PINE LAKE GEORGIA
Arts' Natural Habitat

CITY OF PINE LAKE, GEORGIA
WORK SESSION AGENDA
NOVEMBER 10, 2026 @ 6:00PM
COURTHOUSE AND 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 - WORK SESSION

SWEARING-IN (CEREMONIAL)

- Mayor
- City Council

ANNOUNCEMENTS/COMMUNICATIONS

ADOPTION OF THE AGENDA OF THE DAY

PUBLIC COMMENT - 3 minutes each please

NEW BUSINESS

1. Third Quarter (Q3) Revenues and Expenditures Variance Report
2. Fiscal Year (FY) 2027 Proposed Budget
3. Financial Policies
4. Public Works Contractual Services Renewal Agreement

PUBLIC COMMENT - 3 minutes each please

REPORTS AND OTHER BUSINESS

- Mayor (pro tempore)
- City Council

EXECUTIVE SESSION

ADJOURNMENT

COUNCIL MEMBERS
Jeff Goldberg - Mayor
Thomas Torrent - Mayor pro tem
Deborah Hull
Stephanie Kohler
Jane Lowers
James Paproski

CITY OF PINE LAKE
425 ALLGOOD ROAD
P.O. BOX 1325
PINE LAKE, GA 30072
404-999-4901

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Supplemental information related to *New Business Item 1, Third Quarter (Q3) Revenues and Expenditures Variance Report* was pending development at the time of agenda packet publication.

Associated documents will be compiled and provided by or before the November 10th Work Session, and included in a later edition of this packet.

Supplemental information related to *New Business Item 2, Fiscal Year (FY) 2027 Proposed Budget* was pending development at the time of agenda packet publication.

Associated documents will be compiled and provided by or before the November 10th Work Session, and included in a later edition of this packet.

STRATEGIC PERFORMANCE REPORT

OCTOBER 2026



Good day Council Members and Happy October 2026 to our Pine Lake Neighbors,

I am pleased to share with you the eighteenth 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 discussions; and accented with images and illustrations for more relatable reading. A pdf version of the document is attached for higher quality reading and printing.

This edition will be the final monthly report of my tenure. November and December reports will be pre-empted with the comprehensive annual reporting of the budget and audit, respectively projected for November and December. As discussed over the past several months, the review and adoption of guiding policies for the long-term fiscal health of Pine Lake will be pre-eminent in the 2027 budgeting process. In the July 2026 Strategic Performance Report, fifteen financial policy categories were presented as basic recommendations from the Government Finance Officers Association (GFOA) that all governments should consider adopting. While adoption of the full fifteen recommendations would be an overreach for this year, progress on some is fundamental to our long-term sustainability goal.

Let's get started!

ADOPTING FINANCIAL POLICIES

The Government Finance Officers Association (GFOA), founded in 1906, represents public finance officials throughout the United States and Canada. The association's more than 30,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing thousands of governmental operations in each of their jurisdictions. GFOA's mission is to advance excellence in public finance. I have relied upon their expertise in guiding our path to adopting financial policies.

The GFOA recommends that governments should formally adopt financial policies. Steps to consider when making effective financial policies include 1. Scope, 2. Development, 3. Design, 4. Presentation, and 5. Review.

Financial policies are central to a strategic, long-term approach to financial management. Some of the most powerful arguments in favor of adopting formal, written financial policies include their ability to help governments:

Institutionalize good financial management practices. Formal policies usually outlive their creators, and, thus promote stability and continuity. They also prevent the need to re-invent responses to recurring issues.

Define boundaries. Financial policies define limits on the actions staff may take. The policy framework provides the boundaries within which staff can innovate in order to realize the organization's strategic intent.

Support good bond ratings and thereby reduce the cost of borrowing.

Manage risks to financial condition. A key component of governance accountability is not to incur excessive risk in the pursuit of public goals. Financial policies identify important risks to financial condition.

Comply with established public management best practices. The Government Finance Officers Association, through its officially adopted best practices endorsement of National Advisory Council on State and Local Budgeting budget practices and the distinguished Budget Presentation Award Program, has recognized financial policies as an essential part of public financial management.



The GFOA recommends some basic financial policy categories that all governments should consider adopting:

1. General fund reserves. Policy governing the amount of resources to be held in reserve and conditions under which reserves can be used.
2. Reserves in other funds. Policy for other funds (especially enterprise funds) that serve a similar purpose to general fund reserve policies.
3. Grants. Policy that deals with the administration and grants process.
4. Debt. Policy that governs the use of government debt, including permissible debt instruments, conditions under which debt may be used, allowable levels of debt, and compliance with continuing disclosure requirements.
5. Investment. Policy that provides guidance on the investment of public funds, including permissible investment instruments, standards of care for invested funds, and the role of staff and professional advisors in the investment program.
6. Economic development. Policy that addresses a local government's use of subsidies or other incentives to encourage private development.
7. Accounting and financial reporting. Policy that endorses key accounting principles, and that ensure external audits are properly performed.
8. Risk management and internal controls. Policy that addresses traditional views of risk management and internal control, as well as more modern concepts of "enterprise risk management."

9. Procurement. Policy that is most essential for adoption by the governing body to encourage efficient, effective and fair public procurement.

10. Long-term financial planning. A policy that commits the organization to taking a long-term approach to financial health.

11. Structurally balanced budget. Policy that offers a distinction satisfying the statutory definition of a balanced budget and achieving a true structurally balanced budget.

12. Capital. Policy that covers the lifecycle of capital assets, including capital improvement planning, capital budgeting, project management, and asset maintenance.

13. Revenues. Policy guidance through the designing of efficient and effective revenue systems that guarantee the generation of adequate public resources to meet expenditure obligations.

14. Expenditures. Policies addressing a range of issues around how the money is expended, including personnel, outsourcing, and funding long-term liabilities.

15. Operating budget. Policy that describes essential features of the budget development process and form, as well as principles that guide budgetary decision making.



RESERVE POLICY DRAFT

Why a Reserve Policy Is Important

A reserve provides protection from risk. The City of Pine Lake faces risks like revenue shortfalls during recessions and losses from extreme events, like hurricane storm damages, flooding events, contagious disease epidemic, etc. Reserves help make sure that the City of Pine Lake can respond quickly and decisively to extreme events. Reserves also support vital public services during revenue declines. A reserve policy describes how much we will try to retain in our reserve. It also describes acceptable uses of reserves.

The Size of City of Pine Lake's Reserve

The City of Pine Lake will try to hold the following amounts in reserves. The amount of money held in reserve is stated as a percent of revenues; this is so that Pine Lake's reserve stays consistent with the size of the budget over time.

- At a minimum, the reserve will be equal to at least 20 percent of revenues.
- The maximum size of the reserves is 50 percent of revenues.

The City of Pine Lake's Finance Department will periodically conduct long-range forecasting to decide if the organization is likely to stay within its range of reserves.

If the minimum reserve is not kept during the forecast period, the City of Pine Lake will develop a plan to bring the reserve to the desired amount. This plan will be offered to City Council for consideration.

If the maximum reserve is exceeded during the forecast period, the City of Pine Lake may spend the excess reserves. Reserves should be treated as a one-time revenue.

Acceptable Uses of Reserves

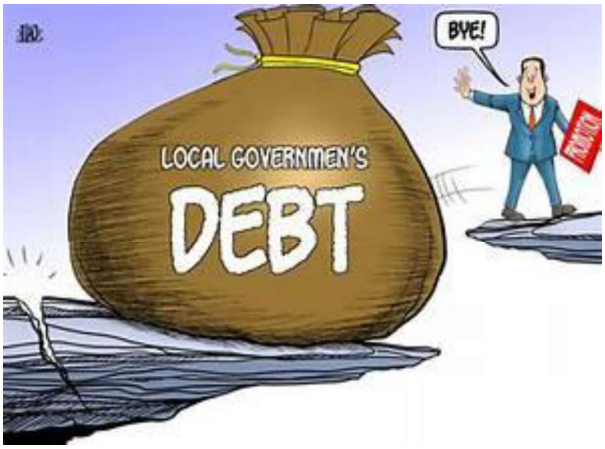
Reserves are meant to address unexpected, nonrecurring costs. Reserves should not be used for recurring annual operating costs. An exception is poor economic conditions or events that disrupt Pine Lake's revenues. In such cases, reserves may be used to provide short-term relief so that the organization [name of your government] can restructure its operations in an orderly manner.

Authority to Use Reserves

The City Council may authorize the use of reserves for purposes consistent with this policy.

Replenishment of Reserves

If the City of Pine Lake uses its reserves and those reserves are below the allowed minimum, then the City Manager will propose a plan for the replacement of the reserves. The City Council will review and approve the plan. The City of Pine Lake will try to replace the reserves within the minimum amount of time that is practical.



DEBT POLICY DRAFT

Why a Debt Policy Is Important

Debt is a powerful tool to help the City of Pine Lake provide our community with the infrastructure it needs to thrive. With power comes responsibility. This policy forms the guidelines to make sure the City of Pine Lake uses debt responsibly.

When Debt Could Be Issued

Debt is one option that the City of Pine Lake has to pay for a capital asset. Below are the conditions when debt would be a better choice for the City of Pine Lake.

Low interest rates. Low interest rates mean a lower total cost of borrowing.

Soft construction market. The community can benefit if the City of Pine Lake uses debt to build more assets while construction costs are low.

The asset has a long, useful life. Assets that last a long time will benefit residents and taxpayers far into the future. It is fair for these future taxpayers and residents to help pay the cost of the asset by paying for some of the debt.

The City of Pine Lake's forecasts show that debt is affordable. Debt adds a long-term cost to the budget.

Use of debt is consistent with legal and other limits. Other levels of government and this policy describe limits that the City of Pine Lake must observe.

When Debt Shouldn't Be Issued

There are many cases where debt is not the right financing tool. Below are important cases where debt should not be used:

Paying for ongoing public services. Ongoing public services benefit today's residents and taxpayers, but debt will be paid by tomorrow's residents and taxpayers.

Life of the debt is longer than the life of the capital asset it funds. If the debt lasts for longer than the capital asset, then future taxpayers and residents will pay for an asset that they do not benefit from.

Cost of issuing debt is too high. The City of Pine Lake has to pay certain costs and fees to issue debt. These costs may outweigh the benefits that debt provides, especially for small capital projects.

Allowable Debt Instruments

The debt instruments that the City of Pine Lake is allowed to use are governed by the State of Georgia through state statutes and oversight by the Office of the State Treasurer.

General Debt Limitations

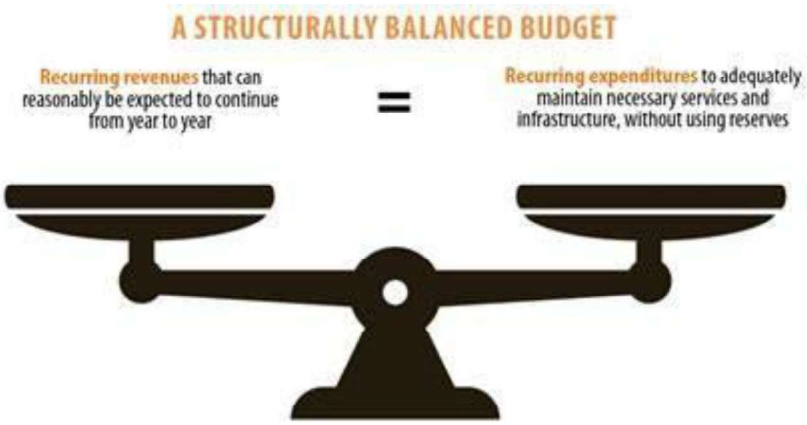
There is a limit on the amount of debt that is affordable for the City of Pine Lake.

Annual debt service as a percent of general expenditures measures the resources that debt uses in the annual budget. If this measure gets too high, the City of Pine Lake could have trouble providing regular services to its stakeholders. The City of Pine Lake will limit annual debt service as a percent of general expenditures to no more than 15%. *[This figure is based on a broad benchmark study by a rating agency.]*

Maturity Guidelines

Foremost, the term of any debt issued should not exceed the useful life the asset is funding.

The average weighted bond maturities of all debt should be 10 years or less.



STRUCTURALLY BALANCED BUDGET POLICY DRAFT

Why a Structurally Balanced Budget Policy Is Important

The City of Pine Lake is required by law to have a "balanced budget." However, the law does not distinguish between a budget that is balanced using short-term fixes and a budget that is structurally balanced for the long term. By defining our own balanced budget policy, the City of Pine Lake is ensuring that we maintain a strong financial foundation for our community for years to come.

Adopting a Structurally Balanced Budget

The City of Pine Lake will adopt a structurally balanced budget. A structural balanced budget has two important qualities.

First, ongoing expenses should be covered by ongoing revenues. Ongoing revenues are revenues that can be expected to continue year to year. Property taxes are an example of recurring revenue. Ongoing expenses also can be expected to continue year by year. Staff salaries for a program or service that the government expects to offer year to year is an example of a recurring expense.

The second quality of a structurally balanced budget is that one-time or short-term revenues are used to fund one-time or short-term expenses. An example of this is a portion of excess reserves or a grant with a term limit. An example of a short-term expense could be a one-time major repair of operating equipment or contractors hired to provide the service that the grant funds.



INVESTMENTS POLICY DRAFT

The objective of this Investment and Cash Management Policy is to maximize interest earnings, within an environment that strongly emphasizes legal compliance and safety, while providing cash flow liquidity to meet the City's financial obligations.

Scope

This policy applies to all cash and investments which are the responsibility of and under the management of the City.

Standards of Care

The standard of prudence to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions in which they conduct business.

Authority to manage the investment program is granted to the City’s Finance Director, referred to as the “investment officer” in this policy. Responsibility for the operation of the investment program is hereby delegated to the investment officer, who shall act in accordance with the established written procedures and internal controls for the operation of the investment program consistent with this investment policy. No person may engage in an investment transaction except

as provided under the terms of this policy and the procedures established by the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Legal Investment Instruments

The City shall only invest in such investment instruments permitted by State of Georgia law for local governments, which include certificates of deposit, repurchase agreements, direct and agency obligations of the United States, obligations of the State of Georgia, pooled investment programs of the State of Georgia, and no-load mutual funds of direct obligations of the United States. The City shall also require collateralization of applicable investment instruments as may be required by State of Georgia law.

Safety

Investments shall be made with prudence, judgment and care, not for speculation, but for investment considering the primary objective of safety as well as the secondary objective of obtaining competitive market rates of return. Specifically, the City shall seek to maximize safety through the following strategies:

- All applicable City investments (such as certificates of deposit and repurchase agreements) will require collateralization in accordance with State of Georgia laws then in effect.

- Market/Interest rate risk shall be minimized by structuring the investment portfolio so that securities mature to meet ongoing cash requirements (avoiding the need to sell securities prior to maturity) and by investing operating funds primarily in shorter-term securities, money market funds, or similar investment pools. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than five (5) years from the date of purchase. Reserve funds and other funds with longer-term investment horizons may be invested in securities exceeding five (5) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of funds.

- Undue credit risk shall be avoided by prequalifying the financial institutions, advisors, and broker/dealers with which the City will do business. All financial institutions and broker /dealers for investment transactions must confirm they are legally able to serve in such capacity and provide a letter certifying that the entity has read the investment policy and agrees to abide by it. Upon request, banks shall provide their most recent “Consolidated Report of Condition” or other evidence of financial condition.

- The City shall seek competitive investment rates within its safety criteria. The City shall strive to include local financial institutions to bid on and compete for City investments due to the importance of the financial institutions to the local economy. Selection of financial

institution(s) for City investments will ultimately be based upon economics, merit, and in accordance with investment policy objectives.

- The market value of the portfolio shall be monitored at least monthly and a statement of the market value of the portfolio shall be provided to the City at least monthly.

Liquidity

Provisions shall be made for adequate liquidity of investments so that the City can efficiently meet, without financial penalty, disbursement and cash flow needs, including emergency needs. It is recognized that the State of Georgia Local Government Investment Pool is structured to provide one-day liquidity on deposits and pays competitive market rates.

Pooled Cash Management

Except for cash in certain restricted and specialized funds, the City will consolidate cash balances from all funds to maximize investment earnings. Investment earnings derived from any pooled cash investments shall be distributed to individual funds based upon each fund's amount of participation.

Investment Reporting

The investment officer shall prepare, at least semi-annually, a report of cash and investments which will be distributed to the City Council and City Manager. The report will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have conformed to this investment policy. This report shall include: the individual securities and accounts held at the end of the reporting period with maturity dates; realized and unrealized gains or losses resulting from appreciation or depreciation by listing the cost and market value of securities and accounts; percentage of the total portfolio which each type of investment represents.



GRANTS POLICY DRAFT

Grants are an attractive form of funding for governments and frequently come with special requirements that the recipient must follow. Such requirements can apply to the general operations of the grant, specific compliance rules, monitoring of other parties that may receive resources from the grants, specific time frame, and specialized reporting requirements. There are typically negative consequences for failing to meet grant requirements and in addition, grants may, either as a condition of the grant itself or politically, commit a government to financially maintaining a program or asset after the expiration of the grant.

Strategic Alignment

Consideration should assess the extent to which a grant is consistent with the government's mission, strategic priorities, and/or adopted plans as opposed to simply constituting additional funding for a department or agency of the government. Accepting a grant that is not consistent with the overall strategic direction of the government creates the risk that the government will spend its own funds to support a grant inconsistent with overall strategic direction.

Funding Analysis

Along with a review of strategic alignment, grant assessment should require a multi-year cost/benefit analysis prior to application or acceptance. The analysis should include matching funds (and whether or not they will need to be set aside) and any other direct costs associated with a grant, the extent to which overhead costs will be covered, in-kind contributions, audit and close-out costs, and potential costs that might need to be incurred by the government beyond the grant

period. The analysis should also explore whether or not a grant requires that general revenues or a line of credit or grant anticipation notes be used to cover the gap between cash being expended and reimbursement is received by the government.

Administrative and Operational Support

The sponsoring Department's representative designated as coordinator for a particular granting source should have a detailed understanding of grant terms and conditions and specify how the grant will be monitored. Procedures should be established related to the development of a project plan that would include how new programs or activities funded by the grant would be implemented and who would be responsible for implementation.

Grants Identification, Application, and Award

A department or agency seeking a grant must provide advance notice to the City Manager and Finance Director so that the effects on the government, for example, budget, cash flow, procurement requirements, financial reporting, or compliance requirements can be reviewed and understood beforehand. Legislative approval by the City Council is required prior to grant application submissions, where practical, and/or prior to acceptance of fund award or distribution.

Very truly yours,

Stanley D Hawthorne

City Manager
stanleyhawthorne@pinelakega.net
404.999.4901

AGREEMENT FOR PROFESSIONAL SERVICES
OF SPECIAL PROJECTS MANAGER – PUBLIC WORKS

WHEREAS, the City of Pine Lake has several capital projects planned and needs someone with appropriate professional expertise to assist in overseeing the assessment, planning, execution and completion of such projects;

WHEREAS, the City of Pine Lake needs someone to assess the City's recreation, stormwater and public works infrastructure and create maintenance schedules and standard operating procedures for the Public Works Department;

WHEREAS, the City of Pine Lake needs someone with relevant experience to oversee the operations of the Public Works Department; and

WHEREAS, Bernard Kendrick served in the capacity of Director of Public Works for the City of Pine Lake after appointment on January 1, 2025, and formally in the capacity of Special Projects Manager, has the necessary skills, education, experience and certifications to serve as a Special Projects Manager for Public Works;

NOW THEREFORE, RENEWAL OF THIS CONTINUING SERVICES CONTRACTUAL AGREEMENT ("Agreement") is entered into this _____ day of_____, 2026, by and between the City of Pine Lake, Georgia ("City") for the professional services of Bernard Kendrick, an individual who the City is contracting with to serve as a Special Projects Manager for Public Works ("Special Project Manager") subject to approval by the City Council. The Special Project Manager shall be an independent contractor and not an employee of the City. In consideration of the mutual covenants stated herein, the parties hereby agree as follows:

SECTION I. EFFECTIVE DATE

This Agreement shall become effective ~~June 10, 2026 and be in effect until December 31, 2026~~ January 1, 2027 and be in effect until December 31, 2027, unless terminated earlier by either party acting under Section 3. The parties may extend or renew the Agreement in writing properly approved and signed by both parties. The City shall notify the Special Projects Manager no later than November 30, 202~~6~~7 whether the City wants to renew or extend the Agreement.

SECTION 2. RESPONSIBILITIES

The Special Projects Manager undertakes to provide the following professional services to the City:

- In-field management of special and capital public works projects;
- Assessment of street infrastructure for maintenance prioritization including compiling of conditions list and creation of maintenance schedule(s);
- Assessment of stormwater infrastructure including compiling of conditions list and creation of maintenance schedule(s);
- Assessment of environmental and recreational infrastructure (lake/wetlands/parks) including compiling of conditions list and creation of maintenance schedule(s);

- Assessment and scheduling of public works duties and tasks (regular operating) including ~~drafting~~ managing the comprehensive Public Works Standard Operating Procedures (regular operations and maintenance) customized for the City;
- Assisting Administration in administering public works projects as assigned from assessment of project scope to project completion;
- Plan, schedule, and assign work duties that are under the Public Works department's purview including instructing and training in correct methods and procedures as necessary and examining work for completion;
- Supervise ~~and participate~~ in the repair and maintenance of the City's buildings, parks, right-of-way, streets, and storm utility structures;
- Performs and/or provide for water testing, maintenance and monitoring the lake, wetlands, and associated grounds and set up seasonal beach/lake opening and operation;
- Supervise ~~and participate~~ in street maintenance including, but not limited to, sweeping and clean-up of debris and materials from the roads, snow and ice removal from roadways in situations of inclement weather, and sign replacement and installation;
- Supervise ~~and perform~~ semi-heavy to heavy manual labor, ~~including lifting heavy objects and working in all type of weather conditions~~
- Monitors performance of employees (regular, temporary, contract, or otherwise) and contractors performing public works tasks; and
- ~~Prepare reports for the City Manager and attend City Council meetings and other meetings as requested.~~

SECTION 3. TERMINATION

The City may terminate this Agreement at any time without cause but shall provide payment for all work provided up to that point by the Special Projects Manager plus an additional payment equivalent to two (2) bi-weekly payments for services (total additional payment of ~~$861.41~~ $930.00). The Special Projects Manager shall also be entitled to 10% of the project costs of all Capital Projects as a Project Management fee. The City may terminate this Agreement immediately at any time for failure to satisfactorily perform the duties, violation of the City's Code of Ethics, causing damage to any person or property, or any other activity, including but not limited to, charged criminal activity which undermines the Mayor, City Council or City Manager's confidence in the ability of the Special Project Manager.

SECTION 4. ON SITE AND REMOTE WORK; AVAILABILITY

During the term of this Agreement, ~~the Special Projects Manager shall be in the City of Pine Lake to perform services no less than ___10__ hours each week~~. All ~~s some~~ tasks the Special Projects Manager ~~is~~are engaged in providing may be done remotely, aside from necessary onsite project oversight. ~~the Special Project Manager will provide remote access services to the City one day per week (10 hours equivalent).~~ The Special Projects Manager shall comply with the City's practices on procurement, conduct (as reflected in City policies as may be amended from time to time), and reimbursement for expenses incurred. The Special Projects Manager may be requested to attend City Council meetings or other public meetings and will be available on call Friday through Sunday via telephone or text. The Special Projects Manager acknowledges that much flexibility is required for performing services pursuant to this Agreement, as there are meetings outside regular business hours that will also require his presence.

SECTION 5. PAYMENT

The City shall pay the Special Projects Manager ~~$13,782.62 ($861.41~~ $24,180.00 ($930.00 bi-weekly equivalent, for the period of ~~June 10, 2026, through December 31, 2026~~ January 1, 2027 through December 31, 2027 paid in equal installments bi-weekly The Special Projects Manager's payments will not be subject to the ordinary and customary withholdings of employees of the City, including federal and state taxes or assessments or withholdings for employee benefits, as the Special Projects Manager is a contractor and not an employee. The Special Projects Manager is not eligible for any employee benefits including workers' compensation coverage, health, retirement, or paid time off. For performing work remotely, the Special Projects Manager has and will provide his own computer, printer, and Internet access at no expense to the City.

SECTION 6. PROPRIETARY INFORMATION

The Special Projects Manager acknowledges that he may have access to and become acquainted with confidential and other information proprietary to the City or its contractors or vendors, including, but not limited to, information concerning operations, customers, citizens, business and financial condition, as well as information with respect to which the Special Projects Manager has an obligation to maintain confidentiality due to obligations of the City under contracts (collectively referred to herein as "Proprietary Information"). The Special Projects 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 Special Projects Manager under this section shall survive the termination of this Agreement.

SECTION 7. 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 8. 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 9. 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.

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

CITY OF PINE LAKE, GEORGIA

By: _____
Jeff Goldberg, Mayor Pro Tem

Date of Execution: _____

Attest:

_____
City Clerk

Approved as to form:

_____
City Attorney

SPECIAL PROJECT MANAGER

By: _____
Bernard Kendrick

Date of Execution: _____