

**CITY OF PINE LAKE, GEORGIA
PUBLIC HEARING AND SPECIAL CALLED MEETING
AGENDA
DECEMBER 2, 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 – PUBLIC HEARING AND SPECIAL CALLED MEETING

ANNOUNCEMENTS/COMMUNICATIONS

ADOPTION OF THE AGENDA OF THE DAY

PUBLIC COMMENT – 3 minutes each please

OLD BUSINESS

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

PUBLIC HEARING

- Fiscal Year (FY) 2026 Proposed Budget

NEW BUSINESS

1. Classification and Compensation Study – Presentation
2. Development Authority/Downtown Development Authority – Presentation

PUBLIC COMMENT – 3 minutes each please

REPORTS AND OTHER BUSINESS

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

EXECUTIVE SESSION

- City Manager's Contract

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



**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

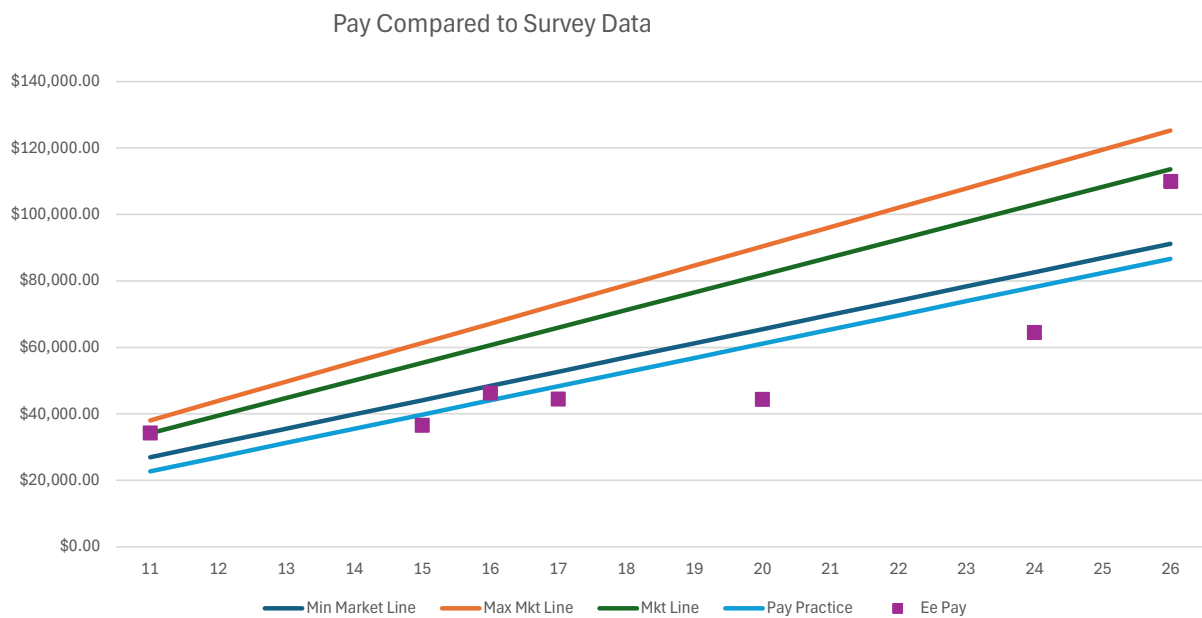
Survey Data Summary

	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	Implementation 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.

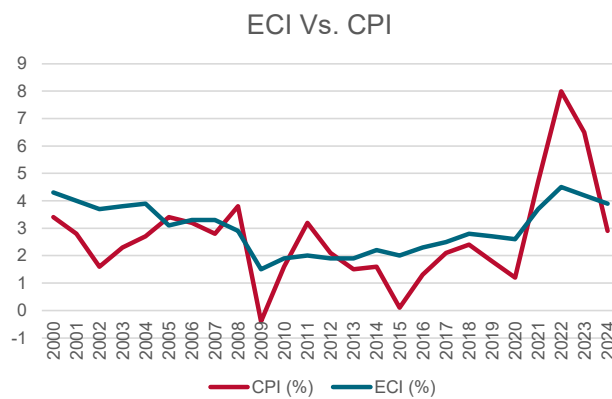
	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (E)	
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child
Living Wage	\$25.83	\$40.24	\$49.88	\$59.74	\$33.94	\$39.15	\$42.83	\$48.59	\$16.97	\$22.63
Poverty Wage	\$7.52	\$10.17	\$12.81	\$15.46	\$10.17	\$12.81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



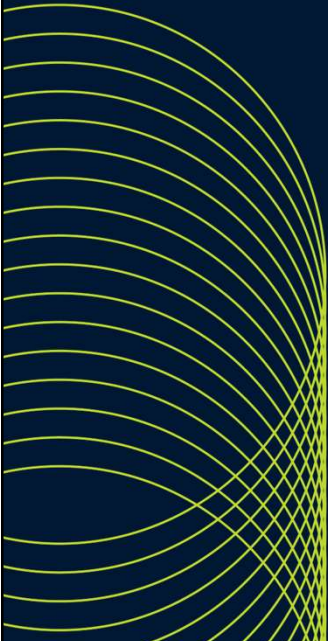
Carl Vinson
Institute of Government



@CVIOG_UGA



www.cviog.uga.edu



BUTLER | SNOW

**The Legal Framework and Comparison of
Downtown Development Authorities
and Development Authorities**

Jim Elliott
Pine Lake, Georgia
December 2, 2025

LAW ELEVATED

Downtown Development Authorities



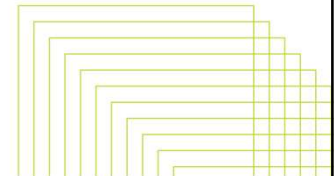
DDA: AUTHORITY

- O.C.G.A. § 36-42-13:
 - Enacted pursuant to authority granted by the Georgia Constitution
 - DDAs are created for nonprofit and public purposes
- O.C.G.A. § 36-42-4:
 - Establishes each DDA as a public body corporate and politic

LAW ELEVATED

DDA: SCOPE OF PROJECTS

- DDA Board must make a finding by resolution that the project furthers the public purpose of the DDA Law
- The public purpose standard:
 - Each project must advance the revitalization and redevelopment of the central business district
 - The DDA board must make a specific finding that the project promotes trade, commerce, industry, or employment opportunities
 - All projects must serve a public benefit



DDA: GEOGRAPHIC SCOPE

- DDAs may undertake projects:
 - Within the downtown development area of the municipal corporation
 - Under certain conditions, DDAs may also act within the broader territorial boundaries of the municipality

DDA: GEOGRAPHIC SCOPE MODIFICATION

- Modification of the geographic scope may occur in two ways:
 - Modification through DDA Law
 - Expansion through Urban Redevelopment Law

OPTION 1: MODIFICATION THROUGH DDA LAW

- The downtown development area may be modified by a subsequent resolution of the governing body
- Such modifications are prospective only and do not affect prior obligations

OPTION 2: EXPANSION THROUGH URBAN REDEVELOPMENT LAW

- A city council or county commission may, by resolution, designate a DDA as the community's Urban Redevelopment Agency
 - The DDA will operate within the designated Area of Operation—extending its authority beyond the traditional downtown development area
 - If this designation occurs, the method of appointment, number of Commissioners, and terms of Office, shall be in conformity with the requirements of the Downtown Development Authority Law not the Urban Redevelopment Law
- 

DDA BOARD Pt.1

- Composition [§ 36-42-4]:
 - Seven Directors
- Terms of Office[§ 36-42-4]:
 - Initial terms staggered
 - Afterward, six-year terms, except: Directors appointed or reappointed on or after July 1, 1994, terms are four years
 - The term of such member ends when they leave municipal office
 - If a successor is not yet appointed, the director continues to serve until replaced
- Qualifications [§ 36-42-7]:
 - Directors must be:
 - Taxpayers residing in the municipal corporation; or
 - Owners or operators of businesses in the downtown development area (and county residents); or
 - A combination of the above.
 - At least four must have or represent those with an economic interest in downtown redevelopment
 - One director may reside outside the county if they own a business within the downtown area and are a Georgia resident (must resign if they move out of Georgia or sell the business)
 - One director may be a member of the city council or other municipal governing body

LAW ELEVATED

Development Authorities

DEVELOPMENT AUTHORITIES: AUTHORITY Pt.1

- O.C.G.A. § 36-62-3:
 - Enacted pursuant to authority granted by the Georgia Constitution
- O.C.G.A. § 36-62-9:
 - The purpose of this chapter is to develop and promote trade, commerce, industry, and employment opportunities for the public good and general welfare of the state
- O.C.G.A. § 36-62-4:
 - Establishes each DDA as a public body corporate and politic

LAW ELEVATED

DEVELOPMENT AUTHORITIES: AUTHORITY Pt.2

- Joint Development Authorities:
 - Created by two or more cities, counties, or a combination thereof, including one or more Georgia counties and a contiguous county in an adjoining state through a proper joint resolution

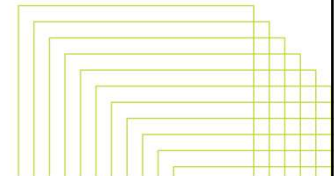
LAW ELEVATED

GEOGRAPHIC SCOPE

- Development Authority:
 - Operates within the boundaries of the county or municipality that created it
- Joint Development Authority:
 - Operates across multiple jurisdictions—two or more cities, counties, or a combination thereof, including a Georgia county and a contiguous county in an adjoining state

SCOPE OF PROJECTS

- Each authority possess all powers necessary or convenient to carry out its purpose of promoting trade, commerce, industry, and employment. Including:
 - Enter into contracts and agreements for construction, leasing, and financing
 - Acquire, manage, and dispose of property (real or personal)
 - Issue revenue bonds to finance qualified projects
 - Borrow funds or secure loans to finance qualified projects
 - Extend Credit or make loans to private or public entities to fund all or part of eligible projects
 - Expend funds to promote industry, agriculture, and trade within its area of operation
- Limitations
 - There are several statutory limitations and regulations on the scope of projects that development authorities may undertake, regarding the operation of projects by governmental entities, the issuance of revenue bonds and other obligations, and the terms of financing and bond agreements



BOARDS Pt.1

Development Authorities:

- Composition [§ 36-62-4]:
 - Board of at least 7 and not more than 9 directors
- Terms of Office[§ 36-62-4]:
 - Initially, four directors will serve two-year terms while the remaining directors serve four-year terms
 - After initial terms, all directors serve four-year terms
 - New directors added beyond the original seven also serve 4-year terms
 - If a successor is not yet appointed, the director continues to serve for up to 6 months
 - If no successor is appointed after that, the remaining directors elect one
- Qualifications [§ 36-62-5]:
 - Directors must be:
 - Taxpayers residing in the county or municipal corporation for which the authority is created

LAW ELEVATED

BOARDS Pt.2

Joint Development Authorities

- Resolution must specify board membership, appointment process, terms, and residency
- Local governments may agree not to appoint elected officials to serve on the board of a joint development authority, provided that this restriction is included in the intergovernmental contract or the founding resolutions creating the authority

LAW ELEVATED

PROJECT & GEOGRAPHIC SCOPE COMPARISON

AUTHORITY	GEOGRAPHIC SCOPE
Downtown Developmental Authority	The designated downtown development area of the municipal corporation
DDA designated as Urban Redevelopment Agency	The designated Area of Operation*
Developmental Authority	The boundaries of the county or municipality that created it
Joint Developmental Authority	Operates across multiple jurisdictions—two or more cities, counties, or a combination thereof, including a Georgia county and a contiguous county in an adjoining state

*The Area of Operation is the area within the corporate limits of the municipality or county, and up to five miles beyond those limits, as long as it doesn't overlap with another incorporated municipality or county

BOARD COMPARISON

AUTHORITY	BOARD SIZE/APPOINTMENT	QUALIFICATIONS	NOTES
Development Authority (DA)	7–9 directors, appointed by city or county governing body (§ 36-62-4)	Must be taxpaying residents of the jurisdiction (§ 36-62-5)	Initial staggered terms (2 & 4 years); thereafter all 4-year terms; 6-month holdover limit
Downtown Development Authority	7 directors, appointed by the governing body (§ 36-42-4)	Must be taxpayers or business owners in the city or downtown area (§ 36-42-7)	At least 4 must represent economic interests downtown; one may be a city council member
DDA designated as Urban Redevelopment Agency	Same at DDA (§ 36-61-18(b))	Same at DDA (§ 36-61-18(b))	
Joint Development Authority	Membership, appointments, and terms set by joint resolution of participating jurisdictions (§ 36-62-5.1)	Same as DA — taxpaying residents of participating counties or cities	Local governments may agree not to appoint elected officials (Unofficial Op. A.G. 94-24)

