



STRATEGIC PERFORMANCE REPORT

MARCH 2025



Good day Mayor and Council Members,

I am pleased to share with you the second installment of the Community Building Team’s Strategic Performance Report. It is produced to coincide with the monthly City Council Work Session. The format is 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. I’d like to start the current report with the topic of “Organizational Structure.”

ORGANIZATIONAL STRUCTURE

Section 1.12(a) of the City’s Charter provides “This city shall have all the powers of self-government not otherwise prohibited by this charter or by general law.” Section 1.12(b)(16) empowers the City “To create, alter or abolish departments, boards, offices, commissions and agencies of the city, and to confer upon such agencies the necessary and appropriate authority for carrying out all the powers conferred upon or delegated to the same.”

Section 2.10 states “The legislative authority of the government of this city ... shall be vested in a city council to be composed of a mayor and five councilmembers.” Section 2.16 provides “Except as otherwise provided by the charter, the city council shall be vested with all the powers of government of this city as provided by Article I of this charter.”

Section 2.28 provides for “Powers and duties of the city manager. The city manager shall be the chief administrative and executive officer of the city. The city manager shall report to the mayor

and be responsible to the city council for the administration of all city affairs placed in the city manager's charge by or under this charter. As the chief executive and administrative officer, the city manager shall ... (2) Direct and supervise the administration and operation of all departments, offices, and agencies of the city, except as otherwise provided by this charter or by law."

Since my tenure began on January 1, 2025, I have begun reviewing the administrative structure that I believe is best in fulfilling all of the powers and duties of the city manager. Forthcoming are recommendations for formalizing and retooling the administrative structure that are fundamental to my responsibility. I appreciate that the Mayor and Council have afforded me time to assess and potentially recommend changes to the current and/or practiced structure.



Pine Lake's Code of Ordinances currently governs the establishment of departments as follows:

Sec. 2-185. Departments established.

(a) The following departments of the city are hereby established:

- (1) Administration;*
- (2) Finance;*
- (3) Municipal court records;*
- (4) Parks;*

(5) *Public buildings; and*

(6) *Streets, bridges and drainage.*

(b) All departments shall be under the administrative direction of the mayor. The mayor shall be assisted by a director of administration, who shall supervise the operation of the administration, finance, parks, public works, and municipal court records departments, and by a chief of police, who shall supervise the operation of the police department.

(c) The duties of the various committees shall be as specified from time to time by the council.

I intend to offer a comprehensive assessment of the organization structure beginning as early as the second quarter of 2025 and through the preparation of the next fiscal year's budget (2026). I look forward to presenting recommended restructuring along with adjustments in budgetary resources.

COMMUNITY BUILDING TEAM



The Community Building Team (CBT) consists of the City Manager, Department Leaders, and Supporting Staff who make up the administrative structure of the City of Pine Lake organization. We also have partners to the CBT through contracted functions that are vital to build sustainable community; these functions include but are not limited to planning and zoning, building, engineering, and environmental services.

Our role as executors and mine as chief executive officer is to facilitate the organization's mission "to build quality community." As such, CBT's purpose rises above individual or siloed departmental responsibilities. Our approach must be collaborative and strategic to meet expectations in building the community most desired by stakeholders.

New to the organization is a highly collaborative and team-oriented approach in achieving the policy and strategic goals of the governing body. The Community Building Team is meeting together on a regular basis. In our first two meetings, we studied and discussed multiple topics.

At our first meeting held on February 13, 2025, topics included my introduction where I shared my resume and letter of interest for the job of Pine Lake City Manager and my Team Creed Philosophy; our blueprint to success as we studied the October 25, 2024 City Council Retreat Report; new agenda preparation process for City Council meetings introducing the "Council

Agenda Memorandum (CAM)”; performance reporting to be developed through the Strategic Performance Report (SPR); and last but not least a standard agenda topic of Round Table Discussion.

At our second meeting held on February 27, topics included a review of the City Charter; review of the City’s Purchasing Code; continuing instructional development of CAMs and SPRs; review and assignment of City Council action items from its February 25 meeting; and development of tentative topics for the March 11 City Council Work Session. A future meeting will include all of our contracted partners.

On a monthly basis coinciding with the regular work session of the City Council, the Community Building Team will share strategic insight and performance including challenges and opportunities, as well as preview recommendations that may come before the Mayor and Council for action. Each report will be narrative based, storytelling in approach for easier comprehension by the public, composing timely topics that are concise in presentation, and showcasing images and illustrations, as may be helpful and fun.

I’m happy to now introduce the topics shared by the Community Building Team in presentation of their first Strategic Performance Report:

Very truly yours,

Stanley D Hawthorne

City Manager
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CITY CLERK’S OFFICE/ADMINISTRATION by Ned Dagenhard,
Assistant City Clerk

DOWNTOWN DEVELOPMENT, UNPACKED

Economic sustainability is the crux of virtually every City Council initiative, both short- and long-term, and development of our Village Commercial subarea. Attracting new occupants to our vacant commercial buildings, as well as enticing developers toward any undeveloped lots,



requires cooperation between the Departments of Public Works (beautification, right-of-way); Public Safety (code compliance); and Administration (zoning, permitting, and licensing).

Placemaking is one of my favorite terms. It is loosely defined as, “*the process of creating public spaces that are engaging, welcoming, and improve quality of life.*” What can an organization do, however, to enhance the quality of a commercial district, made up of legacy owners of private commercial properties?

The answer, in my view and from my seat, is to be primed and ready to streamline facilitation of zoning compliance and structural plan review—to keep dialogue open with other business owners, the County, and our contracted inspection authorities: *SafeBuilt* and *Clark Patterson Lee*.

When those opportunities arise, at times out of ill-fated circumstances, the City should be prepared to meet the moment.



A TIGHT SHIP, BUT A SMALL CREW



It goes without saying that all this strains the permitting office. The same office serves the organizational functions of purchasing agent, meeting management, human resources, departmental liaison, resident liaison, and elections officer. As we review pertinent contracts with planning and zoning contractors, and analyze our development commercial corridor, it is paramount that we consider the value of continuity. The front office relies heavily on our building official, zoning administrator, and environmental engineer to meet both residential and commercial development demands.

One misstep could delay or dismantle a pivotal project.

OPPORTUNITIES AHEAD

Presently, we have an exciting design proposal for cosmetic redevelopment of property on Pine Lake's eastern corridor—in many ways, an aesthetic and functional accompaniment to Poplar Park. While the designs remain proprietary and subject to zoning compliance review, this is an important step toward developing our Village Commercial subarea in a way that reflects a more walkable and cohesive feel.

I look forward to keeping the Governing Body abreast as necessary, as I look to the City Manager for continued guidance in aligning the function of City Hall with the goals of the public.



FINANCE by Danny Lamonte, Finance Director



The Finance Department of the City of Pine Lake is committed to maintaining the financial integrity of the city through responsible budgeting, accurate financial reporting, and transparent fiscal management. Our goal is to ensure the effective use of public funds while providing financial oversight that supports the city's long-term sustainability and growth.

Key Responsibilities:

- Budgeting & Financial Planning – Develops and manages the city's annual budget, ensuring fiscal responsibility and alignment with community priorities.
- Revenue Management – Oversees tax collections, business licenses, and other city revenues to fund essential services and infrastructure.
- Accounting & Reporting – Maintains accurate financial records and prepares timely reports in compliance with state and federal regulations.
- Grants & Compliance – Manages grants and funding opportunities while ensuring compliance with financial regulations.
- Audit & Internal Controls – Conducts internal reviews and coordinates external audits to uphold transparency and financial accountability.

Current Activities

The Finance Department is actively engaged in several key initiatives to ensure the city's financial stability and compliance with regulatory requirements:

- A. FY2024 Budget Adjustments – Reviewing and adjusting the fiscal year 2024 budget to reflect necessary changes and updated financial projections.
- B. ARPA Closeout – Finalizing the accounting and reporting for American Rescue Plan Act (ARPA) funds to ensure compliance with federal guidelines.
- C. Bank Reconciliations – Completing outstanding reconciliations to ensure all financial

transactions are accurately recorded.

D. SPLOST I and SPLOST II Transactions – Tracking and reconciling expenditures related to the Special Purpose Local Option Sales Tax (SPLOST) funds.

E. RFP for a New Auditor – Developing and issuing a Request for Proposals (RFP) to select an independent auditor for the city’s financial review.

F. FY2025 Budget Installation – Preparing and implementing the upcoming fiscal year’s budget into our current accounting system (Incode 10) to align with the city’s strategic financial goals.

G. Accounting System Rebuild – Enhancing and fully integrating the city’s accounting system to ensure accurate financial tracking and reporting.

Current Challenges & Ongoing Improvements

The Finance Department is actively addressing several key challenges to enhance financial operations and ensure accuracy in reporting:

1. Building a New Accounting System – The city’s current accounting system has been active for only one year and has some incomplete components. The department is working to refine and fully implement the system to improve efficiency and financial tracking.
2. Bank Reconciliations – Efforts are underway to complete outstanding bank reconciliations from March 2024 to the present, ensuring all accounts are properly balanced and up to date.
3. Researching and Investigating Missing Transactions – The department is conducting a thorough review to identify and reconcile missing transactions, ensuring financial records are complete and accurate.

Despite these challenges, the Finance Department remains dedicated to sound fiscal stewardship and continuous improvement to best serve the residents, businesses, and leadership of Pine Lake.



POLICE by Sarai Y’Hudah-Green, Police Chief

COMMUNITY POLICING INITIATIVE “Coffee with Cops

The Pine Lake Police Department kicked off the year with an all-staff meeting, followed by its first community engagement event, "Coffee with a Cop."

Early in the year, Pine Lake welcomed two new officers, making this gathering a great opportunity for residents to meet the newest members of the team. Attendees enjoyed a breakfast hosted by P.L.A.I.N. while engaging in one-on-one conversations with officers, asking questions, and getting to know them (outside of their vehicles).

One officer shared, "It's great to put names with faces and connect with people outside of emergency situations. They get to see that we're approachable-- we're people too."



CODE COMPLIANCE

Code compliance remains a top priority, even though it has never been a funded line item. The department has been working diligently to find the “Pine Lake Sweet Spot” for enforcement, starting with an online community survey to gauge public sentiment.

The Code Compliance Division has undergone a complete revamp, now operating under international Code Compliance standards and issuing updated notices and citations aligned with current judicial guidelines. With a certified Code Compliance Officer leading the effort, the team

is actively addressing both longstanding and new concerns, including open storage, junk vehicles, delapidated and vacant properties.

In February alone, four stop-work orders were issued as part of this ongoing commitment to maintaining community standards.



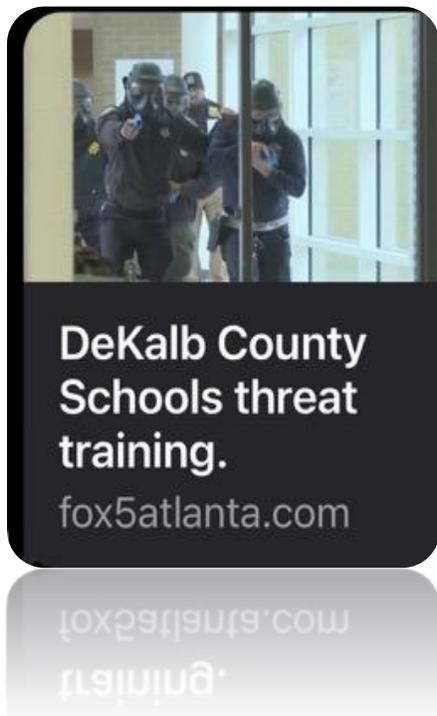
PUBLIC SAFETY COLLABORATION

Pine Lake, along with over 100 officers from more than 12 different departments, participated in a multi-agency active shooter training exercise. This vital training initiative helps ensure the safety of our student scholars and the broader community.

Collaboration with surrounding agencies is essential, as crime and criminals do not recognize jurisdictional boundaries. In a real emergency, multiple agencies would be involved, making joint training exercises crucial for preparedness and coordination.

With two elementary schools and one middle school located within two miles of Pine Lake, maintaining strong partnerships with our sister agencies remains a priority. We look forward to continued collaboration in our shared commitment to public safety.

#OneGoal #PublicSafety #WeAreOneDeKalb #PineLakePolice



ACTIVE PROJECTS

Community Engagement –

- “Lets talk Scam” March 24, 2025
- Career Day participation
- Earth Day Participation

Surplus – Sale of Surplus Vehicles

PUBLIC WORKS by Bernard Kendrick, Public Works Director

COMMUNITY GARDEN REVITALIZATION

Currently the community garden is nine (9) 5x9 foot 8-inch-deep plots that are situated on City Owned property on Dahlia Drive.

We propose to increase the number of plots to 10 and reconfigure 4 of the plots to 16-inch depths and 4 plots to 24-inch depths and leave 2 plots at the current depths to accommodate plantings of various varieties.

We further propose to have the project complete for a “Grand Re-Opening” for EARTH DAY 2025!

Stay Tuned!!!



PEDESTRIAN BRIDGE (EAST)

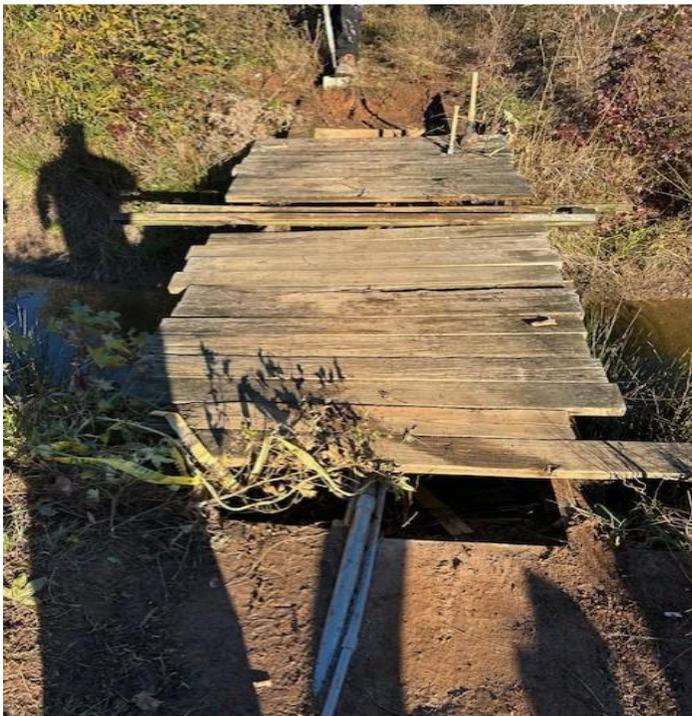
The replacement of the pedestrian bridges is complete. The primary structures have been replaced and the bridge abutments and inner berm stabilization is next to be completed.

Safe access to the inner berm has been restored. We further propose to have the inner berm and abutments project complete for a “Grand Re-Opening” for EARTH DAY 2025!



May 2024

May 2024



PEDESTRIAN BRIDGES (EAST BRIDGE CONT)

May 2024



February 2025



PEDESTRIAN BRIDGES (WEST BRIDGE)

May 2024



February 2025



The following is a mockup of the weight limit sign that we propose to post on the bridges. The proposed limits include an additional factor of safety beyond the calculated limits. We would also request that the weight limit be placed in the ordinances so that the weight limits become enforceable.

THE CUSTOMER IS SOLELY RESPONSIBLE FOR PROOFING:
Signarama does not assume any responsibility for the correctness of the copy.
Therefore the customer must REVIEW and APPROVE the proof in the customer portal, provide email approval, or sign proof PRIOR to Signarama commencing with the order. By approving the proof, you approve of its contents and agree to be solely responsible. Any changes made once approved and production has started will be at customers expense.



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DESCRIPTION:
Mock-Up only
Colors, font, ,etc. are all subject to change by request once quote approved

QUANTITY:

COLOR:

THE SUPERIMPOSED IMAGE IS TO SCALE AND REPRESENTS THE REAL WORLD LENGTHS OR MEASURES THE TRUE SIZE OF THE SIGN.

THIS DRAWING IS THE PROPERTY OF SIGNARAMA. ANY REPRODUCTION, COPYING, EXPOSING AND/OR ALLOWING ANYONE TO MANUFACTURE THIS SIGN IS PROHIBITED WITHOUT WRITTEN PERMISSION FROM SIGNARAMA.

Courthouse Complex Stairs

The access route between the police department parking lot and old city hall has been completed. Staff will complete the staining of the handrails shortly. Restoration of this access corridor will allow residents, staff and visitors safe passage from the court services to the parking area. The repair also included the entrance to Old City Hall. Volunteers routinely access the space, and access became limited due to the unsafe entranceway.

Before and After



Old City Hall Entrance

February 2025

May 2024



Eastern Wetlands

The Wetlands are constantly monitored to ensure that the system is performing, and that water is being delivered to the lake. Staff have been monitoring the lake level and intends on installing a staff gauge to monitor and record lake levels.

Tuesday March 4, 2025



Wednesday March 5, 2025

Flume discharge March 4, 2025

