



STRATEGIC PERFORMANCE REPORT

OCTOBER 2025



Good day, Mayor and Council Members,

I am pleased to share with you the ninth 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. **A pdf version of the document is attached for higher quality reading and printing.**

We had a productive session at the City Council Planning Retreat held on September 24, 2025 with all council member candidates of the upcoming election participating. One of the topics discussed during the planning session was “economic development tools” available to the City of Pine Lake; this topic has also been highlighted in the last several Strategic Performance Reports.

The Action Item Report prepared by Acting City Clerk Dagenhard summarized next steps: “City Manager Hawthorne is expected to work with City Attorney Balch and the Governing Authority in planning for continued discussion on development authority options—as well as preparation of a request for quotation (RFQ) targeting consultant experts in the field of economic development—to take place at the October [14th] Work Session.

For consideration in advancing future redevelopment opportunities largely along the commercial Rockbridge Road corridor, the overall discussion somewhat coalesced around potential authorization by the City Council of a development authority or a downtown development authority.

The October Strategic Performance Report features a comparison of the two types of development authorities in Georgia as companion reading to an in-depth article included as part of the work session support documents: “Downtown Development Authority Law And Urban Redevelopment Law Overview,” published by Jenkins, Bowen & Walker, P.C., a well-known Georgia law firm specialized in zoning and land use and local municipal law among other expert areas.

How Do Development Authorities and Downtown Development Authorities in Georgia Compare Functionally?

In Georgia, the main difference between a Development Authority (DA) and a Downtown Development Authority (DDA) lies in their geographic focus and specific purpose, though they share similarities in their activation process and some powers.

Feature	Development Authority (DA)	Downtown Development Authority (DDA)
Primary Goal	Broader, citywide economic development and job creation.	Revitalizing and correcting blight specifically within the downtown business district.
Geographic Scope	Operates across the entire city or county jurisdiction.	Focused exclusively on a designated downtown business district.
Power of Eminent Domain	DAs have the authority to use eminent domain to acquire property for development purposes.	DDAs do not have the power of eminent domain.

Focus of Projects	May involve industrial parks, office complexes, or larger-scale economic development projects.	Centers on downtown-specific improvements like streetscapes, historic preservation, and commercial revitalization.
Funding Mechanisms	Can issue revenue bonds and receive grants to fund projects.	Often uses tax increment financing (TIF) and issues revenue bonds, with a focus on capturing growth within the downtown district.
Legal Basis	Created under Georgia's Development Authorities Law (O.C.G.A. § 36-62).	Created under Georgia's Downtown Development Authorities Law (O.C.G.A. § 36-42).

Shared characteristics

- **Activation process:** Both a DA and a DDA exist for every city in Georgia but must be "activated" by the local governing body through a formal resolution before they can begin operations.
- **Purpose:** Both types of authorities are created to promote the general welfare, trade, and commerce of their respective jurisdictions by stimulating economic growth.
- **Financial capabilities:** Both can issue revenue bonds to finance projects. However, the specific projects each can undertake are dictated by their differing scopes.

How Do Development Authorities and Downtown Development Authorities Compare on Board Members Composition?

In Georgia, Downtown Development Authorities (DDAs) have specific board member requirements, while the composition of general Development Authorities (DAs) is determined by local ordinance. The main difference lies in the DDA's mandate for business owner representation and local residency.

Key differences in board composition

Feature	Downtown Development Authority (DDA)	General Development Authority (DA)
Membership requirements	Must consist of seven directors who are resident taxpayers of the city or county.	Set by the local ordinance that establishes the authority.
Business representation	At least four of the seven directors must own or operate a business within the downtown area.	Not required to have specific business representation, though local ordinance can specify it.
Appointing body	The mayor and city council typically appoint members.	The local governing body, such as the city council or county commission, appoints members.
Governing statutes	Governed by the Georgia "Downtown Development Authorities Law" (O.C.G.A. § 36-42-1).	Governed by the Georgia "Development Authorities Law" (O.C.G.A. § 36-62-1).
Activation	Like DAs, DDAs must be activated by a resolution from the local governing body.	Can only begin transacting business after being "activated" by the local governing body.

Give Examples of Projects Undertaken by Each Type Of Authority

In Georgia, a Development Authority (DA) focuses on broader economic development, while a Downtown Development Authority (DDA) is hyper-focused on revitalizing its central business district. Here are examples of projects for each type of authority.

Development Authority (DA) projects

DA projects are large-scale, often involving significant land acquisition and infrastructure to attract major employers. Their efforts are designed to impact the economic landscape of an entire city or county.

- **Industrial parks:** DAs often acquire and develop large tracts of land, providing the necessary infrastructure, like roads and utilities, to attract manufacturing or logistics companies.
- **Business recruitment:** They engage in marketing and negotiations to bring major corporations to their area, which creates new jobs and tax revenue.
- **Infrastructure development:** A DA might fund and oversee the construction of large infrastructure projects, such as access roads to a new business park or improvements to support a new large-scale facility.
- **Regional collaboration:** Multiple county DAs may collaborate on a joint development authority to combine resources and attract large projects that benefit a wider region.

Downtown Development Authority (DDA) projects

DDA projects are focused specifically on the downtown area. Their goal is to prevent blight and enhance the district's appeal to businesses and residents.

- **Streetscape improvements:** DDAs improve the look and feel of downtown by installing decorative lighting, street furniture, and planters.
- **Public gathering spaces:** They create parks, plazas, and outdoor amphitheaters to serve as community hubs and host events.
- **Historic preservation:** DDAs may assist with the renovation or remodeling of historic buildings in the downtown district to preserve their character and bring them back into commercial use.
- **Business facade grants:** Many DDAs offer grants or loan programs to encourage downtown businesses to improve their building exteriors and storefronts.
- **Promotional events:** To increase foot traffic and awareness, DDAs frequently organize and promote events like festivals, farmers' markets, and holiday celebrations.

CITY CLERK'S OFFICE/ADMINISTRATION

Ned Dagenhard, Acting City Clerk

Breathing New Life into Old Facilities

April of this year was a very important month for the City of Pine Lake. April's Regular Meeting of City Council saw the approval of an array of capital improvements, thanks to the intergovernmental agreement funds previously negotiated on behalf of the City by the 2023/2024 administration team with DeKalb County. Notably, these funds are not sourced from the City's tax system, like our general fund (which funds daily operations year-over-year). These funds come from all of DeKalb County, and are specifically "earmarked" for purposes related to stormwater management, capital projects (public buildings, infrastructure, etc.), and tourism.



Among the approved projects were initiatives like *Americans with Disabilities Act (ADA) Remediation* of our public access facilities, and rehabbing our newly completed Tennis and Pickle Ball Court Complex. Also listed in the approved SPLOST projects were rehabilitation of our City administrative buildings and public facilities, many of which had worn down to "demolition by neglect" status. For those who may not know, our Public Works Director spent his first year in Pine Lake working without a designated office. Our Court Clerk, in turn, found herself crammed into a corner in the *new* City Hall, over the hill yonder way from the Pine Lake Courthouse, the address of which is stamped on citations. So in July—with the rehoming of Court Services and Public Works Administration—the City officially re-opened "*Old City Hall*," the humble, cottage-turned-office space located at 462 Clubhouse Drive.

Ye Olde City Hall

462 Clubhouse Drive was originally the location of the Pine Lake Police Department, until a fire in the early 2000s took it offline. Following building repairs and a little "musical chairs" with the Pine Lake Courthouse (and administrative offices below), 462 Clubhouse Drive became Pine Lake City Hall. This capacity ceased operating as City Hall in 2021, when the City purchased the building at 425 Allgood Road and—looking to migrate its operational center closer to Rockbridge



Road—established a new City Hall. At that moment, staff and neighbors alike found themselves casually assigning a name to the little blue bungalow on Clubhouse Drive: *Old City Hall*.

A little confusing, eh? Not only does the name conjure an image of a Starbucks with a gold placard outside (“Here stood for many a year the *Old City Hall* of Pine Lake, erected in 1641 by Constable Carmichael Montgomery!”), it also does nothing to describe the purpose of the building to an individual—resident or not—seeking municipal services. A new name is desperately needed! And that’s where you come in, dear reader.

What’s in a Name?

It starts with description of purpose, but that’s not enough. Too short, you risk vagueness. Too long, you may risk convolution. But most importantly, the name shouldn’t be decided by any one individual. This is a decision that the City Manager feels should be shared,



and share we will! Enter: Google Form. At this very moment, you can find—under the *Front Page News* section of the City’s website—a link to a Google Form where you can submit your vote in naming the “building formerly known as *Old City Hall*” (but no, Prince fans, a symbol will not be an option). Let your voice be heard! We will begin tallying the votes next Friday, October 17th, and announce the winner via the Pine Lake NewsBlast. Here are the contenders:

Pine Lake Municipal Annex

Community Services Building

Pine Lake Annex – Court and Public Works Administration

Court Administration and Public Works (CAPW)

Court Services and Public Works Annex

Website Redevelopment, Update

October 14, 2025

Why (and What) We're Improving

At the end of August, the City Council approved a proposal by the small government technostructure juggernaut *CivicPlus* to redevelop Pine Lake's website. Why do we need a



new website? Well, your old, beloved car might get you by if you swap a few parts and keep it close to home, but eventually you're going to need to get back on the highway.

On the one hand, there are serious inhibitors to regularly maintaining our current website. Not only are we dealing with an outdated and static format ("yes, Mr. Dagenhard, *that* textbox can only be *that* big"), but changing the slightest piece of content—or even correcting a typo—requires submitting a help ticket to our third-party information technology (IT) provider. Yikes!

On the other hand, the website itself lacks the kind of engaging features enjoyed by our neighbors in Clarkston, Avondale Estates, and Stone Mountain. Whether we are looking to connect our residents with important information like road closure notices or upcoming town hall events, or court developers and media production studios with an effective display of our "arts' natural habitat" brand, the look, feel, and navigability of our website is—in 2025—imperative to creating a more connected and sustainable City. For you, your neighbors in the Governing Authority, your humble staff, and the many individuals and families that visit Pine Lake on a regular (or irregular) basis.

Creating Together

A couple Saturdays ago, I got to spend the morning on the back porch of the Beach House with Council Members Jeff Goldberg and Thomas Torrent, plus neighbors Kathie deNobriga, Pat Hamilton, Wendy Keith-Ott, Stephanie Kohler, and Mary Shuman. Sure, we sipped coffee together and watched the flowers unfurl, but we also got into the weeds on the new website. The big question I had for them (and any other neighbors who



may have liked to stop by) was, essentially, “What do *you* want *your* website to look and feel like? What do you want to be front and center? What kind of content is less-so a priority for you, your family, and your neighbor?”

Mary reflected on the uniqueness of Pine Lake, its values and focus on nature and the arts. Wendy said she’d like to see links to DeKalb services, like trash pickup and elections updates. Pat wants to see more of a spotlight on our local, independent businesses along Rockbridge Road. Kathie is focused on public safety reports, and sharing the lovely faces of Pine Lake’s finest. Stephanie liked the idea of a dropdown section for visitors to the City, with easily accessible park rules and information on local wildlife.

We listened, we asked questions, and we engaged in discussion about all of these ideas and—trust me—*many* more. I am compiling every single one of them into a document for my next meeting with Marissa, our project manager at *CivicPlus*.



This is an exciting opportunity for us to remind each other of—and introduce visitors to—that “Pine Lake feeling.” And hey, if you have ideas you didn’t get to share with us on the back porch, send me an email (neddagenhard@pinelakega.net). I would love to hear from you.

POLICE

Sarai Y'Hudah-Green, Police Chief

Community Policing

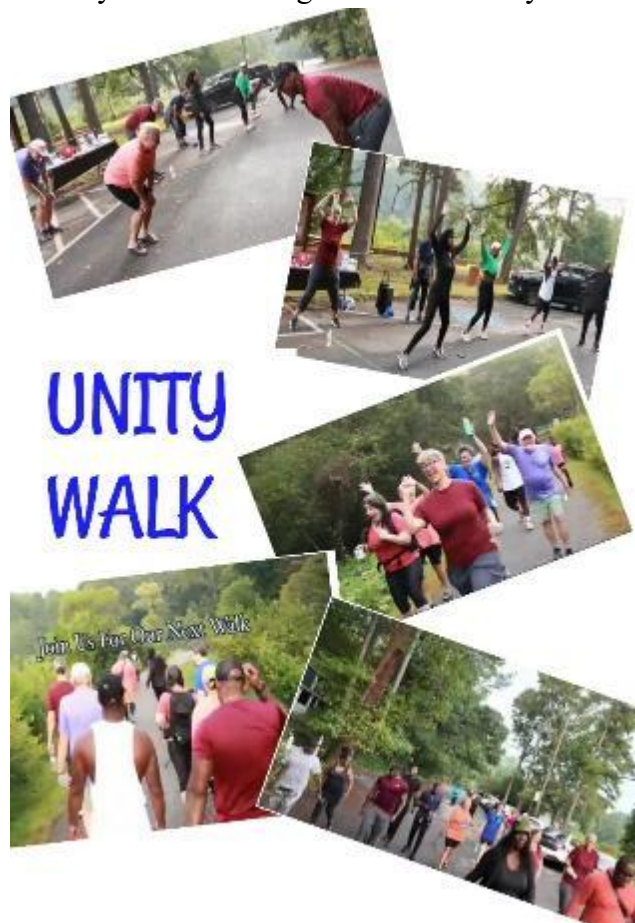
During the past month, the Pine Lake Police Department responded to an unusually high number of theft incidents in the business district, particularly at the Family Dollar location. In response, officers have initiated strategic increased patrols in that area to deter further criminal activity and reassure local businesses.

Additionally, we have seen a significant number of domestic violence calls. These are high-risk, volatile situations that can escalate rapidly. Given the serious nature and the potential for repeat incidents, our officers are conducting follow-up visits and offering resource assistance to affected individuals. We remain committed to ensuring the safety and well-being of all community members through proactive engagement and support.

The Pine Lake Police Department was proud to take part in our first ever “Unity Walk,” a meaningful community event focused on connection, wellness, and open dialogue. Officers and neighbors came together in a relaxed setting to walk, talk, and build stronger relationships outside of traditional roles and uniforms.

Hosted in collaboration with PLAIN, the morning began with light refreshments, and a group stretch before residents and friends walked together around the lake.

The Unity Walk provided an opportunity for residents and officers to engage in open conversation, strengthen trust, and promote unity in our community. This initiative also reflects our commitment to being an accessible and supportive presence—not just in times of crisis, but as neighbors and partners in building a safe, welcoming Pine Lake.



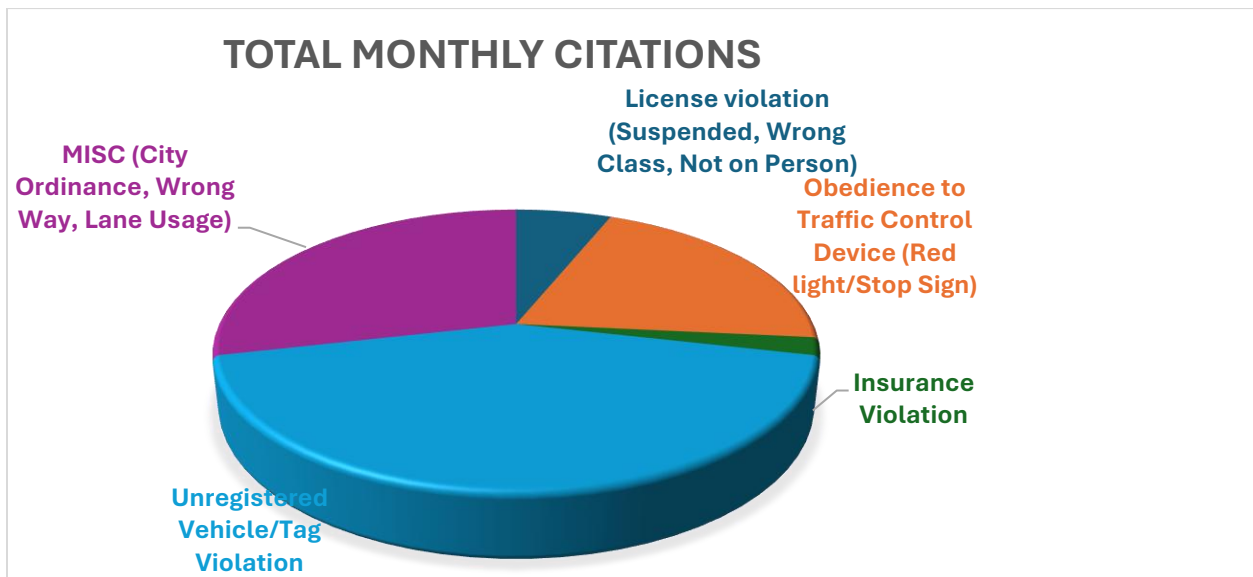
Code Compliance

The Code Compliance Division continues to actively manage existing open cases throughout the city.

Current cases under review include:

- Property maintenance issues at a local apartment complex
- Vacant, decapitated structures requiring remediation
- Sanitary condition violations, including tall grass and overgrown vegetation

Our efforts remain focused on ensuring all properties meet city code standards and maintaining a clean, safe environment for all residents. We appreciate the community's continued cooperation as we work to resolve these issues.



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Calls for service September 2025

Address	Location Name	Response Date	Response Time	Complete Time	Problem
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-01	08:30:59	08:47:24	TRAFFIC STOP
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-01	19:23:33	20:04:52	THEFT JUST OCCD
462 CLUB HOUSE DRIVE	PINE LAKE POLICE DEPT	2025-09-04	09:54:45	14:09:38	WANTED PERS LOC
459 PINE DR		2025-09-04	11:56:33	15:59:06	SPECIAL DETAIL
462 CLUB HOUSE DRIVE	PINE LAKE POLICE DEPT	2025-09-04	14:41:31	16:14:20	MISC SERVICE REQ
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-04	18:06:24	19:00:05	SUSP PERSON
ROCKBRIDGE RD / SPRING DR		2025-09-04	20:18:07	21:49:23	TRAFFIC STOP
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-05	08:04:34	08:26:43	UNWANTED PERS IN PRO
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-06	12:21:42	14:07:24	THEFT PAST SCREEN
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-06	12:21:42	14:07:24	THEFT PAST SCREEN
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-06	17:50:44	18:54:01	THEFT
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-06	17:50:44	18:54:01	THEFT
4XXX ORCHID DR		2025-09-08	17:50:45	18:02:10	POAP
4XXX RIDGE DR		2025-09-08	18:08:06	18:18:33	BUS OR RES CHECK
5XX HEMLOCK DR		2025-09-08	18:31:54	18:37:17	BUS OR RES CHECK
4XXX LAKESHORE DR		2025-09-08	19:00:37	19:05:28	BUS OR RES CHECK
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-09	07:14:51	07:20:18	TRAFFIC STOP
LAKESHORE DR / SPRUCE DR		2025-09-09	17:18:09	17:44:32	PERSON DOWN
LAKESHORE DR / PARK DR		2025-09-09	19:59:15	20:13:15	TRAFFIC STOP
LAKESHORE DR / CLUB HOUSE DR		2025-09-10	21:16:35	21:21:41	SUSP VEHICLE
SPRUCE DR / DOGWOOD RD		2025-09-11	16:07:38	16:26:12	TRAFFIC STOP
ALLGOOD RD / ROCKBRIDGE RD		2025-09-11	16:51:27	16:58:14	TRAFFIC STOP
XXXX FOREST RD		2025-09-11	19:48:22	21:41:37	SEX ASSLT PAST ADLT
4XXX ROCKBRIDGE RD		2025-09-12	10:32:14	11:59:20	SUSP PERSON
4XXX ROCKBRIDGE RD		2025-09-12	10:32:14	11:59:20	SUSP PERSON
4XX PINE DR		2025-09-12	13:35:31	16:17:43	MISC SERVICE REQ
5XX PINE DR		2025-09-12	19:24:40	20:03:14	CHECK LOCATION
4567 ROCKBRIDGE RD	POST OFFICE	2025-09-13	06:21:12	07:42:43	SUSP PERSON
5XX HEMLOCK DR		2025-09-13	13:18:51	13:21:55	BUS OR RES CHECK
4XXX LAKESHORE DR		2025-09-13	13:41:33	13:45:42	BUS OR RES CHECK
658 SPRUCE DR, APT X, BLDG X	AFINITY AT PINE LAKE	2025-09-15	03:52:28	05:04:48	DOM VERB DISTURB IN PRO
658 SPRUCE DR, APT X, BLDG X	AFINITY AT PINE LAKE	2025-09-15	03:52:28	05:04:48	DOM VERB DISTURB IN PRO
425 ALLGOOD RD	PINE LAKE CITY HALL	2025-09-15	09:40:33	09:59:14	PROPERTY DAMAGE
4615 ROCKBRIDGE RD		2025-09-15	11:09:45	11:55:51	VEH ACC-INJURIES
658 SPRUCE DR, APT X, BLDG X	AFINTY @ PINE LAKE	2025-09-15	13:36:22	14:08:34	DOM VERB DISTURB IN PRO
658 SPRUCE DR, APT XX	AFINITY @ PINELAKE	2025-09-15	15:25:40	17:57:39	DOM VERB DISTURB IN PRO
658 SPRUCE DR, APT XX	AFINITY @ PINELAKE	2025-09-15	15:25:40	17:57:39	DOM VERB DISTURB IN PRO
4680 RIDGE DR, APT XX		2025-09-16	05:19:17	05:37:37	FIGHT
4680 RIDGE DR, APT XX		2025-09-16	05:19:17	05:37:37	FIGHT
ROCKBRIDGE RD / ALLGOOD RD		2025-09-16	20:24:35	21:12:13	TRAFFIC STOP
ROCKBRIDGE RD / SPRING DR		2025-09-17	07:32:48	07:48:29	TRAFFIC HAZ-ASSIST MOTORIST

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4XXX RIDGE DR		2025-09-17	15:18:11	19:49:09	PROPERTY LOST
4XXX RIDGE DR		2025-09-17	15:18:11	19:49:09	PROPERTY LOST
459 PINE DR		2025-09-18	12:41:22	17:53:48	SPECIAL DETAIL
459 PINE DR		2025-09-18	15:16:35	17:53:39	WANTED PERS LOC
ROCKBRIDGE RD / ALLGOOD RD		2025-09-18	18:22:58	19:19:50	Traf-HAZ-ASSIST MOTORIS
ALLGOOD RD / ROCKBRIDGE RD		2025-09-18	19:18:24	19:23:32	TRAFFIC STOP
Address	Location Name	Response Date	Response Time	Complete Time	Problem
ROCKBRIDGE RD / SPRING DR		2025-09-19	21:17:26	21:34:32	SUSP VEHICLE
429 MAGNOLIA DR, APT X, BLDG X	AFFINITI APTS	2025-09-20	07:53:02	08:25:31	EMD CALL SEE COMMENTS
4XX MAGNOLIA DR		2025-09-20	08:24:31	08:37:34	NOISE COMPL OTHER
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-20	11:39:29	11:52:31	DISTURB CIVIL MATTER
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-20	13:44:33	14:05:14	THEFT IN PROG
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-20	17:59:27	18:27:12	TRAFFIC STOP
4XXX DAHLIA DR		2025-09-22	21:56:41	00:23:04	EMD CALL SEE COMMENTS
462 CLUB HOUSE DRIVE	PINE LAKE POLICE DEPT	2025-09-23	10:01:01	11:40:59	MISC SERVICE REQ
4634 ORCHID DR		2025-09-23	11:25:25	12:05:06	SUSP CIRCUMSTANCE PAS
4672 RIDGE DR		2025-09-23	16:31:56	16:44:30	SUSP VEH
4622 RIDGE DR, APT X, BLDG X		2025-09-23	16:50:26	16:56:57	PERSON DOWN
OLIVE RD / PARK DR		2025-09-23	18:05:48	18:17:54	TRAFFIC STOP
4513 ROCKBRIDGE RD	TEXACO	2025-09-24	01:36:28	02:06:41	SUSP PERS
SPRING DR / POPLAR RD		2025-09-24	19:32:36	19:56:03	TRAFFIC STOP
5XX PINE DR		2025-09-25	16:19:09	16:30:08	Traf-HAZ-ASSIST MOTORIS
5XX PINE DR		2025-09-25	16:19:09	16:30:08	Traf-HAZ-ASSIST MOTORIS
ROCKBRIDGE RD / ALLGOOD RD		2025-09-25	16:30:52	16:47:17	TRAFFIC STOP
4XXX ROCKBRIDGE RD	FOOD MART	2025-09-26	17:40:49	17:56:16	UNWANTED PERS IN PRO
5XX PINE DR		2025-09-28	10:06:15	11:36:30	DISPUTE
5XX PINE DR		2025-09-28	10:06:15	11:36:30	DISPUTE
LAKESHORE DR / SPRING DR		2025-09-28	16:29:21	16:34:34	SUSP PERSON
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-28	20:06:18	20:58:29	THREAT PAST
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-28	22:29:47	23:42:59	ALARM
ROCKBRIDGE RD / ALLGOOD RD		2025-09-29	13:32:35	13:43:34	TRAFFIC STOP
ALLGOOD RD / ROCKBRIDGE RD		2025-09-30	08:23:59	08:31:41	TRAFFIC STOP
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-30	18:19:23	18:52:02	THEFT JUST OCCD
4615 ROCKBRIDGE RD	FAMILY DOLLAR #10681	2025-09-30	18:19:23	18:52:02	THEFT JUST OCCD
IRIS RD / RIDGE DR		2025-09-30	19:29:43	19:39:45	TRAFFIC STOP

Public Works

Bernard Kendrick, Director of Public Works

Roads Resurfacing



The resurfacing of Lakeshore Drive, Spring Drive, and Poplar Road will begin October 15, 2025 and conclude on November 12, 2025. The work schedule is weather dependent. Notices have been posted in the appropriate locations.

Greenspace Survey



AECOM has prepared a draft Greenspace/Recreation Masterplan and would like to schedule the presentation for the public. Over 130 residents completed and submitted the survey request.

Tennis/Pickleball Court

The tennis/pickleball court is officially open for play. The rules of conduct have been erected and coordination of opening and closing duties have been established. It's to be noted that Comments from neighbors regarding "weeds coming through the surface" have been received.

The playing surface has been "sealed". The weeds are coming through the "expansion joints" that are prevalent in these types of surfaces, especially of this age.

The Public Works Department will continue to monitor and remediate the issue. In the absence of utilizing herbicides, we will be manually removing the culprits.



City Hall Renovation

The renovation of City Hall is nearly complete. The offices have reopened for services as we finalize some furniture and technology issues. Administrative Coordinator Missye Varner is preparing an appropriate “Welcome.”



Americans with Disabilities (ADA) IMPROVEMENTS

The Beach House boardwalk and ramps have been completed and are open for use



Very truly yours,

Stanley D Hawthorne

City Manager

stanleyhawthorne@pinelakega.net

404.999.4901

