \$25,000; and (6P) Utility vehicle - \$8,900.

### **STRATEGIC PERFORMANCE REPORT (SPR) SPECIAL EDITION: OPERATIONS GUIDE**

The final section of this document is a Special Edition of the Strategic Performance Report for November and December 2025. I asked each department director to prepare an "operations guide" of their department that would offer a comprehensive look of the work that goes on behind the scene daily. This section serves a dual purpose as an operational supplement to the budgetary sections and as an orientation of the functions performed by the departments and of course the employees employed by the Pine Lake organization.

With that prelude, I am pleased to share with you the tenth installment of the Community Building Team's [Strategic Performance Report \(SPR\)](#). It is produced to coincide with the monthly City Council Work Session. The format and content are topical based; concise in nature; organized by the alphabetical order of offices/departments following City Manager lead topics; and accented with images and illustrations for more relatable reading.

## THANK YOU

In closing, I wish to thank the neighbors of Pine Lake for accepting me into this special family; express my heartfelt appreciation to the mayor and city council for trusting me to execute the policies that you set; and applaud the mightiest team of employees, as small as we may be, of whom I've ever had the pleasure to work with side by side in the trenches.

Very truly yours,

*Stanley D Hawthorne*

City Manager

stanleyhawthorne@pinelakega.net

404.999.4901



**BUDGET RESOLUTION**

**A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2026 FOR EACH FUND OF PINE LAKE, APPROPRIATING THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES, ADOPTING THE ITEMS OF ANTICIPATED FUNDING SOURCES, PROHIBITING EXPENDITURES TO EXCEED APPROPRIATIONS, AND PROHIBITING EXPENDITURES FROM EXCEEDING ACTUAL FUNDING SOURCES.**

WHEREAS, a proposed budget for each of the various funds of the City has been presented to the City Council and

WHEREAS, appropriate advertised public hearings have been held on the FY 2026 Proposed Budget, as required by Federal, State and Local Laws and Regulations; and

WHEREAS, the City Council has reviewed the proposed budget and has made certain amendments to funding sources and appropriations; and

WHEREAS, the budget for each fund includes appropriations for Fiscal Year 2026, incorporates certain levies, assessments, fees and charges to finance these expenditures and fits the anticipated funding sources; and

WHEREAS, the cost for implementing the new classification and pay plan are budgeted and require administrative authority to properly charge to and across departments (appropriations); and

WHEREAS, the Council desires to expressly delegate and permit administrative authority to the City Manager for line item transfers within appropriation centers, consistent with Georgia law; and

WHEREAS, each of the funds has a balanced budget, such that anticipated funding sources equal proposed expenditures; and

WHEREAS, there are adequate funds available in cash reserves to cover any unanticipated revenue shortfall;

NOW, THEREFORE, BE IT RESOLVED that this budget, a summary of which is hereto attached, is hereby adopted specifying the anticipated funding sources for each fund and making appropriations for proposed expenditures to the appropriation centers named in each fund, the City Manager is expressly delegated administrative authority to make line item transfers within appropriation centers as authorized by Georgia statutes; the approval of any contract even for matters in which there is a budgeted line item shall be reserved to the City Council in accordance with the Charter, and the City Clerk, in consultation with the City Attorney, is authorized to make any necessary changes to correct scrivener's errors and give full force and effect to this Resolution. This Resolution shall take effect immediately upon passage.

**SO RESOLVED**, in open session assembled pursuant to law. This \_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
Brandy Hall, Mayor

Approved as to Form:

ATTEST: \_\_\_\_\_  
Ned Dagenhard, City Clerk

\_\_\_\_\_  
Christopher D. Balch, City Attorney



**EXHIBIT 1**  
**CITY OF PINE LAKE - FY2026 BUDGET PROPOSAL**

**GENERAL FUND SUMMARY**

<b>SOURCES OF FUNDS</b>	<b>2025 Amended Budget</b>	<b>2026 Proposed Budget</b>
<b>REVENUES</b>		
Taxes	\$ 1,043,574	\$ 1,115,222
Licenses & Permits	\$ 12,500	\$ 14,900
Intergovernmental	\$ 13,500	\$ 26,500
Charges for Services	\$ 47,970	\$ 48,970
Fines and Forfeitures	\$ 103,450	\$ 108,000
Investment Income	\$ 2,500	\$ 5,000
Private Grants	\$ -	\$ -
Miscellaneous Revenue	\$ 3,000	\$ 10,000
Other Financing Sources	\$ -	\$ -
<b>TOTAL CURRENT REVENUE</b>	<b>\$ 1,226,494</b>	<b>\$ 1,328,592</b>
Transfers To DDA Bond Fund	\$ -	
Transfer to Debt Service Fund	\$ -	
Transfer from SPLOST I Fund	\$ 255,465	
Transfer from ARPA (General O&M)	\$ -	
Use of Fund Balance	\$ 268,465	\$ 191,962
Addition To Fund Balance	\$ -	
Assigned Fund Balance	\$ 185,028	
<b>TOTAL GENERAL FUND SOURCES</b>	<b>\$ 1,565,396</b>	<b>\$ 1,520,554</b>
<b>USES OF FUNDS</b>		
<b>APPROPRIATIONS</b>		
Dept 011 Administration	\$ 653,342	\$ 712,000
Dept 012 Court	\$ 142,343	\$ 142,343
Dept 013 Public Safety	\$ 422,597	\$ 372,597
Dept 014 Public Works	\$ 195,863	\$ 142,363
Dept 023 Recreation	\$ 39,684	\$ 39,684
<b>TOTAL GENERAL FUND APPROPRIATIONS</b>	<b>\$ 1,453,829</b>	<b>\$ 1,408,987</b>
Transfers To DDA Bond Fund	\$ 77,230	\$ 77,230
Transfer to Debt Service Fund	\$ 34,337	\$ 34,337
<b>TOTAL GENERAL FUND USES</b>	<b>\$ 1,565,396</b>	<b>\$ 1,520,554</b>
Over/Deficit		

CITY OF PINE LAKE  
2026 PROPOSED BUDGET  
DEBT SERVICE FUND

Debt Service	2025 Adopted Budget	2026 Proposed Budget
<b>61 • TRANSFERS</b>		
611006 • TRANSFER FROM GENERAL FUND - Public Works Vehicles		
611006 • TRANSFER FROM GENERAL FUND - Leaf Machine	34,337	34,337
<b>Total 61 • TRANSFERS</b>	<b>34,337</b>	<b>34,337</b>
<b>Expense</b>		
<b>58 • DEBT SERVICE</b>		
<b>581000 • PRINCIPAL</b>		
581315   Public Works Vehicles		
581310 • CAPITAL LEASE PRINCIPAL	28,794	28,794
<b>Total 581000 • PRINCIPAL</b>	<b>28,794</b>	<b>28,794</b>
<b>582000 • INTEREST</b>		
581315   Public Works Vehicles		
582302 • INTEREST EXPENSE OTHER	5,543	5,543
<b>Total 582000 • INTEREST</b>	<b>5,543</b>	<b>5,543</b>
<b>Total 58 • DEBT SERVICE</b>	<b>34,337</b>	<b>34,337</b>
<b>Debt Service Total Expense</b>	<b>34,337</b>	<b>34,337</b>

Annual GMA Lease Payment for Police Vehicle and Leaf Loader

CITY OF PINE LAKE  
2026 PROPOSED BUDGET  
DDA BOND FUND

	2025 Adopted Budget	2026 Proposed Budget
Downtown Development Authority Bond		
61 · TRANSFERS		
611006 · TRANSFER FROM GENERAL FUND	77,230	77,230
<b>Total 61 · TRANSFERS</b>	<b>77,230</b>	<b>77,230</b>
Expense		
58 · DEBT SERVICE		
581000 · PRINCIPAL		
581301 · BOND PAYMENT - DDA	62,003	67,696
<b>Total 581000 · PRINCIPAL</b>	<b>62,003</b>	<b>67,696</b>
582000 · INTEREST		
582301 · INTEREST EXPENSE - DDA BOND	15,227	9,534
<b>Total 582000 · INTEREST</b>	<b>15,227</b>	<b>9,534</b>
<b>Total 58 · DEBT SERVICE</b>	<b>77,230</b>	<b>77,230</b>
<b>DDA Bond Total Expense</b>	<b>77,230</b>	<b>77,230</b>

CITY OF PINE LAKE  
2026 PROPOSED BUDGET  
STORMWATER FUND

	2025	2026
Stormwater	Adopted Budget	Proposed Budget
<b>REVENUES</b>		
<b>34 • CHARGES FOR SERVICES</b>		
<b>344000 • UTILITIES</b>		
344140 • STORMWATER - CURRENT	60,000	60,000
344150 • STORMWATER - PRIOR YEARS	5,550	5,550
<b>Total 344000 • UTILITIES &amp; SANITATION</b>	<b>65,550</b>	<b>65,550</b>
<b>Total 34 • CHARGES FOR SERVICES</b>	<b>65,550</b>	<b>65,550</b>
<b>36 • INVESTMENT INCOME</b>		
361000 • INTEREST INCOME	10	10
<b>Total 36 • INVESTMENT INCOME</b>	<b>10</b>	<b>10</b>
<b>TOTAL CURRENT REVENUES</b>	<b>65,560</b>	<b>65,560</b>
<b>TO NET POSITION</b>	<b>-13,405</b>	<b>-16,567</b>
<b>TOTAL STORMWATER FUND REVENUE</b>	<b>78,965</b>	<b>82,127</b>
<b>NET POSITION ENDING</b>	<b>169,855</b>	<b>-16,567</b>

CITY OF PINE LAKE  
2026 PROPOSED BUDGET  
STORMWATER FUND

**EXPENSES**

**51 • PERSONAL SRVCS/EMPLOYEE BENEFIT**

**511000 • SALARIES AND WAGES**

511200 • REGULAR - FULL-TIME	33,280	58,280
511300 • REGULAR - PART-TIME	0	0

<b>Total 511000 • SALARIES AND WAGES</b>	33,280	58,280
--	--------	--------

**512000 • EMPLOYEE BENEFITS**

512100 • GROUP INSURANCE	4,800	4,800
512200 • FICA CONTRIBUTIONS	2,063	3,613
512300 • MEDICARE	483	845
512400 • RETIREMENT	1,664	2,914
512600 • WORKERS' COMPENSATION	1,675	1,675
512700 • UNEMPLOYMENT INSURANCE	0	0

<b>Total 512000 • EMPLOYEE BENEFITS</b>	10,685	13,847
---	--------	--------

<b>Total 51 • PERSONAL SRVCS/EMPLOYEE BENEFIT</b>	<b>43,965</b>	<b>72,127</b>
---	---------------	---------------

**52 • PURCHASES/CONTRACTED SERVICES**

**521000 • PROFESSIONAL & TECHNICAL SRVCS**

**521100 • OFFICE & ADMINISTRATIVE**

521110 • PAYROLL SERVICE		
521120 • COUNTY COLLECTION FEES		
521140 • OTHER ADMIN. SERVICES		

<b>Total 521100 • OFFICE &amp; ADMINISTRATIVE</b>		
---	--	--

CITY OF PINE LAKE  
2026 PROPOSED BUDGET  
STORMWATER FUND

**521200 • PROFESSIONAL**

521210 • LEGAL EXPENSES

521220 • AUDITOR FEES

521230 • MUNICIPAL CODE

521240 • JUDGE'S FEES

521241 • PERMITTING & INSPECTION

521250 • PUBLIC DEFENDER FEES

521290 • OTHER PROFESSIONAL SERVICES 35,000 10,000

**Total 521200 • PROFESSIONAL 35,000 10,000**

**521400 • OTHER CONTRACTED SERVICES**

521499 • TECHNOLOGY

**Total 521400 • OTHER CONTRACTED SERVICES**

**Total 521000 • PROFESSIONAL & TECHNICAL SRVCS 35,000 10,000**

**Total 52 • PURCHASES/CONTRACTED SERVICES 35,000 10,000**

**53 • SUPPLIES**

531900 • OTHER GENERAL OPERATING EXP

531900 • OTHER GENERAL OPERATING EXP 0 0

**Total 531900 • OTHER GENERAL OPERATING EXP 0 0**

**Total 531000 • SUPPLIES 0 0**

**54 • CAPITAL OUTLAYS**

541000 • PROPERTY

541200 • SITE IMPROVEMENTS 0 0

**Total 541000 • PROPERTY 0 0**

**Total 54 • CAPITAL OUTLAYS 0 0**

STORMWATER

CITY OF PINE LAKE  
2026 PROPOSED BUDGET  
STORMWATER FUND

<b>56 • DEPRECIATION</b>		
	<b>551000 • DEPRECIATION</b>	
		1,050 1,050
<b>Total 56 • DEPRECIATION</b>		1,050 1,050
<b>STORM WATER EXPENSES TOTAL</b>		
		<b>78,965 82,127</b>

CITY OF PINE LAKE  
2026 PROPOSED BUDGET  
SMALL CITIES IGA FUND

SPLOST SMALL CITIES IGA FUND		2025 Budget	2026 Budget
<b>Revenues</b>			
31 · TAXES			
313000 · GENERAL SALES AND USE TAXES			
313900 · SPLOST - Small Cities IGA		2,000,000	2,000,000
Total 313000 · GENERAL SALES AND USE TAXES		2,000,000	2,000,000
Total 31 · TAXES		2,000,000	2,000,000
33 · INTERGOVERNMENTAL REVENUES			
334000 · STATE GOVERNMENT GRANTS			
334007 · Recreation Grant (50% Match)		0	35,000
Total 334000 · STATE GOVERNMENT GRANTS		0	35,000
Total 33 · INTERGOVERNMENTAL REVENUES		0	35,000
Total Revenues		2,000,000	2,035,000
<b>Expense</b>			
54 · CAPITAL OUTLAYS			
541000 · 2026 IMPROVEMENT PROJECTS			
541310 · BEACH HOUSE RENOVATION		0	90,000
541312 · WETLANDS STRATEGY			65,000
541314 · PLAYGROUND EQUIPMENT			70,000
541316 · WAYFINDING SIGNAGE			50,000
541318 · GREENSPACE MASTER PLAN			TBD
2025 APPROPRIATIONS			782,760
AVAILABLE FOR FUTURE PROJECTS			977,240
Total 541000 · PROPERTY		0	2,035,000
542000 · MACHINERY & EQUIPMENT			
542200 · VEHICLES/EQUIPMENT		0	0
542000 · MACHINERY & EQUIPMENT		0	0
Total 54 · CAPITAL OUTLAYS		0	2,035,000
SPLOST - SMALL CITIES IGA Total Expense		0	2,035,000