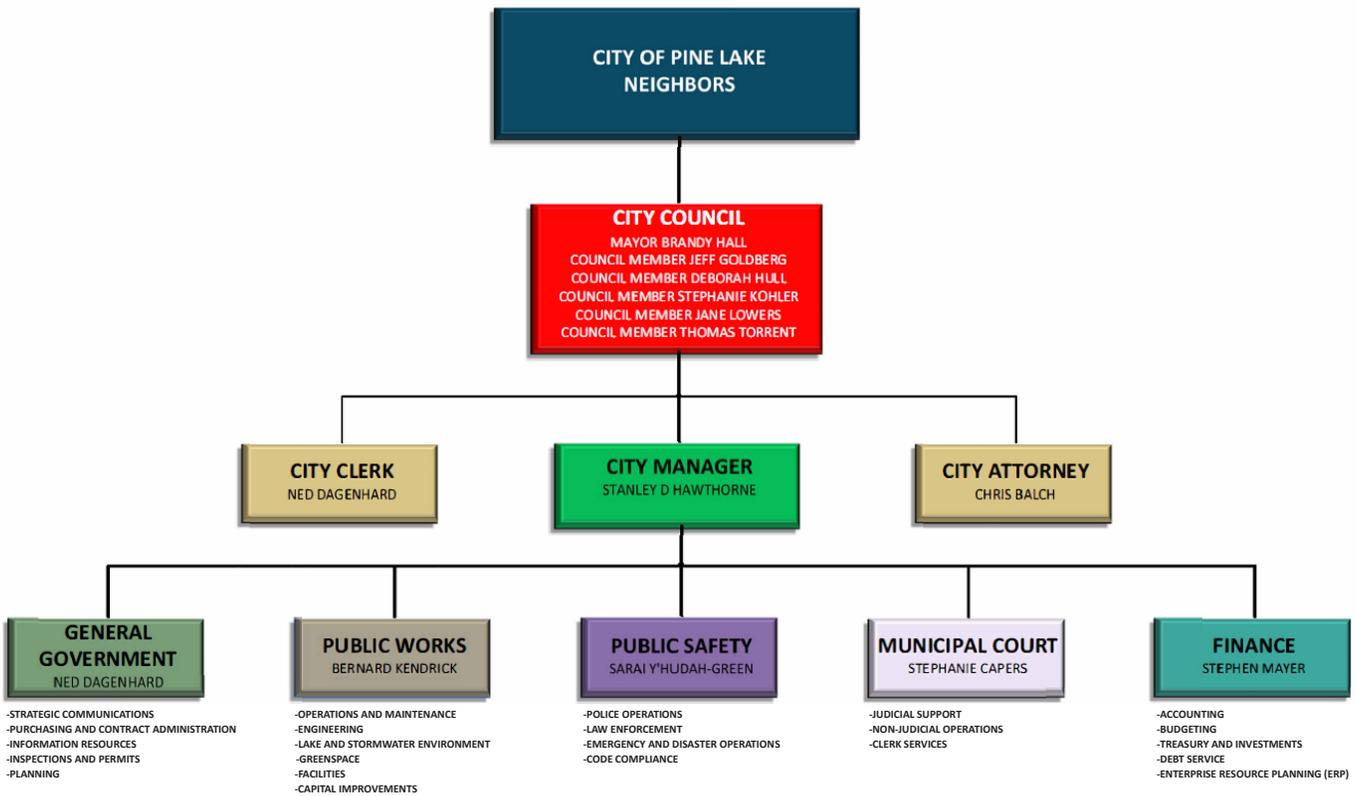




# OPERATIONS GUIDE

# CITY OF PINE LAKE: TABLE OF ORGANIZATION





## STRATEGIC PERFORMANCE REPORT SPECIAL EDITION: OPERATIONS GUIDE



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

The final section of this document is a Special Edition of the Strategic Performance Report for the end of 2025 and beginning of 2026 as the current City Council ends its term and the new City Council begins its term. I asked each department director to prepare an “operations guide” of their department as it aligns with the new table of organization to offer a comprehensive look of the work that goes

on behind the scenes daily. This section serves a dual purpose as an operational supplement to the budgetary sections and as an orientation of the functions performed by the departments and of course the employees employed by the Pine Lake organization.

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

## **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.

### Role of City Manager

In 2024, Senate Bill 562 was passed by Georgia's State Legislature amending the City of Pine Lake's Charter to transfer powers from the Mayor to the City Manager and vest additional powers in 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:

- (1) Appoint and, when the city manager deems it necessary for the good of the city, suspend or remove any city employee and administrative officers the city manager appoints, except as otherwise provided by law or personnel ordinances adopted pursuant to this charter. The city manager shall authorize any administrative officer who is subject to the city manager’s direction and supervision to exercise these powers with respect to subordinates in that officer’s department, office, or agency;
- (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;
- (3) Shall serve as the director of administration; or delegate such responsibility to any administrative officer under the city manager’s supervision;
- (4) Attend all city council meetings, except for closed meetings held for the purpose of deliberating on the appointment, discipline, or removal of the city manager or held for the purpose of receiving legal advice regarding the city manager, and have the right to take part in discussion, but the city manager may not vote;
- (5) Perform the general duties of treasurer, accountant, and fiscal officer;
- (6) See that all laws, provisions of this charter, and acts of the city council, subject to enforcement by the city manager or by officers subject to the city manager’s direction and supervision, are faithfully executed;
- (7) Prepare and submit to the city council a recommended operating budget and recommended capital budget;
- (8) Submit to the city council and make available to the public, at least annually, a statement covering the financial condition of the city and a report on the administrative activities of the city as of the end of each fiscal year;
- (9) Make such other reports as the city council may require concerning the operations of the city departments, offices, and agencies subject to the city manager’s direction and supervision;
- (10) Keep the city council advised as to the financial condition and future needs of the city, and make such recommendations to the city council concerning the affairs of the city as the city manager deems desirable;
- (11) Provide council with an organizational chart that identifies all directors and the departments of city government that have been legally activated;
- (12) Be responsible for the administration of court service operations, maintenance of municipal court records and collection of fines as established by ordinance and state law; and
- (13) Perform other such duties as are specified in this charter or as may be required by the city council.”

## 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.

### Communications Between Council and Staff

Section 2.30 of the City Charter provides a clause on “Council’s interference with administration. Except for the purpose of inquiries and investigations under Section 2.15 of this charter, the city council or its members shall deal with city officers and employees who are subject to the direction and supervision of the city manager solely through the city manager, and neither the city council nor its members shall give orders to any such officer or employee, either publicly or privately.”

In fulfilling our respective duties and responsibilities, as prescribed by the City’s Charter, it is important how the city council and its individual members, chief executive and administrative officer (CEO/CAO), city officers and employees interact and communicate. I believe that an ineffective role of the City Manager would be serving as messenger between the members of the governing body and expert administrative officers. An overly restrictive communication scenario would likely consume much of my time adversely impacting my attention to other duties and responsibilities.



Nonetheless, we each have a responsibility for not confusing the distinguishing lines of authority and interaction between the governing body, chief executor, department heads, and all other employees of the organization. To provide practical clarification, I prescribe the following terms of communication between the members of the governing body and the members of the administrative team:

Communication from members of the governing body to staff is often organic based on questions, interests or circumstances as may relate to a staff member's responsibilities and expertise.

There is no reason to be uncomfortable with any natural occurrence of discussion between a staff member and a member of the governing body.

Members of the governing body may ask a question or request information from a staff member, and the answer or information is not readily known or available. If the answer is known or the information is available, it should be provided promptly. If an answer to a question is not known or if information is not available, the staff member should answer, accordingly.

If a staff member is approached by an elected official for consultation or direction, the staff member should always listen respectfully and advise the City Manager, particularly if the request or discussion is questionable or makes one uncomfortable.

A staff member may ask for requests to be made in writing, preferably by email so that the staff member can fully assess the request and copy the City Manager and others. Email affords all applicable parties an opportunity to not only memorialize questions and requests but to ensure proper inclusion, assessment, and response.

Staff are strongly discouraged from initiating communications of substance with select members of the governing body. Substantive communications deemed worthy to communicate should be shared with all members of the governing body.

### **Position Classification and Pay Plans**

Section 3.16 of the City Charter provides "The city manager shall be responsible for the preparation of a position classification and pay plan which shall be submitted to the city council for approval."



From my continuing education and assessment of organizational requirements, the status of employee pay, and classification is an urgent priority. My early assessment is that we have a small but mighty and dedicated workforce who in general have taken on multiple assignments as part of their regular duties to keep the City minimally operationalized. My concerns are exacerbated by potential internal and external market equity issues that will need to be scientifically assessed with swift redress of findings, if any.



As we consider budget adjustments necessary for the Fiscal Year 2025 Budget noted above for future scheduling purposes, you should expect a recommendation for the fulfillment of Charter Section 3.16. From my preliminary research, a comprehensive update of the City's Classification and Pay Plans are past due.

## **GENERAL FUND FINANCIAL REVIEW**

As we prepare for the first quarter review and amendment of the Fiscal Year 2025 Adopted Budget, it has been important for me to conduct a deeper dive into the City’s financial [funds] structure, policies and net position. I refer to it as my financial thesis only begun and far from finished. As I am incrementally writing and sharing my thesis, I hope it will assist in guiding budget recommendations, deliberations, and tough decisions ahead balancing critical needs of the community with limited financial resources including the upcoming annual setting of the property tax millage rate.

The General Fund is the chief operating fund of the City supporting the bulk of services and operations as authorized by the charter such as public safety, development, parks and recreation, roads and streets, inspections and engineering services, and various general administrative services on behalf of the residents of the City.

Correspondingly, those services require a supporting revenue base. For the Fiscal Year 2025 Adopted Budget, taxes accounted for 87 percent of revenues for the General Fund. Fines and forfeitures, primarily for court related revenues, make up the next highest percentage at just over 8 percent. These two categories represent 95 percent of the total revenue budget.

### **Fund Balance Policy: Best Practices**

The Government Finance Officers Association (GFOA), founded in 1906, represents public finance officials throughout the United States and Canada. The association’s more than 20,000 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.

For its members, it has established “Best Practices” for various financial policies and procedures including “Fund Balance Guidelines for the General Fund.” Governments should establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund for generally accepted accounting principles (GAAP) and budgetary purposes.

GAAP financial statements report up to five separate categories of fund balance based on the type and source of constraints placed on how resources can be spent (presented in descending order from most constraining to least constraining): *nonspendable fund balance*, *restricted fund balance*, *committed fund balance*, *assigned fund balance*, and *unassigned fund balance*. The total amounts in these last three categories (where the only constraint on spending, if any, is imposed by the government itself) is termed unrestricted fund balance.

It is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (for example, revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. In most cases, discussions of fund balance will properly focus

on a government's general fund. Nonetheless, financial resources available in other funds should also be considered in assessing the adequacy of unrestricted fund balance in the general fund.

The adequacy of unrestricted fund balance in the general fund should consider each government's own unique circumstances. For example, governments that may be vulnerable to natural disasters, more dependent on a volatile revenue source, or potentially subject to cuts in state aid and/or federal grants may need to maintain a higher level in the unrestricted fund balance.

GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months [16.6%] of regular general fund operating revenues or regular general fund operating expenditures.





# GENERAL GOVERNMENT

## **CITY CLERK'S OFFICE/GENERAL GOVERNMENT**

### **Ned Dagenhard**

#### ***City Clerk***

*"The palest ink is better than the best memory." -Chinese proverb*

#### **Meeting Management**

I've always loved a good meeting. I know it sounds like malarkey, but I'm serious. No one person is wiser than a group, but getting a group to function constructively is a mighty task. We're all in this together, so we have to work together. But we also have to move the ball down the field, even among disagreements and distractions. We have to *manage* these meetings.

In a public sphere, a meeting of policymakers must align with the liberal democratic values within the Constitution, which trickled down the rocks of time into "sunshine laws" around the nation. In our great State, this document is called the *Georgia Open Meetings Act*. When and where agendas must be published, when and how minutes must be approved and published. Is the address accurate? Can we allow filming? Is the door locked? Is the Clerk taking minutes? Do we meet certain accessibility requirements?

The answers are "yes," "yes," "better not be," "yes," and—thanks to the Public Works Department's completion of an *Americans with Disabilities Act (ADA) Remediation* project — "YES!"



#### **Record Management**

Public accountability begins with good record keeping. To be transparent is not simply to open the door for public scrutiny, but to ensure that aspects of the organization and its actions are properly documented and stored for ready access. The role of the City Clerk includes not only managing meetings for the Governing Authority, but managing the records produced by and through actions taken by the government as a whole. Production, storage, and retrieval. All in a day's work.

Our record keeping practices are not unlike other areas of our organization: well intentioned, but in need of an update. Our record room looks kind of like that last seen in *Raiders of the Lost Ark*, except instead of wooden crates filled with secret artifacts, it's banker's boxes filled with building permits from 2006.



So, as we look to 2026, it is the role of the Office of the City Clerk, as well as Information Technology, to seek improvements in accessibility of those records. Digitalizing what we have, and investigating services like *LaserFiche* to automate retrieval of those records.

### **General Government**

*"It's getting better all the time!" -Lennon/McCartney*

### **Strategic Communication**

Beginning in the Spring of 2024, the City of Pine Lake Governing Authority began addressing a wide and repeated issue among residents and staff alike: communication. Information sharing in Pine Lake has historically been sporadic, disorganized, and—at times—even contradictory.

In a sense, the solution was simple: where no mechanism for complete and organized communication exists, install one. Enter: the Office of Strategic Communication. The humble beginnings of this role have been two-fold, and include both establishing active, inter-staff discussion, and clean single-chute delivery of information.

Several policies have been implemented through a partnership between the Governing Authority and City Manager. The goal—and impact—of the “48-hour response window to resident inquiries” policy established in January was not solely superficial appeasement; the focus was to better coordinate staff response, regardless of the department responsible for implementing a solution. The focus was accountability. And yet, something wonderfully organic has also developed—residents *use* this route of communication more frequently than ever before. City Hall's contact with the public has become more fluid, more complete, and more effective in guiding public service.



Other goals represent a long-view, and help answer the question, “whose job is that?” Activities in Pine Lake seem to happen in a media abyss. Whose job is it to establish relationships with outlets like *Decaturish* and the *Atlanta Journal-Constitution*? Whose job is it to relay updates to the public on street closures, emergency management operations, or even local fluff that impacts residents of our fair city? Whose job is it to consider the delivery mechanisms for this information? Whose job is it to bring the City into the age of social media, in a sustainable and effective way?

Now, how does this impact the City’s 2026 budget? We already have a lot of these tools in the toolbox; among them being a willing individual to take this on. But we will be entering 2026 with an “either-or” unknown. The City recently purchased a website package from *CivicPlus*, which includes a notification tool. However, the City currently subscribes to *Constant Contact*, an email marketing tool that, while low-cost, really flexes its muscles in the private sector, offering all sorts of bells and whistles for tracking coupon clicks. The question we have, as we enter the new year, will be whether the *included* notification system with *CivicPlus* is reliable and useful enough to replace *Constant Contact*, or whether the add-on purchase of *CivicSend*—a notification system *CivicPlus* with more customizability than the freebie they include with the website redevelopment—would be worth a change.



Social media is a no-cost information delivery system; and relationship-building with local media is an unquantifiable, abstract affair. The result is a blitzkrieg: heavy focus on content development, fully utilizing no-cost routes for information delivery, with the added firepower of a sophisticated, engaging notification system.

The newly established Office of Strategic Communication offers housing for all of these questions and initiatives, and we are truly just getting started.

### **Purchasing**

I’ve previously analogized our City Government to an automobile. There’s a romance to this City. There’s a real, deep richness to what it represents—its people, its environment. Nobody looks at the tail lights on an Oldsmobile Cutlass and says “man, that needs a redesign.” But filters and gaskets? Don’t get too attached.

It's not unlike Strategic Communications. Our purchasing department needs a funnel, and it needs to utilize the tools of the day. I'll get candid, and—for the sake of informing the public—shine the flashlight right on this thing. Our current purchasing process involves seeking quotes with whatever level of competitive solicitation is required by Sec. 26-26 of our Municipal Code, which sets a series of thresholds, raising levels of approval from department directors to the Governing Authority, from checking Staples for a better price on paper to sealed bids opened at 2:00PM sharp.



Let's back it down to a petty purchase, using a fictional example for educational purposes. All four tires on Chief Green's vehicle blow. Neighborhood Tire is a vendor who previously successfully competed for with the best quality/price ratio for this kind of service, they come back with a quote of \$525.

Under current process, Chief Green takes a paper document titled, "Procurement Requisition Form," (also called a Purchase Order, or P.O.) writes down what she needs, from where, how many units, and how much it'll cost. The Chief signs it, and sends it to the Purchasing Agent. The Purchasing Agent confers with Sec. 26-26, ensures their ability to approve the quote (in this case, budgeted and under \$1,000), and signs the P.O. When the vendor sends an invoice, it is routed to the Purchasing Agent, who *staples* a copy of the P.O. to the invoice, codes it according to its respective line item (in this case, *Automotive Repairs and Maintenance, 100.1300.0000.522220*), and submits it to the Finance Department for processing during the next check cycle.

Take a deep breath, look outside. Remind yourself that no, you did not just time travel to 1991. But if you were immersed in our purchasing process, you may very well think you had. The good news is we already have the tools to bring this process into the 21<sup>st</sup> century, and with the recent installation of a Finance Director, we now have an individual who is tasked with bringing the purchasing module within our current Enterprise Resource Planning (ERP) software online. This new process will create a digital workflow, with purchase requisitions queued in real time. And when that invoice comes back, it's uploaded into its respective purchasing file. The respective line item is updated with that deduction, and department directors are able to track their budgets, better prioritize their department's needs, and save a lot of time in the process.

### **Contracts Administration**

Contract engagement—from identifying a service need all the way to City Council approval—is a high-level task. On a staff level, this is a role defined by partnership with the City Manager's Office and our City Attorney. As we enter 2026, we're going to be dusting off some of these documents. Times have changed; so have we, and so have our partners and contractors. Our current contracts may no longer

reflect our priorities, and in some cases we may be *underutilizing* these partners—as we discovered with *CivicPlus*—who have continued to grow and shift their own mission.



One nifty tool we’ve employed is digital signature. Nowadays, digital signatures (through reputable vendors like *Zoho* leave a footprint on a document, embedding a code within the document itself that tracks the signature and ensures its security and thus its validity.

As with other subjects of General Government, these implementations follow the “time is money” adage. By using technology, we can increase our efficiency. We often say that Pine Lake Municipal Government must punch above its weight class. We are a small, incredibly lean organization in a major metropolitan area. To survive and thrive, exhausting every tool in the toolbox is imperative.

**Information Resources**

You may notice the way so many of these widely varying areas of focus—and improvement—point back to technology. It is far too simple a word for all that it encompasses today. What began as word processors and email accounts has completely transformed in the past 30 years, and all of today’s innovations are technological (in the layperson’s nonliteral use of the term).

Of course, the pervasiveness of technology presents its own devil: failure of technology. We’ve all been there. You’re going about your business swiftly, moving from program to program, in and out of applications with ease. Then, suddenly, one of these apps, or your internet connection, or your device, or factor completely unknown causes the whole train to come to a screeching halt. And this incredibly useful system has become your worst enemy—a locked cage, a cold brick of fiberglass and silicon.



Information Technology (IT) is everything. It is the grease on the gears. It is the only thing standing between you and that 11:00AM deadline. We expect a lot out of our IT provider, *VC3*. And look no further than the above *Contract Administration* section for a clue on my feelings around that vendor. Good is good all the time, not just some of the time—especially when it comes to IT, the figurative wheels on this bus.

But still, an in-house IT provider is not feasible. So there is some reliance, even on a facilitation level, on existing staff to pick up some of the slack. To escalate issues, communicate with fellow-staff and bring them back on line as soon as possible. To be able to learn from the past, and troubleshoot simple problems. In other words, the better we understand our technology, the more quickly we can respond to the inevitable issues it presents. The Office of Information Resources is responsible for just that—understanding and managing

technology. The genesis of this role reflects back to the installation of the still-not-quite-yet-perfect audio visual (A/V) system in the Courthouse/Council Chambers. In that moment, the realization came that it wouldn't be cost effective (or perhaps even possible) to assign responsibility of managing that equipment to our IT provider or A/V equipment vendor. It would need to be someone in our organization, that can learn how the system works—when it works, and jump in when it doesn't.

### **Inspections and Permits**

One of the major roles of the Department of General Government involves permitting and licensing. These are two separate areas, both of which tie into economic development and land use. Let's break it down.



#### *Permitting*

Permitting ranges from yard sales to tree removal; from adding a railing to an existing non-compliant residential porch, to building a multi-suite commercial building on an undeveloped lot. Yard sales, fence permits, heck I can do that stuff in my sleep. But when an applicant wants to build a new house next to a State-regulated stream buffer, it's time to phone a friend.

In Pine Lake, we rely on multiple contractors to apply the necessary expertise to keep things moving, and keep us out of trouble:

- Bill Johnston (*Zoning Mechanics*), Zoning Administrator:
  - Bill comes into the process early, looking at the plan set to ensure the building aligns with aspects of our Zoning Ordinance. Impervious surface calculations, setbacks, fenestration (fancy-talk for windows), Bill looks at all of it. Good guy that he is, he likes to educate. He makes sure, as I do, that I understand whatever information is conveyed through his Zoning Compliance Letter. If you're going to tell someone they can't do something, you better be ready to explain why.
- Alex Phillips (*Canopy Consultants*), Arborist
  - Alex has a cool job. He's an International Society of Arboriculture (ISA)-certified Arborist who is fluent in our Tree Conservation Ordinance. When a developer wants to remove trees to make room for their building project, they have to produce a tree removal plan for Alex to inspect. If Alex doesn't like the final canopy calculation, he stops the process in its tracks. He compels the developer, supported by our Ordinance, to develop a "site tree conservation plan" (STCP)—essentially, a canopy replacement strategy. Someone told me that years ago, Pine Lake was found to have had a lower

ambient temperature than the surrounding area, attributed to its beautiful and precious tree canopy. Alex Phillips—Tree Cop—works to make sure it stays beautiful, precious, and ecologically valuable.

- Andy Brumbalow (*SafeBuilt*), Building Official
  - Once a plan set is approved by Zoning, we move on to structural plan review. We want to ensure this proposed building is going to be “up to code”—the International Building Code, and the Pine Lake Code of Ordinances.
  - This is often the lengthiest step in the process of a big ol’ building permit application. Not only is Andy wonderfully particular (an excellent trait from someone who approves houses for structural integrity, wouldn’t you agree?), but his review often triggers additional steps, such as the need to receive a capacity approval letter from DeKalb County Watershed, or—in the case of commercial buildings—a thorough review by the Fire Marshal to establish capacity and compel the applicant to install certain risk aversion features like sprinkler systems, 2-hour fire walls, and stove hoods.
- Amanda Corr Russell (*Clark Patterson Lee*), Erosion, Sedimentation, and Pollution Control (ES&PC) Inspector
  - The final step—right before the City releases a building and land disturbance permits—involves Amanda. Amanda is kind of like Alex, in that her mission aligns with one of the tenants of Pine Lake: hardline support for the environment, and ecological protection. Also like Alex, Amanda is an ISA-certified arborist. Always nice to have an extra set of eyes in the field!
  - Much of what Amanda does, however, actually comes from the State Environmental Protection Division and Federal *Clean Water Act*. When plan review is complete, Amanda takes a look at their ES&PC plan, or Best Management Practices (BMPs). Silt fencing to keep loose earth from washing into the street; a concrete washout on site for cleaning tools, so as to not poison the ground with highly-basic concrete-dirtied water; tarps and hay to help stabilize disturbed ground; and a 1A Blue Card-carrying worker on site, a certification that ensures one is briefed in all of these requirements and more. Not only does Amanda review the BMP plan and hold an on-site pre-project consultation, but she also drops by weekly (unannounced) just to make sure nothing fishy is going on, and all the BMPs are being adhered to. If she doesn’t like what she sees, she calls Chief Green, who stakes into the ground the phrase that haunts every contractor, “*STOP WORK ORDER.*”



As you can see, I am hardly alone. Kind of like Harry battling Voldemort at the end of *Deathly Hallows* with the ghosts of Sirius Black and Remus Lupin behind him. Yeah, we'll go with that. It's a beast of a process, but it ensures that everyone involved is protecting our environment, the final product is safe to occupy, and the contractor has minimal headaches once they break ground.

Licensing

Business licenses, alcohol licenses, special use permits—oh my! Yes indeed, all are also housed in the Department of General Government.

You got your building, you're ready to go: but what do you want to use it for? A residence? A bakery? A puppet guild? Back to Bill! Zoning is the first step here, as well. Let's make sure that "use" is permitted for the respective zoning district (Pine Lake has three: *Residential*, *Village Commercial*, and *Transitional*).



Once the use is certified, we work with the DeKalb County Fire Marshal to inspect the space for occupancy, and DeKalb County Watershed to ensure the presence of an inspected backflow device (keeps nasty water out of your pipes) and—if there's a commercial kitchen on the premises—an inspected Fats, Oil, and Grease (F.O.G.) device (also called a "grease trap").

What's that? You want to serve alcohol? Well, I hope you brought a snack. We have to schedule a public hearing, *and* publish notice of said-public hearing in the County's local news organ (*The Champion*). This process, from start to finish, can take about a month. Once you get your local license, you can apply for your State Alcohol License—I get a notification in the Centralized Alcohol License Portal, upload your license, and—

as Calvin Burgamy likes to hear me say—"Bob's your uncle!" You can now purchase alcohol from a licensed wholesaler (the City appreciates that excise tax revenue), and lawfully serve alcohol. Better be a restaurant in Pine Lake, though. Our code precludes bars. But then, Bill would've caught that way back.





# PUBLIC WORKS

**PUBLIC WORKS**

**Bernard Kendrick**



## **ADMINISTRATION**



**BERNARD KENDRICK**

**DIRECTOR**

**DANITA ROBINSON**

**ADMINISTRATIVE ASSISTANT**

The Public Works Department administration is staffed by the Director and an Administrative Assistant. Responsibilities include managing and coordinating all the city's public works functions. This includes preparing and managing the department's operating and capital budgets.

administering and managing all capital projects from implementation through construction

coordinating and assuring compliance with regulations

Preparation of reports and communications

storm water management and administration

Strategic planning is a vital role for the administration section. This planning ensures that the department and the city are anticipating, planning and budgeting for future growth

## ENGINEERING



The Engineering function of the department is led through outside multi disciplined engineering firms. The division has the following core responsibilities:

- capital project planning and execution
- permit and plan review
- providing technical assistance to the Director of Public Works

Engineering functions ensure that solutions are:

- Safe
- Cost-effective
- Reliable
- Sustainable
- Ethically responsible

AECOM helps to translate ideas and needs into practical, real-world systems—from environmental systems, to water systems and more.

## FIELD OPERATIONS



**ERIC DICKERSON**

**LABORER**

**JOSH FORTSON**

**LABORER**

This area consists of a full-time laborer and a part-time laborer. Both positions are the primary manpower component for all Field Operations activities, which encompasses all city owned roads, grounds, and facilities.

The field operations services area of the Public Works Department is responsible for street maintenance, park and grounds maintenance, mowing, and the oversight of facilities maintenance.

Streets maintenance includes removal of snow, sand, litter and other debris from within the city's accepted rights-of-way. Field operations conduct general street maintenance including the management and oversight of roadway paving and resurfacing, line striping, sweeping, fencing repairs, trees and general storm water maintenance.

Coordination of the city-wide beautification program. Parks and grounds maintenance includes all city parks and public spaces. This also includes any necessary graffiti removal within the public right-of-way.

Ornamental pruning, landscaping, road-side mowing, and tree removals and trimming are contracted to a list of vegetation management specialists.

Maintenance and repair to city utility poles is administered through Georgia Power.

Solid waste management is conducted primarily through DeKalb County Sanitation. This includes collection and transportation of municipal solid waste and recyclables from residential properties and municipal buildings. Hazardous materials, electronics and special collections are conducted annually (or as needed) and are administered through a multi-town approach involving the DeKalb County Sanitation Department.

## FLEET MAINTENANCE



outsourced to various small engines and local automotive vendors.

Fleet Maintenance is

## FACILITIES MANAGEMENT



**DANITA ROBINSON**  
**FACILITIES MANAGER**

The Facilities Management area of the Public Works Department consists of the Facilities Manager/Administrative Assistant and both laborers.

The Facilities Manager is responsible for the operation, maintenance, and cleaning of the City Hall, Police Department, Municipal Annex, Council Chambers/Courthouse, Community Clubhouse, and Beach House. These facilities total approximately 10,000 square feet.

These buildings require the identification of building issues and potential improvements, engaging vendors and contractors, executing work and monitoring results. These core operational functions as well as daily cleaning and routine maintenance are performed by in-house staff. Facilities staff provide support for events with set-ups and working support as needed.

In addition, Facilities are responsible for assessing, planning, budgeting, and managing capital improvements to buildings in the portfolio. Most trade work (electrical, HVAC, plumbing, life safety systems and infrastructure improvements are contracted services.

**2025**

## **OPERATIONAL HIGHLIGHTS**

Renovated approximately 6000 square feet of municipal space





Constructed a long-standing road and drainage improvement (Oak Road)



Renovated and converted the municipal tennis complex



Equipment surplus

Procurement of more functional equipment

**FY 2026 STRATEGIC GOALS**

Continuing upgrading operational efficiencies

Proceed with ongoing upgrades to the facility.

Develop Standard Operating Procedures

Develop Levels of Service for facilities

Recreational Upgrades

Wetlands/Lake Strategies



**2026 PRIORITIES**

Beach House Renovation

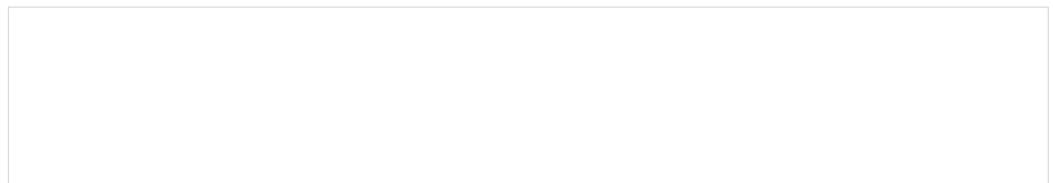
Finalize Wetlands Strategy

Seize Grant Opportunities

Upgrade Playground Equipment

Wayfinding Signage

Adoption of Greenspace Master Plan



## *Invictus*

BY [WILLIAM ERNEST HENLEY](#)

*Out of the night that covers me,  
Black as the pit from pole to pole,  
I thank whatever gods may be  
For my unconquerable soul.*

*In the fell clutch of circumstance  
I have not winced nor cried aloud.  
Under the bludgeonings of chance  
My head is bloody, but unbowed.*

*Beyond this place of wrath and tears  
Looms but the Horror of the shade,  
And yet the menace of the years  
Finds and shall find me unafraid.*

*It matters not how strait the gate,  
How charged with punishments the scroll,  
I am the master of my fate,  
I am the captain of my soul.*



# **PUBLIC SAFETY**

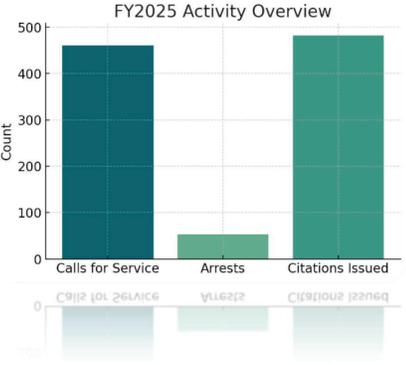
**PUBLIC SAFETY**

**Sarai Y’Hudah-Green**

**Department Overview**

The City of Pine Lake Public Safety Department serves a core residential population of approximately 800 residents within a 0.25-square-mile jurisdiction. Despite its small footprint, Pine Lake experiences a significant daily influx of merchants and visitors—raising the daytime population to over 100,000. This unique dynamic presents both opportunities and challenges in maintaining public safety and service delivery.





**Staffing Profile**

Position Type	Number	Notes
Full-Time Sworn Officers	3	Primary patrol and supervisory staff
Part-Time Sworn Officers	1	Flexible coverage support
Part-Time Administrative Officer	1	TAC, Administrative Officer (records support administrative duties handled by sworn personnel)
Reserve Officers	10	Volunteer/auxiliary – primarily court and weekend patrols, Training, Code Compliance

**Fleet Status**

Total Fleet: 5 marked units

Condition	Number of Vehicles	FY2025
Fair (Operational but Aging)	3	Require scheduled maintenance
Poor (Frequent Repairs / Near End-of-Life)	2	Replacement recommended in FY2026

**Key Performance Metrics (FY2025)**

Category	FY2024	FY2025
Calls for Service	558	462
Arrests Made	90	55
Traffic Citations Issued	594	484
Community Engagement Events	3	7
Avg Response Time (Goal ≤5 min)	—	4.2 min

STRATEGIC PERFORMANCE REPORT: SPECIAL EDITION 2025-26

- Implemented a Reserve Officer Weekend Patrol Program, reducing overtime costs by 12%.
- Partnered with local businesses to host crime prevention and safety workshops.
- Officers provided security for PrideFest, Lake fest and Movie Production, Participated in the Walk with a Cop aka “Unity Walk” , and the Halloween Neighborhood Walk.
- DeKalb County Warrant round up
- Agency Assist include Faith in Blue and NNO (NATIONAL NIGHT OUT) with City of Stone Mountain, DEMA (DEKALB EMERGENCY MANAGEMENT AGENCY) initiative/THIRA (THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT) (THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT)
- Upcoming events include Shop with a Cop and the Unity Walk, strengthening community relationships and visibility.





### KEY PERFORMANCE METRICS



**AVERAGE RESPONSE TIME**



**TRAFFIC CITATIONS ISSUED**



**COMMUNITY ENGAGEMENT EVENTS**



### STAFFING PROFILE



**FULL-TIME SWORN OFFICERS**



**PART-TIME OFFICERS**



**RESERVE OFFICERS**



### FLEET STATUS



### CITY OF PINE LAKE JURISDICTION POLICE COVERAGE AREA



0.25 SQ MILE

**MISSION:** To serve and protect to City of Pine Lake with integrity, professionity partnership.  
Data Source: Internal Affairs, FY2025

### **Organizational Realignment**

- Complaint & Code Management: Developing a streamlined system to manage complaints, concerns, and code enforcement issues to improve response times and accountability.
- GCIC (GEORGIA CRIME INFORMATION CENTER) Operations: Transitioning to a hybrid schedule with two in-office and two remote days weekly, supporting continuity, efficiency, and compliance.
- Lobby Hours: Consistent hours established to ensure reliable access to in-person services.

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### **Technology & Equipment Upgrades**

- Procurement of one laptop to replace outdated systems.
- Planned Body-Worn Camera System implementation in FY2026.
- Replacement of two patrol vehicles with fuel-efficient models.

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### **Facilities and Aesthetics**

- Installed new carpeting and office furniture, enhancing professionalism and comfort.
- Added ADA-compliant service window in the lobby to improve accessibility.
- Replacement of exterior entry door and city-wide security system to include new city storage unit
- Installation of an office shower facility planned for FY2026 to support wellness and readiness.

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### **Training and Professional Development**

Training continues to focus on officer readiness, safety, and leadership.

- Officers successfully completed annual firearms qualification, first responder, and instructor courses.
- Supervisory staff completed leadership and ethics training to promote accountability and professionalism.
- Specialized Certifications Achieved:
  - Field Training Officer (FTO) – Lt. Palms and Officer Wright

- Supervision Certification – Corporal Cooper and Ofc. Wright (Completed level 1,2 and 3 Supervisor Training)

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### Staffing and Recruitment

- New Hire: Officer J. Hayes joined the department (currently in the FTO program).
- Code Compliance Implementation
- Current Shifts: 0600–1400 and 1400–2200 coverage; no separations or retirements reported in FY2025.

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### Interagency Cooperation

The department continues to provide mutual aid and support to neighboring jurisdictions within DeKalb County, reinforcing regional safety collaboration and emergency preparedness.

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### Strategic Goals for FY2026

1. Fleet Renewal: Replace two aging patrol units with modern, fuel-efficient vehicles. by 25%.
2. Staff Development: Increase training hours for reserve officers
3. Community Policing Expansion: Launch a Merchant Liaison Program to improve business communication and response.
4. Emergency Management Protocol: Develop a written framework for critical incident coordination.
5. Technology Modernization: Deploy new computer systems and a Body-Worn Camera Program for enhanced transparency.
6. RMS Record Management System-migration to JusticeOne system
7. Golf Card -Code Compliance
8. Interdepartmental projects include Public Works dept signage and traffic calming initiatives





## Conclusion

Despite limited staffing and aging equipment, the Pine Lake Police Department continues to perform with distinction—meeting service benchmarks and maintaining a strong presence within the community. Our team’s adaptability, professionalism, and partnerships reflect our commitment to public safety, transparency, and community trust.

Strategic investments in fleet renewal, technology, and officer development will be essential to sustaining performance and preparing for the city’s future growth.

*Sarai Y'hudah-Green CPM, CFO*  
*Chief of Police*





# MUNICIPAL COURT

**MUNICIPAL COURT**  
**Stephanie Capers**

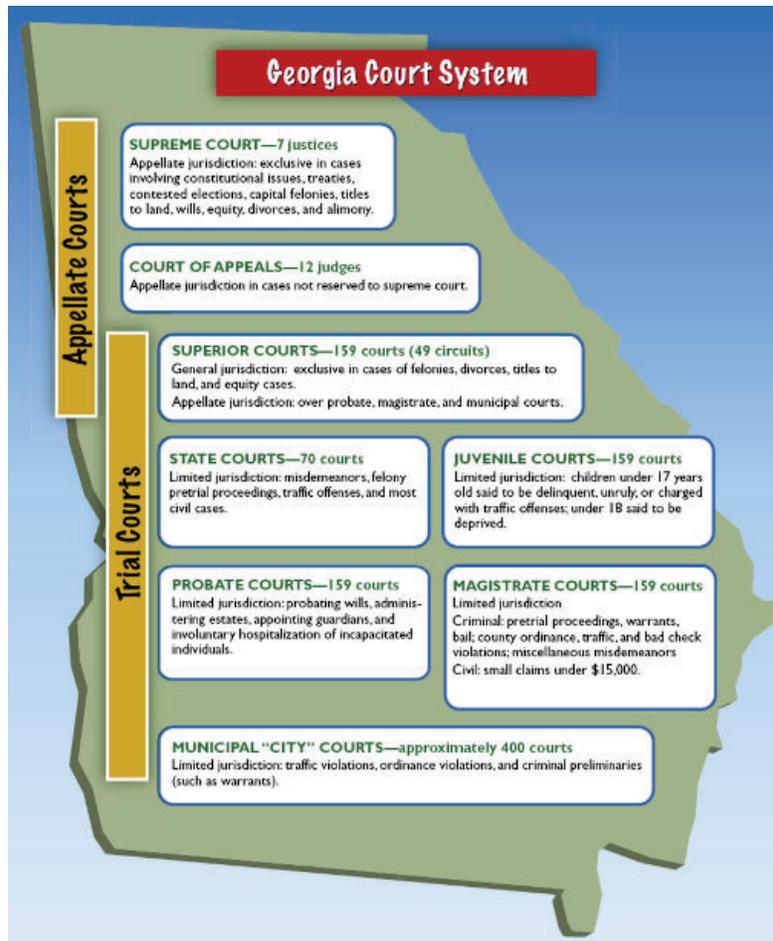


**Pine Lake Municipal Court  
& Municipal Annex**



**Presented by: Stephanie Capers**

**Clerk of Court**



### Municipal Court

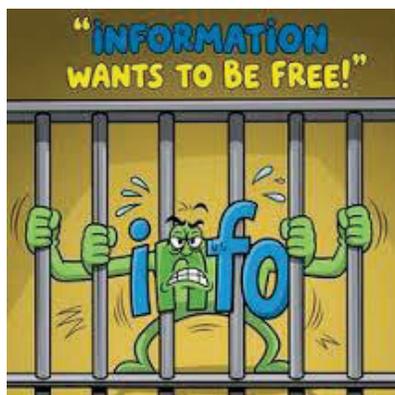
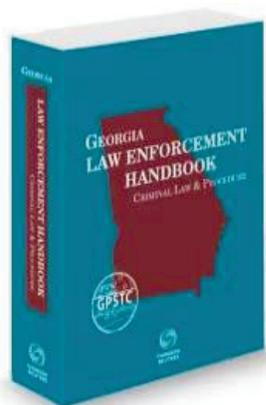
- **Limited Jurisdiction:** Unlike superior or district courts, which have broad authority, municipal courts can only hear specific types of cases that occur within their defined city limits.
- **Procedure:** Cases in municipal courts often involve fewer formal procedures than higher courts and frequently use bench trials (judge-only) rather than jury trials.





A municipal court is a local court of limited jurisdiction that handles cases like traffic violations, misdemeanors, and violations of city ordinances within a city or town's boundaries. They are the base level of the state court system and focus on lower-level offenses, which can result in fines, license suspension, incarceration, or probation. These courts do not hear civil lawsuits between citizens.

A detailed form from the Georgia Department of Driver Services. The title is "GEORGIA VIOLATION, CITATION, FURNISH AND ACCUSEMENT". The form contains various fields for personal information, vehicle details, and violation information. It includes sections for "VIOLATION INFORMATION" and "CITATION INFORMATION". The form is filled out with handwritten and printed text, including names, addresses, and dates. The form is titled "GEORGIA VIOLATION, CITATION, FURNISH AND ACCUSEMENT" and includes fields for "VIOLATION INFORMATION" and "CITATION INFORMATION".



The primary role of a municipal court is to provide an efficient and accessible venue for resolving minor legal issues at the community level. Their specific powers are determined by state law and local ordinances and thus can vary by location.

Cases typically heard in a municipal court include:

- **Traffic violations** (e.g., speeding tickets, driving under the influence (DUI), and other motor vehicle offenses).
- **Violations of city ordinances** (e.g., noise, zoning, animal control issues, etc.).
- **Minor criminal offenses** (e.g., misdemeanors, petty offenses, shoplifting of a certain value, and possession of small amounts of marijuana).



### **Misdemeanor**

In Georgia, a misdemeanor is a criminal offense that is not a felony and can be punished by a fine of up to \$1,000 and/or up to 12 months in jail. Georgia classifies misdemeanors into two main categories: standard misdemeanors and high and aggravated misdemeanors, which have harsher penalties, such as a fine of up to \$5,000. Common examples include traffic offenses, petty theft, simple assault, DUI, and public intoxication.

**Jail Time:** Sentences are served in a local county or city jail, not a state prison.

**Fines:** The maximum fine for a standard misdemeanor is \$1,000, though some specific offenses or "misdemeanors of a high and aggravated nature" may have higher fines, up to \$5,000.

**Other Penalties:** A judge may also impose probation, community service, substance abuse counseling, or driver's license suspension, especially for traffic offenses.

**Criminal Record:** A misdemeanor conviction can result in a permanent criminal record, which can impact future employment, housing, and educational opportunities.



**Common misdemeanor offenses in Georgia include:**

- First-time Driving Under the Influence (DUI) offenses
  - Possession of less than one ounce of marijuana
- Theft by shoplifting where the value of property is \$500 or less

- Simple assault and simple battery
  - Public intoxication
  - Criminal trespass
- Most traffic offenses, such as speeding or reckless driving



**Pine Lake Municipal Court Chief Judge**

**L'Erin Barnes-Wiggins**

**Ad-Hoc Judge**

**Tracy Moran**

A Municipal Court Judge in Georgia is primarily responsible for the impartial administration of justice in cases involving violations of city ordinances, state misdemeanor traffic offenses, and certain other limited misdemeanor cases occurring within the municipality's city limits

Their key responsibilities include:

**Conducting Judicial Proceedings**

- **Presiding over Cases:** Leading all court proceedings, including arraignments, pre-trial conferences, motion hearings, and both jury and non-jury trials.
- **Determining Guilt or Innocence:** In cases without a jury (bench trials), the judge weighs the evidence and determines the culpability of the defendant.
- **Sentencing:** Setting penalties for individuals found guilty, which can include imposing fines, ordering imprisonment in a local jail (up to a maximum set by law or ordinance), or imposing alternative sentences such as probation or community service.
- **Issuing Warrants and Orders:** Authorizing and issuing arrest warrants, search warrants, and summonses as necessary.
- **Conducting Hearings:** Presiding over specialized hearings such as bond/first appearance hearings (within 48 hours of arrest), protective order hearings, and code enforcement hearings
- **Managing the Docket:** Maintaining a fair and efficient court calendar and managing the overall caseload.

- **Advising Personnel:** Guiding court staff, counsel, and litigants on court procedures and ensuring adherence to the Georgia Code of Judicial Conduct and Uniform Rules for Municipal Courts.
- **Policy and Procedure:** Developing and implementing policies and procedures for the court, including setting a standard bail schedule.
- **Staff Oversight:** Coordinating with the Court Clerk for proper training and ensuring staff compliance with all rules and procedures.
- **Liaison Duties:** Acting as a liaison between the court, city government, and other judicial entities, and providing reports to city officials on court operations when requested.

#### Legal and Ethical Compliance

- **Impartiality:** Upholding the law impartially and maintaining fairness and respect towards all individuals in court proceedings.
- **Legal Research:** Keeping abreast of changes in city ordinances, state laws, and decisions from higher courts that affect the municipal court's jurisdiction and procedures.
- **Conflicts of Interest:** Disqualifying themselves from cases where conflict of interest or personal bias exists.
- **Continuing Education:** Attending professional judicial education classes and conferences to maintain proficiency.
- In essence, the municipal court judge ensures the local judicial process is administered lawfully, promptly, and fairly for all citizens.



**Court Administrator / Chief Court Clerk,  
Stephanie Capers**

Municipal court staff in Georgia perform a wide array of administrative and quasi-judicial duties essential for the efficient operation of the court, under the direction of a judge or court administrator. Their primary roles and responsibilities can be broken down by position:

**The Court Administrator or Chief Clerk** is the primary person responsible for the non-judicial operations of the municipal court.

Their duties include:

- **Overall Management:** Planning, developing, and coordinating the operational procedures of the court.
- **Personnel Supervision:** Assigning duties, supervising, training, and evaluating other court staff.
- **Financial Oversight:** Overseeing the collection and receipt of all fines, fees, and bonds; managing court budgets; and preparing financial reports.

- **Liaison Services:** Serving as a primary link between the judge, city officials, law enforcement, probation office, attorneys, and the public.
- **Policy Implementation:** Implementing and developing policies and procedures to ensure compliance with state and local laws and judicial rules.

**Court Clerks/Deputy Clerks**  
**Stephanie Capers**

**Court Clerks/ Deputy Clerks** handle day-to-day administrative tasks, which are vital for case management and the overall flow of justice.

Their key responsibilities include:

- **Case Processing:** Processing citations, complaints, and other legal documents, including data entry into case management systems.
- **Docket Management:** Maintaining the court calendar and scheduling court dates for arraignments, motions, and trials, coordinating with officers' and attorneys' schedules.
- **Record Keeping:** Maintaining all court records, documents, and files in a safe and organized manner, ensuring confidentiality when required.
- **Public Interaction:** Serving as a primary point of contact for the public, attorneys, and other agencies, providing information on court dates, procedures, fines, and outstanding warrants.
- **Issuing Documents:** Preparing and issuing court orders, subpoenas, summonses, and arrest warrants as directed by the judge.

- **Reporting:** Reporting case dispositions to relevant state agencies like the Department of Driver Services and the Georgia Crime Information Center (GCIC)
- **Audit:** Responsible for providing reports as requested for the annual City Audit and GBI Audit.



Court Support Clerk

Danita Robinson

Supports the Operations of Municipal Court Sessions

Key responsibilities include:

**Check-in:**

To ensure that everyone in the courtroom has been properly vetted before they go through security.

**Payments:**

Receive and record all the monetary transactions associated with the payment of fines in Government Windows web based software.

**Rescheduling of Court date.**

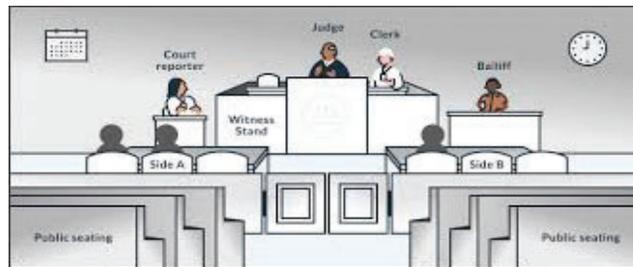
Provides the reset form with the new court date, confirming current contact information and understanding of the reasons they were rescheduled.

**Court Staff support**

Other Administrative duties as needed and assigned by the Clerk of Court.

***Mission of municipal court clerks in Georgia is threefold:***

- (1) to assure the administrative efficiency of the court,***
- (2) to protect the court's ethical integrity, and***
- (3) to help maintain public confidence in the court's fairness in dispensing justice impartially.***



#### Other Staff Roles

- **Court Bailiff, & Pine Lake Police Department Officers:** Responsible for the security of the courtroom and surrounding areas, maintaining order, and escorting defendants.
- **Court Reporters/Interpreters:** Court reporters record and transcribe testimony and proceedings, while interpreters provide translation services for non-English speakers or the hearing impaired.
- **Solicitor (Prosecutor, side B):** Although not administrative staff, the solicitor is a key court participant responsible for presenting the city's case against defendants.
- **Public Defender** is to provide zealous, effective, ethical, and timely legal representation to individuals accused of a crime who cannot afford to hire a private attorney. This critical function ensures that the constitutional right to counsel is met and that the justice system is fair and accessible to all, regardless of their financial status.
- **Probation Officers (side A)** The primary roles of a probation officer are **supervision** and **rehabilitation** of individuals sentenced to probation as an alternative to incarceration, payments, and community service all while ensuring public safety.

In essence, municipal court staff are the operational backbone of the local judicial process, managing everything from initial paperwork and scheduling to financial transactions and record maintenance, ensuring the court operates fairly, efficiently, and in compliance with the law.



# FINANCE

## **FINANCE**

### **Paul Salvatore**

Finance Department



The Finance Department includes the divisions of Accounting, Budgeting, Treasury and Investments, and Debt Service, all of which come under the direction of the Finance Director.

#### Mission and Goals

The overall mission of the department is to handle public funds with the utmost care and integrity and put them to their highest and best use. The main goals are to assure both short-term liquidity and long-term sustainability through careful and responsible execution of the city's budget, always keeping in mind the overall mission of the City and City Council's direction.

Following is a brief description of the divisions within Finance and their functions:



### Accounting

The Accounting Division is responsible for all day-to-day bookkeeping and accounting functions including, but not limited to, accounts payable, accounts receivable, stormwater billing, payroll, bank reconciliations, general ledger maintenance and financial report preparation. They handle coordination with the auditors, and all institutions and agencies associated with the City's financial management, such as banks, state, and federal agencies.



### Budgeting

The Finance Director is responsible for budget preparation and monitoring assisting the City Manager in the process of preparing an annual proposed budget for submittal to the City Council. Tasks include the preparation of a budget calendar, scheduling of meetings with directors to review budget requests, assembling a budget document, and assuring compliance with state statutes regarding advertising and adopting the budget. Once adopted. The budgeting division is also responsible for constantly monitoring the budget and reporting any anomalies, such as projected revenue shortfalls, to the City Manager so that appropriate corrective actions can be taken, including budget amendments and controlling expenditures.



#### Treasury Management and Investments

This division is responsible for all cash handling and investments, internal control procedures; coordinating closely with the City's banking institutions and handle all transactions involving cash and investment of City funds. It also monitors cash balances to assure liquidity and make sure all receipts and disbursements of cash are handled through proper internal control procedures. This includes use of banking tools such as 'positive pay' which are designed to detect and deter attempts at check fraud.



#### Debt Management

This division is responsible for overseeing the efficient use of debt to finance various City projects, including the purchase and improvement of capital assets. Examples include lease-purchase agreements for financing city vehicles and equipment, and issuance of bonds for financing long-term capital improvement projects within the city, including land purchases, building construction and renovation, park space development, and other infrastructure improvements. The division is also responsible for debt service on all debt issuances to make sure all scheduled loan payments are made timely.

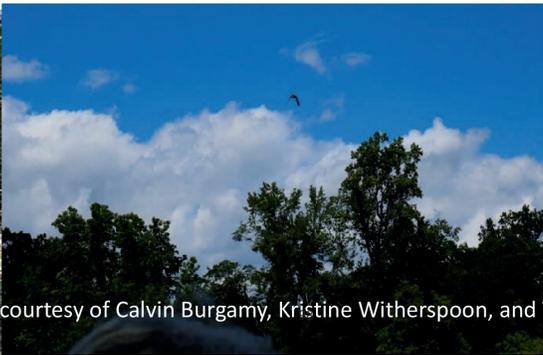
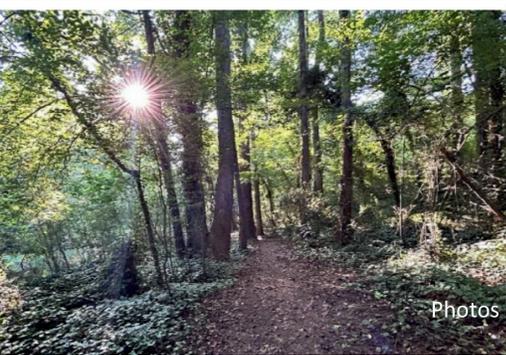


### Enterprise Resource Planning

The Finance Department also has responsibility for overseeing all functions of the City's Enterprise Resource Planning system, commonly referred to as the ERP system. The ERP system is a software system that integrates multiple functional areas to gain efficiencies, as opposed to if those functions each had their own separate software systems.

Following are some specific issues/challenges currently facing the Finance Department:

- Complete and submit 2024 audit
- Prepare and submit proposed 2026 budget
- Need to evaluate financial software
- Need to prepare for 2025 Year-end procedures and audit



Photos courtesy of Calvin Burgamy, Kristine Witherspoon, and Tom Ramsey