

**CITY OF PINE LAKE, GEORGIA  
ORGANIZATIONAL MEETING & WORK SESSION**

**AGENDA**

**JANUARY 13, 2026 @ 6:00PM  
COURTHOUSE & COUNCIL CHAMBERS  
459 PINE DRIVE, PINE LAKE, GA 30072**

**NOTE: All attendees are reminded to silence cellular phones and other devices that may cause interruption of the session proceedings.**

**CALL TO ORDER – ORGANIZATIONAL MEETING**

**OATH OF OFFICE – Swearing-in of Newly Elected Officials**

- Deborah Hull, Council Member
- Stephanie Kohler, Council Member
- Jane Lowers, Council Member

**NOMINATION AND ELECTION – Mayor pro tempore**

**APPOINTMENT OF CITY OFFICERS**

1. Resolution R-2026-01
  - City Attorney (Chris Balch)
  - Chief Judge of the Municipal Court (L'Erin Barnes Wiggins)
  - Associate Judge of the Municipal Court (Tracy Moran)
  - Solicitor of the Municipal Court (Jonathan Kester)
  - Public Defender of the Municipal Court (Ansley Sluss)

**ADJOURNMENT**

**CALL TO ORDER – WORK SESSION**

**ANNOUNCEMENTS/COMMUNICATIONS**

**ADOPTION OF THE AGENDA OF THE DAY**

**PUBLIC COMMENT – 3 minutes each please**

**NEW BUSINESS**

1. 2024 Audit Report – Presentation, McNair McClemore Middlebrooks & Co.
2. 2026 City Council Meeting Calendar – Discussion
3. City Council Orientation Kickoff

**PUBLIC COMMENT – 3 minutes each please**

**REPORTS AND OTHER BUSINESS**

- Strategic Performance Report (SPR), January 2026 – Operations Guide
- Mayor
- City Council

**ADJOURNMENT**

**MAYOR**

Brandy Hall

**COUNCIL MEMBERS**

Jean Bordeaux - Outgoing  
Jeff Goldberg  
Deborah Hull - Incoming  
Stephanie Kohler - Incoming  
Jane Lowers - Incoming  
Tom Ramsey - Outgoing  
Thomas Torrent  
Augusta Woods - Outgoing

**CITY OF PINE LAKE**

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**A RESOLUTION OF THE CITY OF PINE LAKE TO APPOINT THE CITY ATTORNEY, CHIEF JUDGE OF THE MUNICIPAL COURT, ASSOCIATE JUDGES OF THE MUNICIPAL COURT, THE CITY SOLICITOR, AND THE PUBLIC DEFENDER, TO AUTHORIZE THE CORRECTION OF SCRIVENER'S ERRORS, AND FOR OTHER PURPOSES**

WHEREAS, Section 3.12 of the Charter of the City of Pine Lake places the appointment authority of the City Attorney in the City Council; and

WHEREAS, O.C.G.A. § 36-32-2(a)(1) authorizes the appointment of a municipal court judge or judges by the Governing Authority of the City;

WHEREAS, O.C.G.A. § 15-18-91 authorizes the appointment of a prosecuting attorney for the municipal court and requires the Governing Authority to appoint such person; and

WHEREAS, O.C.G.A. § 36-32-1(h) authorizes the designation of a person to serve as a public defender in the Municipal Court;

WHEREAS, the City of Pine Lake is a duly authorized and recognized municipal corporation existing and organized under the Laws of the State of Georgia; and

WHEREAS, the Governing Authority of the City of Pine Lake expressly finds that it is in the best interests of the health, safety, and welfare of the Citizens, residents and visitors to Pine Lake that a professional, trained, and duly qualified Court administration be appointed to preside and conduct the business of the Municipal Court of Pine Lake;

NOW THEREFORE, BE IT RESOLVED by the Governing Authority of the City of Pine Lake, Georgia, in an open and public meeting, that it appoints Christopher Balch as City Attorney for the City of Pine Lake, and

BE IT FURTHER RESOLVED that the following persons are designated and appointed by the Governing Authority of the City of Pine Lake to serve in the roles shown:

|  |                       |
|--|-----------------------|
| Chief Judge of the Municipal Court     | L'Erin Barnes Wiggins |
| Associate Judge of the Municipal Court | Tracy Moran           |
| Solicitor of the Municipal Court       | Jonathan Kester       |
| Public Defender of the Municipal Court | Ansley Sluss          |

BE IT FURTHER RESOLVED that the City Clerk is directed to provide a copy of this Resolution to the Prosecuting Attorney's Council and to the Municipal Court Judge's Association to reflect the appointment of the judges and prosecutor of the Municipal Court of the City of Pine Lake;

BE IT FURTHER RESOLVED, that his resolution is effective immediately upon the its adoption by the Governing Authority, and the City Clerk is authorized, in consultation with the City Attorney, to make any changes or modifications to this Resolution as may be necessary to give full effect to the intent of the City Council.

ADOPTED by the Mayor and Council of the City of Pine Lake, this 13th day of January, 2026.

---

BRANDY HALL  
Mayor

ATTEST:

APPROVED AS TO FORM:

---

NED DAGENHARD  
City Clerk

---

CHRISTOPHER D. BALCH  
City Attorney

# CITY OF PINE LAKE, GEORGIA



## ANNUAL FINANCIAL REPORT

FOR THE YEAR ENDED  
DECEMBER 31, 2024



**CITY OF PINE LAKE, GEORGIA**  
**FINANCIAL STATEMENTS**  
**AS OF DECEMBER 31, 2024**  
**AND INDEPENDENT AUDITOR'S REPORT**

# CITY OF PINE LAKE, GEORGIA

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December 10, 2025

## INDEPENDENT AUDITOR'S REPORT

Mayor and City Council  
City of Pine Lake, Georgia

### Report on the Audit of the Financial Statements

#### *Opinions*

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the **City of Pine Lake, Georgia** (the “City”), as of and for the year ended December 31, 2024, and the related notes to the financial statements, which collectively comprise the City’s basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City, as of December 31, 2024, and the respective changes in financial position, and, where applicable, cash flows thereof and the respective budgetary comparison for the General Fund and American Rescue Plan Fund - Major Special Revenue Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### *Basis for Opinions*

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### *Emphasis of Matter*

As discussed in Note 12 to the financial statements, the City restated its prior year governmental activities net position and General Fund fund balance for a correction of errors. Our opinions are not modified with respect to those matters.

#### *Responsibilities of Management for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts of disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### ***Required Supplementary Information***

Management has omitted management's discussion and analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. Our opinions on the basic financial statements are not affected by this missing information.

### ***Supplementary Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The combining nonmajor fund financial statements, budgetary comparison schedules, and schedules of projects constructed with special sales tax proceeds are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining nonmajor fund financial statements, budgetary comparison schedules, and schedules of projects constructed with special sales tax proceeds are the responsibility of management and were derived from and relate to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our

opinion, the combining nonmajor fund financial statements, budgetary comparison schedules, and schedules of projects constructed with special sales tax proceeds are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

**Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 10, 2025, on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control over financial reporting and compliance.

*McNair, McLeomore, Middlebrooks & Co., LLC*

MCNAIR, MCLEMORE, MIDDLEBROOKS & CO., LLC

## **FINANCIAL STATEMENTS**

**CITY OF PINE LAKE, GEORGIA**  
**STATEMENT OF NET POSITION**  
**DECEMBER 31, 2024**

|                                | <b>Primary Government</b>          |                                     |                     |
|--------------------------------|------------------------------------|-------------------------------------|---------------------|
|                                | <b>Governmental<br/>Activities</b> | <b>Business-Type<br/>Activities</b> | <b>Total</b>        |
| <b>Assets</b>                  |                                    |                                     |                     |
| Cash and Cash Equivalents      | \$ 414,384                         | \$ 23,754                           | \$ 438,138          |
| Restricted Cash                | 1,185,670                          | -                                   | 1,185,670           |
| Receivables (Net of Allowance) |                                    |                                     |                     |
| Taxes                          | 85,028                             | -                                   | 85,028              |
| Accounts                       | -                                  | 5,902                               | 5,902               |
| Due from Other Governments     | 2,013,695                          | 31                                  | 2,013,726           |
| Prepaid Items                  | 13,855                             | -                                   | 13,855              |
| Internal Balances              | (115,777)                          | 115,777                             | -                   |
| Capital Assets                 |                                    |                                     |                     |
| Nondepreciable Assets          | 456,953                            | -                                   | 456,953             |
| Depreciable Assets, Net        | 2,204,933                          | 44,496                              | 2,249,429           |
| <b>Total Assets</b>            | <b>\$ 6,258,741</b>                | <b>\$ 189,960</b>                   | <b>\$ 6,448,701</b> |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**STATEMENT OF NET POSITION**  
**DECEMBER 31, 2024**  
**(CONTINUED)**

|                                  | <b>Primary Government</b>          |                                     |                     |
|----------------------------------|------------------------------------|-------------------------------------|---------------------|
|                                  | <b>Governmental<br/>Activities</b> | <b>Business-Type<br/>Activities</b> | <b>Total</b>        |
| <b>Liabilities</b>               |                                    |                                     |                     |
| Accounts Payable                 | \$ 60,094                          | \$ -                                | \$ 60,094           |
| Accrued Interest                 | 3,301                              | -                                   | 3,301               |
| Accrued Liabilities              | 17,326                             | -                                   | 17,326              |
| Unearned Revenue                 | 158,716                            | -                                   | 158,716             |
| Noncurrent Liabilities           |                                    |                                     |                     |
| Due Within One Year              |                                    |                                     |                     |
| Compensated Absences             | 31,283                             | -                                   | 31,283              |
| Financed Purchases               | 30,108                             | -                                   | 30,108              |
| Subscriptions                    | 18,647                             | -                                   | 18,647              |
| Revenue Bonds                    | 64,787                             | -                                   | 64,787              |
| Due in More Than One Year        |                                    |                                     |                     |
| Financed Purchases               | 64,341                             | -                                   | 64,341              |
| Revenue Bonds                    | 212,342                            | -                                   | 212,342             |
| <b>Total Liabilities</b>         | <b>660,945</b>                     | <b>-</b>                            | <b>660,945</b>      |
| <b>Net Position</b>              |                                    |                                     |                     |
| Net Investment in Capital Assets | 2,271,661                          | 44,496                              | 2,316,157           |
| Restricted for                   |                                    |                                     |                     |
| Capital Outlay                   | 2,608,449                          | -                                   | 2,608,449           |
| Public Safety                    | 3,441                              | -                                   | 3,441               |
| Environmental Projects           | 86,471                             | -                                   | 86,471              |
| Unrestricted                     | 627,774                            | 145,464                             | 773,238             |
| <b>Total Net Position</b>        | <b>\$ 5,597,796</b>                | <b>\$ 189,960</b>                   | <b>\$ 5,787,756</b> |

See accompanying notes which are an integral part of these financial statements.



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**CITY OF PINE LAKE, GEORGIA  
STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED DECEMBER 31, 2024**

| Functions/Programs   | Expenses            | Program Revenues        |  |  | Net (Expense) Revenue and<br>Changes in Net Position |                             |                     |
|--|---------------------|-------------------------|--|--|--|-----------------------------|---------------------|
|  |                     | Charges for<br>Services | Operating<br>Grants and<br>Contributions | Capital<br>Grants and<br>Contributions | Primary Government                                   |                             |                     |
|  |                     |                         |  |  | Governmental<br>Activities                           | Business-type<br>Activities | Total               |
| <b>Primary Government</b>  |                     |                         |  |  |  |                             |                     |
| Governmental Activities  |                     |                         |  |  |  |                             |                     |
| General Government   | \$ 475,724          | \$ 173,177              | \$ -                                     | \$ -                                   | \$ (302,547)   | \$ -                        | \$ (302,547)        |
| Judicial   | 159,285             | -                       | -  | 119,789                                | (39,496)   | -                           | (39,496)            |
| Public Safety  | 353,839             | -                       | -  | -                                      | (353,839)  | -                           | (353,839)           |
| Public Works   | 257,303             | -                       | 26,957                                   | 2,103,446                              | 1,873,100  | -                           | 1,873,100           |
| Culture and Recreation   | 46,112              | -                       | -  | -                                      | (46,112)   | -                           | (46,112)            |
| Interest   | 20,903              | -                       | -  | -                                      | (20,903)   | -                           | (20,903)            |
| Total Governmental Activities  | 1,313,166           | 173,177                 | 26,957                                   | 2,223,235                              | 1,110,203  | -                           | 1,110,203           |
| Business-Type Activities   |                     |                         |  |  |  |                             |                     |
| Stormwater Fund  | 76,202              | 67,258                  | -  | -                                      | -  | (8,944)                     | (8,944)             |
| Total Business-Type Activities                                       | 76,202              | 67,258                  | -  | -                                      | -  | (8,944)                     | (8,944)             |
| <b>Total Primary Government</b>                                      | <b>\$ 1,389,368</b> | <b>\$ 240,435</b>       | <b>\$ 26,957</b>                         | <b>\$ 2,223,235</b>                    | <b>1,110,203</b>                                     | <b>(8,944)</b>              | <b>1,101,259</b>    |
| General Revenues   |                     |                         |  |  |  |                             |                     |
| Property Taxes   |                     |                         |  |  | 922,561  | -                           | 922,561             |
| Franchise Taxes  |                     |                         |  |  | 36,290   | -                           | 36,290              |
| Insurance Premium Taxes  |                     |                         |  |  | 73,655   | -                           | 73,655              |
| Other Taxes  |                     |                         |  |  | 12,361   | -                           | 12,361              |
| Investment Earnings  |                     |                         |  |  | 4,121  | 3                           | 4,124               |
| Miscellaneous  |                     |                         |  |  | 6,318  | -                           | 6,318               |
| Total General Revenues   |                     |                         |  |  | 1,055,306  | 3                           | 1,055,309           |
| <b>Change in Net Position</b>  |                     |                         |  |  | 2,165,509  | (8,941)                     | 2,156,568           |
| <b>Net Position - Beginning of Year,<br/>As Previously Presented</b> |                     |                         |  |  | 3,409,096  | 198,901                     | 3,607,997           |
| <b>Error Corrections</b>   |                     |                         |  |  |  |                             |                     |
| SBITAs   |                     |                         |  |  | (16,838)   | -                           | (16,838)            |
| Subscription Liabilities   |                     |                         |  |  | 18,186   | -                           | 18,186              |
| Accounts Payable   |                     |                         |  |  | 21,843   | -                           | 21,843              |
| <b>Net Position - Beginning of Year,<br/>As Restated</b>             |                     |                         |  |  | 3,432,287  | 198,901                     | 3,631,188           |
| <b>Net Position - End of Year</b>                                    |                     |                         |  |  | <b>\$ 5,597,796</b>                                  | <b>\$ 189,960</b>           | <b>\$ 5,787,756</b> |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA  
BALANCE SHEET  
GOVERNMENTAL FUNDS  
DECEMBER 31, 2024**

|   | General<br>Fund   | ARPA<br>Fund      | SPLOST I<br>Fund  | SPLOST II<br>Fund   | Nonmajor<br>Governmental<br>Funds | Total<br>Governmental<br>Funds |
|---|-------------------|-------------------|-------------------|---------------------|-----------------------------------|--------------------------------|
| <b>Assets</b>   |                   |                   |                   |                     |                                   |                                |
| Cash and Cash Equivalents   | \$ 414,384        | \$ -              | \$ -              | \$ -                | \$ -                              | \$ 414,384                     |
| Restricted Cash   | 3,441             | 249,004           | 730,277           | 11,213              | 191,735                           | 1,185,670                      |
| Receivables, Net of Allowance   |                   |                   |                   |                     |                                   |                                |
| Taxes   | 85,028            | -                 | -                 | -                   | -                                 | 85,028                         |
| Due from Other Governments  | 654               | -                 | -                 | 2,013,041           | -                                 | 2,013,695                      |
| Prepaid Items   | 13,855            | -                 | -                 | -                   | -                                 | 13,855                         |
| Due From Other Funds  | 345,534           | -                 | -                 | 78,892              | 3,900                             | 428,326                        |
| <b>Total Assets</b>   | <u>\$ 862,896</u> | <u>\$ 249,004</u> | <u>\$ 730,277</u> | <u>\$ 2,103,146</u> | <u>\$ 195,635</u>                 | <u>\$ 4,140,958</u>            |
| <b>Liabilities</b>  |                   |                   |                   |                     |                                   |                                |
| Accounts Payable  | \$ 60,094         | \$ -              | \$ -              | \$ -                | \$ -                              | \$ 60,094                      |
| Accrued Liabilities   | 17,326            | -                 | -                 | -                   | -                                 | 17,326                         |
| Unearned Revenue  | -                 | 158,716           | -                 | -                   | -                                 | 158,716                        |
| Due to Other Funds  | 119,677           | 90,288            | 326,613           | -                   | 7,525                             | 544,103                        |
| <b>Total Liabilities</b>  | <u>197,097</u>    | <u>249,004</u>    | <u>326,613</u>    | <u>-</u>            | <u>7,525</u>                      | <u>780,239</u>                 |
| <b>Deferred Inflows of Resources</b>  |                   |                   |                   |                     |                                   |                                |
| Unavailable Revenue - Property Taxes  | 41,758            | -                 | -                 | -                   | -                                 | 41,758                         |
| <b>Total Deferred Inflows of Resources</b>                                    | <u>41,758</u>     | <u>-</u>          | <u>-</u>          | <u>-</u>            | <u>-</u>                          | <u>41,758</u>                  |
| <b>Fund Balances</b>  |                   |                   |                   |                     |                                   |                                |
| Nonspendable  | 13,855            | -                 | -                 | -                   | -                                 | 13,855                         |
| Restricted  | 3,441             | -                 | 403,664           | 2,103,146           | 188,110                           | 2,698,361                      |
| Unassigned  | 606,745           | -                 | -                 | -                   | -                                 | 606,745                        |
| <b>Total Fund Balances</b>  | <u>624,041</u>    | <u>-</u>          | <u>403,664</u>    | <u>2,103,146</u>    | <u>188,110</u>                    | <u>3,318,961</u>               |
| <b>Total Liabilities, Deferred Inflows of<br/>Resources and Fund Balances</b> | <u>\$ 862,896</u> | <u>\$ 249,004</u> | <u>\$ 730,277</u> | <u>\$ 2,103,146</u> | <u>\$ 195,635</u>                 | <u>\$ 4,140,958</u>            |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**RECONCILIATION OF THE BALANCE SHEET OF GOVERNMENTAL FUNDS**  
**TO THE STATEMENT OF NET POSITION**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

|   |              |
|---|--------------|
| <b>Total Fund Balances - Governmental Funds</b> | \$ 3,318,961 |
|---|--------------|

Amounts reported for governmental activities in the statement of net position are different because:

**Capital Assets**

Capital assets used in governmental activities are not financed resources and, therefore, are not reported in the funds.

|                          |             |
|--------------------------|-------------|
| Cost of Assets           | 4,162,280   |
| Accumulated Depreciation | (1,500,394) |

**Long-Term Liabilities**

Long-term liabilities are not due and payable in the current period and, therefore, are not reported as fund liabilities. Interest on long-term debt is not accrued in governmental funds, but rather is recognized as an expenditure when due. All liabilities both current and long-term are reported in the Statement of Net Position. Long-term liabilities at year-end consist of the following:

|                          |           |
|--------------------------|-----------|
| Compensated Absences     | (31,283)  |
| Subscription Liabilities | (18,647)  |
| Revenue Bonds            | (277,129) |
| Financed Purchases       | (94,449)  |
| Accrued Interest         | (3,301)   |

**Revenues**

Other long-term assets are not available to pay for current period expenditures and, therefore, are reported as unavailable revenue in the funds.

|  |        |
|--|--------|
|  | 41,758 |
|--|--------|

|  |                     |
|--|---------------------|
| <b>Total Net Position of Governmental Activities</b> | <b>\$ 5,597,796</b> |
|--|---------------------|

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES**  
**GOVERNMENTAL FUNDS**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

|   | <b>General<br/>Fund</b> | <i>Formerly<br/>Major Fund</i><br><b>McAllister<br/>Fund</b> | <b>ARPA<br/>Fund</b> | <i>Formerly<br/>Major Fund</i><br><b>Revenue<br/>Bond<br/>Fund</b> | <i>Formerly<br/>Major Fund</i><br><b>Grant<br/>Fund</b> | <i>Formerly<br/>Major Fund</i><br><b>Capital<br/>Improvements<br/>Fund</b> | <b>SPLOST I<br/>Fund</b> | <b>SPLOST II<br/>Fund</b> | <b>Nonmajor<br/>Governmental<br/>Funds</b> | <b>Total<br/>Governmental<br/>Funds</b> |
|---|-------------------------|--|----------------------|--|---|--|--------------------------|---------------------------|--|---|
| <b>Revenues</b>   |                         |  |                      |  |   |  |                          |                           |  |   |
| Taxes   | \$ 1,025,240            | \$ -   | \$ -                 | \$ -   | \$ -  | \$ -   | \$ 33,807                | \$ 2,103,446              | \$ -                                       | \$ 3,162,493                            |
| Intergovernmental   | 26,957                  | -  | 85,982               | -  | -   | -  | -                        | -                         | -  | 112,939                                 |
| Fines and Forfeitures   | 111,752                 | -  | -                    | -  | -   | -  | -                        | -                         | -  | 111,752                                 |
| Licenses and Permits  | 12,080                  | -  | -                    | -  | -   | -  | -                        | -                         | -  | 12,080                                  |
| Charges for Services  | 49,345                  | -  | -                    | -  | -   | -  | -                        | -                         | -  | 49,345                                  |
| Contributions and Other                                       | 100                     | -  | -                    | -  | -   | -  | -                        | -                         | -  | 100                                     |
| Miscellaneous   | 6,218                   | -  | -                    | -  | -   | -  | -                        | -                         | -  | 6,218                                   |
| Investment Earnings   | -                       | -  | -                    | -  | -   | -  | -                        | -                         | 4,121                                      | 4,121                                   |
| <b>Total Revenues</b>   | <b>1,231,692</b>        | <b>-</b>   | <b>85,982</b>        | <b>-</b>   | <b>-</b>  | <b>-</b>   | <b>33,807</b>            | <b>2,103,446</b>          | <b>4,121</b>                               | <b>3,459,048</b>                        |
| <b>Expenditures</b>   |                         |  |                      |  |   |  |                          |                           |  |   |
| Current   |                         |  |                      |  |   |  |                          |                           |  |   |
| General Government  | 436,132                 | -  | -                    | -  | -   | -  | -                        | 300                       | 37   | 436,469                                 |
| Judicial  | 131,481                 | -  | -                    | -  | -   | -  | 27,804                   | -                         | -  | 159,285                                 |
| Public Safety   | 334,517                 | -  | -                    | -  | -   | -  | -                        | -                         | -  | 334,517                                 |
| Public Works  | 251,388                 | -  | -                    | -  | -   | -  | -                        | -                         | -  | 251,388                                 |
| Culture and Recreation  | 37,200                  | -  | -                    | -  | -   | -  | -                        | -                         | -  | 37,200                                  |
| Debt Service  |                         |  |                      |  |   |  |                          |                           |  |   |
| Principal   | 119,389                 | -  | -                    | -  | -   | -  | -                        | -                         | -  | 119,389                                 |
| Interest  | 22,677                  | -  | -                    | -  | -   | -  | -                        | -                         | -  | 22,677                                  |
| Capital Outlay  | -                       | -  | 85,982               | -  | -   | -  | 191,724                  | -                         | -  | 277,706                                 |
| <b>Total Expenditures</b>                                     | <b>1,332,784</b>        | <b>-</b>   | <b>85,982</b>        | <b>-</b>   | <b>-</b>  | <b>-</b>   | <b>219,528</b>           | <b>300</b>                | <b>37</b>                                  | <b>1,638,631</b>                        |
| <b>Net Change in Fund Balances</b>                            | <b>(101,092)</b>        | <b>-</b>   | <b>-</b>             | <b>-</b>   | <b>-</b>  | <b>-</b>   | <b>(185,721)</b>         | <b>2,103,146</b>          | <b>4,084</b>                               | <b>1,820,417</b>                        |
| <b>Fund Balance - 12/31/23,<br/>as Previously Presented</b>   | <b>675,843</b>          | <b>86,462</b>  | <b>-</b>             | <b>85,579</b>  | <b>37</b>   | <b>11,948</b>  | <b>589,385</b>           | <b>-</b>                  | <b>-</b>                                   | <b>1,449,254</b>                        |
| Change Within Financial Reporting<br>(major to nonmajor fund) | -                       | (86,462)   | -                    | (85,579)   | (37)  | (11,948)   | -                        | -                         | 184,026                                    | -                                       |
| Error Corrections   |                         |  |                      |  |   |  |                          |                           |  |   |
| Compensated Absences  | 27,447                  | -  | -                    | -  | -   | -  | -                        | -                         | -  | 27,447                                  |
| Accounts Payable  | 21,843                  | -  | -                    | -  | -   | -  | -                        | -                         | -  | 21,843                                  |
| <b>Fund Balance - 12/31/23,<br/>as Adjusted</b>               | <b>725,133</b>          | <b>-</b>   | <b>-</b>             | <b>-</b>   | <b>-</b>  | <b>-</b>   | <b>589,385</b>           | <b>-</b>                  | <b>184,026</b>                             | <b>1,498,544</b>                        |
| <b>Fund Balance - Ending</b>                                  | <b>\$ 624,041</b>       | <b>\$ -</b>  | <b>\$ -</b>          | <b>\$ -</b>  | <b>\$ -</b>   | <b>\$ -</b>  | <b>\$ 403,664</b>        | <b>\$ 2,103,146</b>       | <b>\$ 188,110</b>                          | <b>\$ 3,318,961</b>                     |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES**  
**AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS**  
**TO THE STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

**Net Change in Fund Balances - Total Governmental Funds** \$ 1,820,417

Amounts reported for governmental activities in the statement of activities are different because:

**Capital Assets**

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of these assets is depreciated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlays exceeded depreciation expense in the current period.

|                       |           |
|-----------------------|-----------|
| Total Capital Outlays | 343,791   |
| Total Depreciation    | (135,653) |

**Long-Term Liabilities**

Under the modified accrual basis of accounting used in governmental funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. In the Statement of Activities, however, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. The adjustments for these items are as follows:

|  |         |
|--|---------|
| Principal Payments on Subscription Liabilities | 28,650  |
| Principal Payments on Revenue Bonds            | 62,003  |
| Principal Payments on Financed Purchases       | 28,736  |
| Compensated Absences                           | (3,836) |
| Change in Accrued Interest                     | 1,774   |

**Revenues**

Revenues in the Statement of Activities that do not provide current financial resources are not reported as revenues in the funds.

19,627

**Change in Net Position of Governmental Activities**

\$ 2,165,509

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**GENERAL FUND**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN**  
**FUND BALANCE - BUDGET TO ACTUAL**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

|  | <b>Budget</b>     |                   |                   | <b>Variance with</b> |
|--|-------------------|-------------------|-------------------|----------------------|
|  | <b>Original</b>   | <b>Final</b>      | <b>Actual</b>     | <b>Final Budget</b>  |
| <b>Revenues</b>                              |                   |                   |                   |                      |
| Taxes  | \$ 895,460        | \$ 895,460        | \$ 1,025,240      | \$ 129,780           |
| Intergovernmental                            | 12,043            | 12,043            | 26,957            | 14,914               |
| Fines and Forfeitures                        | 78,000            | 78,000            | 111,752           | 33,752               |
| Licenses and Permits                         | 25,000            | 25,000            | 12,080            | (12,920)             |
| Charges for Services                         | 48,010            | 48,010            | 49,345            | 1,335                |
| Contributions and Other                      | 3,000             | 69,585            | 6,318             | (63,267)             |
| Investment Earnings                          | 2,500             | 2,500             | -                 | (2,500)              |
| <b>Total Revenues</b>                        | <b>1,064,013</b>  | <b>1,130,598</b>  | <b>1,231,692</b>  | <b>101,094</b>       |
| <b>Expenditures</b>                          |                   |                   |                   |                      |
| Current                                      |                   |                   |                   |                      |
| General Government                           | 379,570           | 379,570           | 436,132           | (56,562)             |
| Judicial                                     | 126,154           | 127,154           | 131,481           | (4,327)              |
| Public Safety                                | 355,562           | 370,053           | 334,517           | 35,536               |
| Public Works                                 | 156,546           | 223,469           | 251,388           | (27,919)             |
| Culture and Recreation                       | 39,238            | 39,238            | 37,200            | 2,038                |
| Debt Service                                 |                   |                   |                   |                      |
| Principal                                    | 106,024           | 106,024           | 119,389           | (13,365)             |
| Interest                                     | 5,543             | 5,543             | 22,677            | (17,134)             |
| <b>Total Expenditures</b>                    | <b>1,168,637</b>  | <b>1,251,051</b>  | <b>1,332,784</b>  | <b>(81,733)</b>      |
| <b>Excess (Deficiency) of Revenues</b>       |                   |                   |                   |                      |
| <b>Over (Under) Expenditures</b>             | <b>(104,624)</b>  | <b>(120,453)</b>  | <b>(101,092)</b>  | <b>182,827</b>       |
| <b>Other Financing Sources (Uses)</b>        |                   |                   |                   |                      |
| Transfers In                                 | 233,152           | 233,152           | -                 | (233,152)            |
| <b>Total Other Financing Sources</b>         |                   |                   |                   |                      |
| <b>and (Uses)</b>                            | <b>233,152</b>    | <b>233,152</b>    | <b>-</b>          | <b>(233,152)</b>     |
| <b>Net Change in Fund Balance</b>            | <b>128,528</b>    | <b>112,699</b>    | <b>(101,092)</b>  | <b>(50,325)</b>      |
| <b>Fund Balance - Beginning,</b>             |                   |                   |                   |                      |
| <b>as Previously Presented</b>               | <b>675,843</b>    | <b>675,843</b>    | <b>675,843</b>    | <b>-</b>             |
| Error Corrections                            |                   |                   |                   |                      |
| Compensated Absences                         | 27,447            | 27,447            | 27,447            | -                    |
| Accounts Payable                             | 21,843            | 21,843            | 21,843            | -                    |
| <b>Fund Balance - Beginning, as Adjusted</b> | <b>725,133</b>    | <b>725,133</b>    | <b>725,133</b>    | <b>-</b>             |
| <b>Fund Balance - Ending</b>                 | <b>\$ 853,661</b> | <b>\$ 837,832</b> | <b>\$ 624,041</b> | <b>\$ (50,325)</b>   |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**AMERICAN RESCUE PLAN ACT FUND**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN**  
**FUND BALANCE - BUDGET AND ACTUAL**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**  
**(CONTINUED)**

|                                   | <b>Budget</b>      |                    |               | <b>Variance with</b> |
|-----------------------------------|--------------------|--------------------|---------------|----------------------|
|                                   | <b>Original</b>    | <b>Final</b>       | <b>Actual</b> | <b>Final Budget</b>  |
| <b>Revenues</b>                   |                    |                    |               |                      |
| Intergovernmental                 | \$ -               | \$ -               | \$ 85,982     | \$ 85,982            |
| <b>Total Revenues</b>             | -                  | -                  | 85,982        | 85,982               |
| <b>Expenditures</b>               |                    |                    |               |                      |
| Capital Outlay                    | 34,337             | 34,337             | 85,982        | (51,645)             |
| <b>Total Expenditures</b>         | 34,337             | 34,337             | 85,982        | (51,645)             |
| <b>Net Change in Fund Balance</b> | (34,337)           | (34,337)           | -             | 34,337               |
| <b>Fund Balance - Beginning</b>   | -                  | -                  | -             | -                    |
| <b>Fund Balance - Ending</b>      | <u>\$ (34,337)</u> | <u>\$ (34,337)</u> | <u>\$ -</u>   | <u>\$ 34,337</u>     |

See accompanying notes which are an integral part of these financial statements.



**CITY OF PINE LAKE, GEORGIA  
STATEMENT OF NET POSITION  
PROPRIETARY FUND  
DECEMBER 31, 2024**

|                              | <b>Stormwater<br/>Fund</b> |
|------------------------------|----------------------------|
| <b>Assets</b>                |                            |
| Current Assets               |                            |
| Cash and Cash Equivalents    | \$ 23,754                  |
| Accounts Receivable, Net     | 5,902                      |
| Due From Other Funds         | 115,777                    |
| Due From Other Governments   | 31                         |
| Total Current Assets         | <u>145,464</u>             |
| Noncurrent Assets            |                            |
| Capital Assets               |                            |
| Depreciable Assets, Net      | <u>44,496</u>              |
| Total Capital Assets         | <u>44,496</u>              |
| Total Noncurrent Assets      | <u>44,496</u>              |
| <b>Total Assets</b>          | <u>189,960</u>             |
| <b>Net Position</b>          |                            |
| Investment in Capital Assets | 44,496                     |
| Unrestricted                 | <u>145,464</u>             |
| <b>Total Net Position</b>    | <u><u>\$ 189,960</u></u>   |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN**  
**NET POSITION**  
**PROPRIETARY FUND**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

|  | <b>Stormwater<br/>Fund</b> |
|--|----------------------------|
| <b>Operating Revenues</b>                      |                            |
| Charges for Services                           | \$ 67,258                  |
| <b>Total Operating Revenues</b>                | <u>67,258</u>              |
| <b>Operating Expenses</b>                      |                            |
| Personnel Services and Employee Benefits       | 24,091                     |
| Contracted Services                            | 50,360                     |
| Depreciation                                   | <u>1,751</u>               |
| <b>Total Operating Expenses</b>                | <u>76,202</u>              |
| <b>Operating Income (Loss)</b>                 | <u>(8,944)</u>             |
| <b>Non-Operating Revenues (Expenses)</b>       |                            |
| Interest Revenue                               | <u>3</u>                   |
| <b>Total Non-Operating Revenues (Expenses)</b> | <u>3</u>                   |
| <b>Change In Net Position</b>                  | (8,941)                    |
| <b>Net Position - Beginning</b>                | <u>198,901</u>             |
| <b>Net Position - Ending</b>                   | <u><u>\$ 189,960</u></u>   |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA  
STATEMENT OF CASH FLOWS  
PROPRIETARY FUND  
FOR THE YEAR ENDED DECEMBER 31, 2024**

|   | <b>Stormwater<br/>Fund</b> |
|---|----------------------------|
| <b>Cash Flows from Operating Activities</b>                 |                            |
| Cash Received from Customers                                | \$ 60,372                  |
| Cash Paid to Suppliers for Goods and Services               | (50,360)                   |
| Cash Paid to Employees                                      | (24,091)                   |
|   | <hr/>                      |
| <b>Net Cash Provided by (Used for) Operating Activities</b> | (14,079)                   |
|   | <hr/>                      |
| <b>Cash Flows from Investing Activities</b>                 |                            |
| Interest Received   | 3                          |
|   | <hr/>                      |
| <b>Net Cash Provided by (Used for) Investing Activities</b> | 3                          |
|   | <hr/>                      |
| <b>Net Increase (Decrease) in Cash and Cash Equivalents</b> | (14,076)                   |
| <b>Cash and Cash Equivalents - Beginning</b>                | 37,830                     |
|   | <hr/>                      |
| <b>Cash and Cash Equivalents - Ending</b>                   | \$ 23,754                  |
|   | <hr/> <hr/>                |

See accompanying notes which are an integral part of these financial statements.

**CITY OF PINE LAKE, GEORGIA**  
**STATEMENT OF CASH FLOWS**  
**PROPRIETARY FUND**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**  
**(CONTINUED)**

|  | <u>Stormwater<br/>Fund</u> |
|--|----------------------------|
| <b>Reconciliation of Operating Income (Loss) to Net Cash<br/>Provided by (Used for) Operating Activities</b> |                            |
| Operating Income (Loss)  | <u>\$ (8,944)</u>          |
| Adjustment to Reconcile Operating Income (Loss)<br>to Net Cash Provided by (Used for) Operating Activities   |                            |
| Depreciation   | 1,751                      |
| Changes in Assets and Liabilities  |                            |
| (Increase) Decrease in Accounts Receivable   | 2,485                      |
| (Increase) Decrease in Due From Other Funds  | (9,340)                    |
| (Increase) Decrease in Due from Other Governments  | <u>(31)</u>                |
| Total Adjustments  | <u>(5,135)</u>             |
| <b>Net Cash Provided by (Used for) Operating Activities</b>  | <u><u>\$ (14,079)</u></u>  |

See accompanying notes which are an integral part of these financial statements.

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## **NOTES TO THE FINANCIAL STATEMENTS**

## **CITY OF PINE LAKE, GEORGIA**

### **NOTES TO THE FINANCIAL STATEMENTS**

#### **(1) Summary of Significant Accounting Policies**

The City of Pine Lake, Georgia (“the City”) was chartered as a municipality by the State of Georgia in 1937. The City operates under a Manager-Council form of government. The City provides a full range of municipal services as authorized by its charter including public safety, culture and recreation, sanitation, public improvements, planning and zoning, stormwater management and general administrative services.

The financial statements of the City have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP) as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting. The GASB periodically updates its codification of the existing Governmental Accounting and Financial Reporting Standards, which, along with subsequent GASB pronouncements (Statements and Interpretations), constitutes GAAP for governmental units. The more significant of these accounting policies are described below.

#### ***Reporting Entity***

The City for financial reporting purposes includes all of the funds relevant to the operations of the City of Pine Lake. The Government Accounting Standards Board has set forth criteria to determine if legally separate organizations are considered to be component units in which the City is considered to be financially accountable or other organizations whose nature and significant relationship with the City is such that exclusion would cause the City’s financial statements to be incomplete or misleading. These criteria include appointing a voting majority of an organization’s governing body and (1) the ability of the City to impose its will on that organization or (2) the potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the City. Additionally, the primary government is required to consider other organizations for which the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity’s financial statements to be misleading or incomplete. Blended component units, although legally separate entities, are, in substance, part of the City’s operations, and accordingly, data from these units are combined with data of the City. Discretely presented component units are reported in a separate column in the government-wide financial statements to emphasize that they are legally separate from the government. The component unit discussed below should be included in the City’s reporting entity because of its operational or financial relationship with the City.

*Pine Lake Downtown Development Authority* - The Pine Lake Downtown Development Authority (“DDA”) is governed by a board appointed by the City Council and Mayor. The DDA was created to develop and promote commerce, industry and, general welfare within the City. The City reviews the DDA’s annual budget. Funding of the DDA is provided by the City. Separate financial statements for the DDA are not issued. For 2024, there was no activity for the DDA.

## **(1) Summary of Significant Accounting Policies (Continued)**

### ***Reporting Entity (Continued)***

#### ***Joint Venture***

A joint venture has the following characteristics:

1. It is a legal entity that results from a contractual arrangement.
2. It is owned, operated or governed by two or more participants as a separate and specific activity subject to joint control.
3. Participants retain an ongoing financial interest or an ongoing financial responsibility.

Under Georgia law, the City, in conjunction with other cities and counties in the metro Atlanta area, is a member of the Atlanta Regional Commission (the "RC") and is required to pay annual dues thereto. Membership in a RC is required by the Official Code of Georgia Annotated (OCGA) Section 50-8-34 which provides for the organizational structure of the RC in Georgia.

The RC Board membership includes the chief elected official of each county and municipality of the area. OCGA 50-8-39.1 provides that the member governments are liable for any debts or obligations of an RC.

Separate financial statements may be obtained from:

Atlanta Regional Commission  
3715 Northside Parkway  
Building 200, STE 300  
Atlanta, Georgia 30327

### ***Government-Wide and Fund Financial Statements***

The government-wide financial statements (Statement of Net Position and Statement of Activities) report information on all the nonfiduciary activities of the primary government and its component units. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. Likewise, the primary government is reported separately from certain legally separate component units for which the primary government is financially accountable.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include: 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds and proprietary funds. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.



## **(1) Summary of Significant Accounting Policies (Continued)**

### ***Measurement Focus, Basis of Accounting, and Financial Statement Presentation***

#### ***Government-Wide Financial Statements***

The government-wide financial statements are reported using the flow of economic resources measurement focus and the accrual basis of accounting, as are the proprietary funds. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year in which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as program revenues include: 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions. Internally dedicated resources are reported as general revenues rather than program revenues.

#### ***Fund Financial Statements***

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when the obligations are expected to be liquidated with expendable available financial resources.

Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered susceptible to accrual and so have been recognized as revenues of the current fiscal period. Only the portion of taxes receivable due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenues are considered to be measurable and available only when cash is received by the government.

Proprietary funds are accounted for using the economic resources measurement focus and the accrual basis of accounting. The accounting objectives are determinations of net income, financial position and cash flow. All assets and liabilities are included on the Statement of Net Position. Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services in connection with a proprietary fund's principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The fund financial statements provide more detailed information about the government's most significant funds, not the government as a whole. The activities of the government are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

## **(1) Summary of Significant Accounting Policies (Continued)**

### ***Fund Financial Statements (Continued)***

The government reports the following major governmental funds:

*General Fund* – The General Fund is the government’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

*American Rescue Plan Act (ARPA) Fund* – The American Rescue Plan fund is a special revenue fund. It is used to account for all activities and proceeds related to the American Rescue Plan Act.

*SPLOST I Fund* – The SPLOST I Fund is a capital project fund. It was created by the City to account for all activities related to the Special Purpose Local Option Sales Tax approved by voters in 2017.

*SPLOST II Fund* – The SPLOST II Fund is a capital project fund. It was created by the City to account for all activities related to the Special Purpose Local Option Sales Tax approved by voters in 2023.

The government reports the following major proprietary fund:

*Stormwater Fund* – The Stormwater Fund is used to account for the revenues generated from the charges for stormwater management provided to the citizens of the City.

### ***Deposits***

The City’s cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition.

### ***Receivables***

Due from Other Governments represent funds to be received from other local governments, state grant-in-aid, state contracts, or federal funds. No allowance is deemed necessary for these receivables.

Activity between funds that are representative of lending / borrowing arrangements outstanding at the end of the year are referred to as either “due to / from other funds” or “advances to / from other funds.” All other outstanding balances between funds are reported as “due to / from other funds.” Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as “internal balances.”

All trade and property tax receivables have been reduced to their estimated net realizable value and are shown net of an allowance for doubtful accounts. Estimated uncollectible amounts are based on historical experience rates.

### ***Prepaid Items***

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both the government-wide and fund financial statements.

### ***Inventories***

Inventories of expendable supplies held for consumption are not considered material and are recorded as expenditures, or expenses, as appropriate, when purchased.

## (1) Summary of Significant Accounting Policies (Continued)

### *Capital Assets*

Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items acquired subsequent to January 1, 2003) are reported in the applicable governmental or business-type activities column in the government-wide financial statements. Capital assets are defined by the government as assets with an initial, individual cost of more than \$5,000, and an estimated useful life in excess of five years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. All acquisitions of land and tilted vehicles or equipment are capitalized, even if the cost is less than \$5,000. Donated capital assets are recorded at their acquisition value at the date of donation.

The City has recorded intangible right-to-use assets as a result of implementing GASB 96. The intangible right-to-use assets are initially measured at an amount equal to the initial measurement of the related subscription liability plus any subscription payments made prior to the subscription term, less subscription incentives, plus ancillary charges necessary to place the subscription into service. The intangible right-to-use assets are amortized on a straight-line basis over the life of the related subscription.

The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed.

Property, plant, and equipment of the primary government are depreciated using the straight-line method over the following estimated useful lives:

| Asset Class                | Estimated Lives         |                          |
|----------------------------|-------------------------|--------------------------|
|                            | Governmental Activities | Business-Type Activities |
| Buildings and Improvements | 10 - 30 Years           | 10 Years                 |
| Machinery and Equipment    | 3 - 12 Years            | 3 - 12 Years             |
| Vehicles                   | 3 - 5 Years             | 3 - 5 Years              |
| Infrastructure             | 10 - 50 Years           | 10 - 50 Years            |

### *Compensated Absences*

The City recognizes a liability for compensated absences for leave time that (1) has been earned for services previously rendered by employees, (2) accumulates and is allowed to be carried over to subsequent years, and (3) is more likely than not to be used as time off or settled during or upon separation from employment. Based on the criteria listed, two types of leave qualify for liability recognition for compensated absences – vacation and sick leave. The liability for compensated absences is reported as incurred in the government-wide and proprietary fund financial statements. A liability for compensated absences is recorded in the governmental funds only if the liability has matured because of employee resignations or retirements. The liability for compensated absences includes salary related benefits, where applicable.

The City's vacation leave policy permits employees to accumulate earned but unused vacation benefits, which are eligible for payment at the employee's current pay rate upon separation from employment. The City's sick leave policy permits employees to accumulate earned but unused sick leave. All sick leave lapses when employees leave the employ of the City and, upon separation from service, no monetary obligation exists. However, a liability for estimated value of sick leave that will be used by employees as time off is included in the liability for compensated absences.

## **(1) Summary of Significant Accounting Policies (Continued)**

### ***Long-Term Obligations***

Long-term debt is recorded on the statement of net position in the government-wide and proprietary fund financial statements, and any related interest expense is recorded on the statement of activities in the government-wide financial statements and the statement of revenues, expenses, and changes in net position in the proprietary fund financial statements.

Long-term liabilities expected to be financed from governmental fund types are not recorded in the governmental fund financial statements. Payments of principal and interest are recorded as expenditures on the statement of revenues, expenditures, and changes in fund balance in the governmental fund financial statements.

### ***Management Estimates***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures / expenses during the reporting period. Actual results could differ from those estimates.

### ***Deferred Outflows / Inflows of Resources***

In addition to liabilities, the governmental fund balance sheet reports unavailable revenue related to property taxes as amounts deferred and recognized as an inflow of resources in the period that the amounts become available.

### ***Net Position Flow Assumption***

Sometimes the government will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide and proprietary fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied.

It is the government's policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

### ***Fund Equity***

In the financial statements, governmental funds report the following classifications of fund balance in accordance with Governmental Accounting Standards Board Statement No. 54:

- Nonspendable – amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
- Restricted – amounts are restricted when constraints have been placed on the use of resources by (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.
- Committed – amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the City Council. The City Council approves committed resources through a motion and vote during the voting session of City Council meetings.
- Assigned – amounts that are constrained by the City's intent to be used for specific purposes but are neither restricted nor committed. The intent is expressed by the City Council.
- Unassigned – amounts that have not been assigned to other funds and that are not restricted, committed, or assigned to specific purposes within the General Fund. The General Fund is the only fund that reports a positive unassigned fund balance.

## (1) Summary of Significant Accounting Policies (Continued)

Flow Assumptions – When both restricted and unrestricted amounts of fund balance are available for use for expenditures incurred, it is the City’s policy to use restricted amounts first and then unrestricted amounts as they are needed. For unrestricted amounts of fund balance, it is the City’s policy to use fund balance in the following order:

- Committed
- Assigned
- Unassigned

The City does not have a formal minimum fund balance policy. The following is a summary of the fund balance classifications as of December 31, 2024:

|                            | General<br>Fund   | SPLOST I<br>Fund  | SPLOST II<br>Fund   | Nonmajor<br>Governmental<br>Funds | Total               |
|----------------------------|-------------------|-------------------|---------------------|-----------------------------------|---------------------|
| <b>Fund Balances</b>       |                   |                   |                     |                                   |                     |
| Nonspendable               |                   |                   |                     |                                   |                     |
| Prepays                    | \$ 13,855         | \$ -              | \$ -                | \$ -                              | \$ 13,855           |
| Restricted                 |                   |                   |                     |                                   |                     |
| Capital Outlay             | -                 | 403,664           | 2,103,146           | 101,639                           | 2,608,449           |
| Public Safety              | 3,441             | -                 | -                   | -                                 | 3,441               |
| Environmental Projects     | -                 | -                 | -                   | 86,471                            | 86,471              |
| Unassigned                 | 606,745           | -                 | -                   | -                                 | 606,745             |
| <b>Total Fund Balances</b> | <b>\$ 624,041</b> | <b>\$ 403,664</b> | <b>\$ 2,103,146</b> | <b>\$ 188,110</b>                 | <b>\$ 3,318,961</b> |

### *Risk Management*

Predominant exposure for losses lies in the areas of liability and property damage or theft. These risks are mitigated through participation with other Georgia municipalities, in a risk sharing arrangement. Through the Georgia Municipal Association, the City holds membership in Georgia Interlock Risk Management Agency (G.I.R.M.A.). G.I.R.M.A exists by authority of the Official Code of Georgia Annotated 36-85-1 et seq. Members jointly self-insure the risk of general liability, motor vehicle liability, property damage or any combination of such risks.

Since the previous year, there have been no reductions in coverage, and the amount of an insurance settlement has never exceeded coverage. Additionally, City employees are covered by worker’s compensation insurance. Coverage is obtained through membership in the Georgia Municipal Association Worker’s Compensation Self Insurance Fund. Benefits provided for employees, pursuant to this agreement, are specifically limited to obligations imposed by Georgia law against the employer for worker’s compensation and/or employer’s liability.

The funds are to defend and protect fund members against liability or loss as prescribed in the member government contract and in accordance with the worker’s compensation law of Georgia. Further, the funds are to pay all costs against members in any legal proceeding defended by the member; all interest accruing after entry of judgement; all expenses incurred for investigation, negotiation or defense.

As a member of these risk pools, the City is obligated to pay all contributions and assessments as prescribed by the pools; to cooperate with pool agents and attorneys; to follow loss reduction procedures established by the funds; and to report, as promptly as possible and in accordance with coverage descriptions issued, all incidents which could result in fund payments for claims of loss. Further, the City is to allow the pool’s agents and attorneys to represent the City in investigations, settlement discussions and all levels of litigation arising out of any claim which falls within the scope of loss protection furnished by the funds.

## **(1) Summary of Significant Accounting Policies (Continued)**

### ***Impact of New Accounting Standard Adopted***

Effective January 1, 2024, the City implemented the provisions of GASB Statement No. 101, *Compensated Absences*. This Statement establishes a unified model for the recognition and measurement of all types of compensated absences, including vacation leave, sick leave, paid time off (PTO), holidays, parental leave, and other similar benefits.

Under GASB 101, a liability is recognized for leave that:

- Is attributable to services already rendered,
- Accumulates, and
- Is more likely than not to be used for time off or otherwise paid or settled.

The liability for compensated absences is measured using the employee's pay rate in effect as of the financial statement date, including salary-related payments directly and incrementally associated with payments for leave (e.g., Social Security and Medicare taxes).

The implementation of this standard did not have an impact on the City's financial statements.

## **(2) Budgets and Budgetary Accounting**

The City Council adopts an annual budget for all of the City's funds. Public hearings are conducted to obtain taxpayer comments. The operating budget includes proposed expenditures and the means of financing them. The budget is legally enacted by the passage of an ordinance. Any revisions that alter the total expenditures of any department must be approved by City Council. Formal budgetary integration is employed as a management control device during the year.

Governmental fund type budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP) at the legal level of budgetary control which is the department level. Expenditures may not exceed the appropriations within a fund. Council must approve all departmental transfers. Budgets, as reported in the financial statements, are as originally passed or last amended. All annual appropriations lapse at year-end.

Annual budgets are adopted for the general fund and all special revenue funds.

## **(3) Deposits**

### ***Custodial Credit Risk - Deposits***

The custodial credit risk of deposits is the risk that in the event of the failure of a bank, the government will not be able to recover deposits. The City's bank balances of deposits as of December 31, 2024, are entirely insured or collateralized with securities held by the City's agent in the City's name. State statutes require banks holding public funds to secure these funds by FDIC insurance, securities pledged at par value, and surety bonds at face value in combined aggregate totaling not less than 110 percent of the public funds held.

The City does not have a formal policy regarding custodial credit risk for deposits.

#### (4) Receivables

Receivables at December 31, 2024 consist of the following:

|                                       | <b>General<br/>Fund</b> | <b>Stormwater<br/>Fund</b> | <b>Total</b>     |
|---------------------------------------|-------------------------|----------------------------|------------------|
| <b>Receivables</b>                    |                         |                            |                  |
| Taxes                                 | \$ 85,028               | \$ -                       | \$ 85,028        |
| Accounts                              | -                       | 5,902                      | 5,902            |
| Gross Receivables                     | 85,028                  | 5,902                      | 90,930           |
| Less Allowances<br>for Uncollectibles | -                       | -                          | -                |
| <b>Net Receivables</b>                | <b>\$ 85,028</b>        | <b>\$ 5,902</b>            | <b>\$ 90,930</b> |

#### (5) Due from Other Governments

Amounts due from other governments at December 31, 2024, are as follows:

| <b>Fund</b>     | <b>DeKalb<br/>County</b> | <b>Total</b>        |
|-----------------|--------------------------|---------------------|
| General Fund    | \$ 654                   | \$ 654              |
| SPLOST II Fund  | 2,013,041                | 2,013,041           |
| Stormwater Fund | 31                       | 31                  |
| <b>Total</b>    | <b>\$ 2,013,726</b>      | <b>\$ 2,013,726</b> |

#### (6) Interfund Receivables, Payables, and Transfers

The composition of interfund balances as of December 31, 2024, was as follows:

| <b>Due to / from Other Funds</b> |                            |                   |
|----------------------------------|----------------------------|-------------------|
| <b>Receivable Fund</b>           | <b>Payable Fund</b>        | <b>Amount</b>     |
| General Fund                     | SPLOST I Fund              | \$ 247,721        |
|                                  | ARPA Fund                  | 90,288            |
|                                  | Nonmajor Governmental Fund | 7,525             |
| Stormwater Fund                  | General Fund               | 115,777           |
| SPLOST II Fund                   | SPLOST I Fund              | 78,892            |
| Nonmajor Governmental Fund       | General Fund               | 3,900             |
| <b>Total</b>                     |                            | <b>\$ 544,103</b> |

The outstanding balances between funds result mainly from the time lag between the dates that (1) interfund goods and services are provided or reimbursable expenditures occur, (2) transactions are recorded in the accounting system, and (3) payments between funds are made.

## (7) Capital Assets

Capital asset activity for the year ended December 31, 2024, was as follows:

### Primary Government

|  | <i>Restated</i><br><b>Beginning<br/>Balance</b> | <b>Additions</b>                         | <b>Deductions</b> | <b>Ending<br/>Balance</b> |
|--|---|--|-------------------|---------------------------|
| <b>Governmental Activities</b>                     |   |  |                   |                           |
| Capital Assets, Not Being Depreciated              |   |  |                   |                           |
| Land   | \$ 137,165                                      | \$ -                                     | \$ -              | \$ 137,165                |
| Construction in Progress                           | 42,082  | 277,706                                  | -                 | 319,788                   |
| Total Capital Assets, Not Being Depreciated        | 179,247   | 277,706                                  | -                 | 456,953                   |
| Capital Assets, Being Depreciated                  |   |  |                   |                           |
| Buildings and Improvements                         | 676,667   | -  | -                 | 676,667                   |
| Furniture, Fixtures, and Equipment                 | 334,301   | 66,085                                   | -                 | 400,386                   |
| Infrastructure                                     | 2,540,826                                       | -  | -                 | 2,540,826                 |
| Intangible Right-To-Use Assets (SBITAs)            | 87,448  | -  | -                 | 87,448                    |
| Total Capital Assets, Being Depreciated            | 3,639,242                                       | 66,085                                   | -                 | 3,705,327                 |
| Less Accumulated Depreciation for                  |   |  |                   |                           |
| Buildings and Improvements                         | (240,123)                                       | (15,990)                                 | -                 | (256,113)                 |
| Furniture, Fixtures, and Equipment                 | (240,025)                                       | (29,541)                                 | -                 | (269,566)                 |
| Infrastructure                                     | (854,526)                                       | (62,284)                                 | -                 | (916,810)                 |
| Intangible Right-To-Use Assets (SBITAs)            | (30,067)  | (27,838)                                 | -                 | (57,905)                  |
| Total Accumulated Depreciation                     | (1,364,741)                                     | (135,653)                                | -                 | (1,500,394)               |
| Total Capital Assets Being Depreciated, Net        | 2,274,501                                       | (69,568)                                 | -                 | 2,204,933                 |
| <b>Governmental Activities Capital Assets, Net</b> | <b>\$ 2,453,748</b>                             | <b>\$ 208,138</b>                        | <b>\$ -</b>       | <b>2,661,886</b>          |
|  |   | Less: Related Long-Term Debt Outstanding |                   | (390,225)                 |
|  |   | Net Investment In Capital Assets         | <b>\$</b>         | <b>2,271,661</b>          |

|   | <b>Beginning<br/>Balance</b> | <b>Additions</b>                 | <b>Deductions</b> | <b>Ending<br/>Balance</b> |
|---|------------------------------|----------------------------------|-------------------|---------------------------|
| <b>Business-Type Activities</b>                     |                              |                                  |                   |                           |
| Capital Assets, Being Depreciated                   |                              |                                  |                   |                           |
| Total Capital Assets, Being Depreciated             | \$ 52,520                    | \$ -                             | \$ -              | \$ 52,520                 |
| Less Accumulated Depreciation for                   |                              |                                  |                   |                           |
| Infrastructure                                      | (6,273)                      | (1,751)                          | -                 | (8,024)                   |
| Total Capital Assets Being Depreciated, Net         | 46,247                       | (1,751)                          | -                 | 44,496                    |
| <b>Business-Type Activities Capital Assets, Net</b> | <b>\$ 46,247</b>             | <b>\$ (1,751)</b>                | <b>\$ -</b>       | <b>\$ 44,496</b>          |
|   |                              | Net Investment in Capital Assets | <b>\$</b>         | <b>44,496</b>             |



## (7) Capital Assets (Continued)

Depreciation expense was charged to functions / programs of the primary government as follows:

| <b>Governmental Activities</b>  |                          |
|---------------------------------|--------------------------|
| General Government              | \$ 35,419                |
| Public Safety                   | 19,322                   |
| Public Works                    | 72,000                   |
| Culture & Recreation            | 8,912                    |
| <b>Total</b>                    | <u><u>\$ 135,653</u></u> |
| <b>Business-Type Activities</b> |                          |
| Stormwater Fund                 | \$ 1,751                 |
| <b>Total</b>                    | <u><u>\$ 1,751</u></u>   |

## (8) Long-Term Debt

### *Changes in Long-Term Liabilities*

Long-term liability activity for the year ended December 31, 2024, was as follows:

|                                | <i>Restated</i><br><b>Beginning</b> |                        |                            | <b>Ending</b>            | <b>Due Within</b>        |
|--------------------------------|-------------------------------------|------------------------|----------------------------|--------------------------|--------------------------|
|                                | <b>Balance</b>                      | <b>Additions</b>       | <b>Deductions</b>          | <b>Balance</b>           | <b>One Year</b>          |
| <b>Governmental Activities</b> |                                     |                        |                            |                          |                          |
| Subscription Liabilities       | \$ 47,297                           | \$ -                   | \$ (28,650)                | \$ 18,647                | \$ 18,647                |
| Revenue Bonds                  | 339,132                             | -                      | (62,003)                   | 277,129                  | 64,787                   |
| Financed Purchases             | 123,185                             | -                      | (28,736)                   | 94,449                   | 30,108                   |
| Compensated Absences           | 27,447                              | 3,836                  | -                          | 31,283                   | 31,283                   |
| <b>Governmental Activities</b> |                                     |                        |                            |                          |                          |
| <b>Long-term Liabilities</b>   | <u><u>\$ 537,061</u></u>            | <u><u>\$ 3,836</u></u> | <u><u>\$ (119,389)</u></u> | <u><u>\$ 421,508</u></u> | <u><u>\$ 144,825</u></u> |

For the governmental activities, long-term liabilities are liquidated by the General Fund.

The change in compensated absences is a net number.

### *Subscription Liabilities*

The City has entered into subscription liability agreements for subscription-based information technology assets. The subscription liability agreements have been recorded at the present value of the future minimum subscription payments as of the date of its inception. The following is an analysis of the annual requirements of principal and interest for the subscription liabilities as of December 31, 2024:

| <b>Year Ending</b> | <b>Governmental Activities</b> |                      |
|--------------------|--------------------------------|----------------------|
|                    | <b>Principal</b>               | <b>Interest</b>      |
| 2025               | \$ 18,647                      | \$ 839               |
|                    | <u><u>\$ 18,647</u></u>        | <u><u>\$ 839</u></u> |

## **(8) Long-Term Debt (Continued)**

### ***Revenue Bonds***

In October 2009, the Pine Lake Downtown Development Authority issued revenue bonds in the amount of \$1,023,307 on behalf of the City. Although the DDA served as the issuing entity, the debt is not an obligation of the DDA, and it bears no financial responsibility for repayment. The City and the Downtown Development Authority entered into an intergovernmental agreement whereby the City has guaranteed funding for the debt service of the bond issue. The debt is secured by City property taxes. Therefore, the debt does not appear in the DDA's financial statements. Accordingly, the debt is reported as a liability in the City's government-wide financial statements.

The proceeds are to be used by the City to make various capital improvements.

Annual debt service requirements to maturity for the revenue bonds are as follows:

| <u>Year Ending</u> | <u>Governmental Activities</u> |                  |
|--------------------|--------------------------------|------------------|
|                    | <u>Principal</u>               | <u>Interest</u>  |
| 2025               | \$ 64,787                      | \$ 12,443        |
| 2026               | 67,696                         | 9,534            |
| 2027               | 70,735                         | 6,495            |
| 2028               | 73,911                         | 3,319            |
|                    | <u>\$ 277,129</u>              | <u>\$ 31,791</u> |

### ***Financed Purchases***

In 2023, the City entered into a finance purchase agreement with the Georgia Municipal Association for equipment and a vehicle. Principal and interest payments are due annually in the amount of \$34,358. The interest rate is 4.5 percent. Annual debt service requirements to maturity for the financed purchases are as follows:

| <u>Year Ending</u> | <u>Governmental Activities</u> |                 |
|--------------------|--------------------------------|-----------------|
|                    | <u>Principal</u>               | <u>Interest</u> |
| 2025               | \$ 30,108                      | \$ 4,250        |
| 2026               | 31,463                         | 2,895           |
| 2027               | 32,878                         | 1,480           |
|                    | <u>\$ 94,449</u>               | <u>\$ 8,625</u> |

## **(9) Employee Retirement Plans**

### ***Deferred Compensation Plan***

#### ***Plan Description***

The City offers its employees a deferred compensation plan. The plan allows for employee contributions under the guidelines established by the Internal Revenue Service Code Section 457. The plan, available to all employees, permits them to defer a portion of their salary until future years. Participation in the plan is optional. The deferred compensation is not available to the employee until termination, retirement, death or unforeseeable emergency. The plan is sponsored by the Georgia Municipal Association and is administered by MetLife.

## (9) Employee Retirement Plans (Continued)

### *Defined Contribution Plan*

#### *Plan Description*

As authorized by City Council, the City provides pension benefits for certain management positions that require 40 hour work weeks through a defined contribution plan under Internal Revenue Service Code 401a, City of Pine Lake Pension Plan. Under the terms of the plan, benefits depend solely on amounts contributed to the plan plus investment earnings. The plan is sponsored by the Georgia Municipal Association and is administered by MetLife. A complete report of the pension plan can be obtained from the City Clerk's office. The City contribution rate is determined by the City Council. Currently the City's contribution is 5 percent of compensation for covered employees. The contribution requirements of the City and other plan provisions are established and may be amended by the City Council. During the year, the City contributed \$17,808, equal to 5 percent of eligible salaries. Eligible salaries for the year amounted to \$356,160. Gross salaries for the year amounted to \$450,559. Contributions immediately vest with plan participants.

## (10) Litigation

During the course of normal operations of the City, various claims and lawsuits arise. Management has advised that there are no potential liabilities that will impair the City's financial position as of the date of this audit report.

## (11) Commitments and Contingencies

#### *Grant Programs*

During this and prior years, the City has been a recipient of grants. These programs are subject to review and audit by the grantor agencies or their designee. These audits could result in a request for reimbursement to the grantor agency for costs disallowed under terms of the grant. Based on prior experience, the City believes such disallowances, if any, will be immaterial.

## (12) Accounting Changes and Error Corrections

During year ended December 31, 2024, the City determined that a restatement of beginning balances was needed for compensated absences which were improperly reported at the fund level in the General Fund, subscription-based information technology assets (SBITAs) and subscription liabilities for contract(s) that did not meet the definition of a SBITA per GASB 96 at the Government-Wide Level, and change for prior year major funds now being reported as nonmajor funds. The correction of these errors and accounting changes is better reflected in the schedule below in accordance with GASB Statement No. 100, Accounting Changes and Error Corrections.

| Reporting Units Affected by Adjustments to and Restatements of Beginning Balances |                   |                       |                         |
|---|-------------------|-----------------------|-------------------------|
|   | Funds             |                       | Government-Wide         |
|   | General Fund      | Nonmajor Governmental | Governmental Activities |
| 12/31/23, as Previously Reported  | \$ 675,843        | \$ -                  | \$ 3,409,096            |
| Changes from Major to Nonmajor Fund   | -                 | 184,026               | -                       |
| Error Corrections   |                   |                       |                         |
| Compensated Absences  | 27,447            | -                     | -                       |
| SBITAs  | -                 | -                     | (16,838)                |
| Subscription Liabilities  | -                 | -                     | 18,186                  |
| Accounts Payable  | 21,843            | -                     | 21,843                  |
| 12/31/23, as Adjusted or Restated   | <u>\$ 725,133</u> | <u>\$ 184,026</u>     | <u>\$ 3,432,287</u>     |

## **SUPPLEMENTARY INFORMATION**

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## NONMAJOR GOVERNMENTAL FUNDS

### SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.

**McAllister Environmental Fund** - This fund accounts for funds received from Dr. Ann Dunn McAllister to be expended for growth and preservation of the natural environment as a bird-friendly habitat.

### CAPITAL PROJECTS FUNDS

Capital projects funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

**Revenue Bond Fund** - This fund accounts for the proceeds and expenditures of the 2009 Bonds issued in accordance with the bond agreement.

**Grant Fund** - This fund is used to account for the proceeds and uses of various Federal and State grants and other financial assistance to be used for capital improvements.

**Capital Improvements Fund** - This fund accounts for funds received from the HOST tax and other sources that are to be used for capital projects.

**CITY OF PINE LAKE, GEORGIA  
COMBINING BALANCE SHEET  
NONMAJOR GOVERNMENTAL FUNDS  
DECEMBER 31, 2024**

|  | <u>Special Revenue Fund</u>                  | <u>Capital Project Funds</u>     |                       |  | <u>Total</u>                               |
|--|--|----------------------------------|-----------------------|--|--|
|  | <u>McAllister<br/>Environmental<br/>Fund</u> | <u>Revenue<br/>Bond<br/>Fund</u> | <u>Grant<br/>Fund</u> | <u>Capital<br/>Improvements<br/>Fund</u> | <u>Nonmajor<br/>Governmental<br/>Funds</u> |
| <b>Assets</b>                              |  |                                  |                       |  |  |
| Restricted Cash                            | \$ 93,996                                    | \$ 89,690                        | \$ -                  | \$ 8,049                                 | \$ 191,735                                 |
| Due from Other Funds                       | -  | -                                | -                     | 3,900                                    | 3,900                                      |
| <b>Total Assets</b>                        | <u>\$ 93,996</u>                             | <u>\$ 89,690</u>                 | <u>\$ -</u>           | <u>\$ 11,949</u>                         | <u>\$ 195,635</u>                          |
| <b>Liabilities</b>                         |  |                                  |                       |  |  |
| Due to Other Funds                         | \$ 7,525                                     | \$ -                             | \$ -                  | \$ -                                     | \$ 7,525                                   |
| <b>Total Liabilities</b>                   | <u>7,525</u>                                 | <u>-</u>                         | <u>-</u>              | <u>-</u>                                 | <u>7,525</u>                               |
| <b>Fund Balances</b>                       |  |                                  |                       |  |  |
| Restricted                                 | <u>86,471</u>                                | <u>89,690</u>                    | <u>-</u>              | <u>11,949</u>                            | <u>188,110</u>                             |
| <b>Total Fund Balances</b>                 | <u>86,471</u>                                | <u>89,690</u>                    | <u>-</u>              | <u>11,949</u>                            | <u>188,110</u>                             |
| <b>Total Liabilities and Fund Balances</b> | <u>\$ 93,996</u>                             | <u>\$ 89,690</u>                 | <u>\$ -</u>           | <u>\$ 11,949</u>                         | <u>\$ 195,635</u>                          |

**CITY OF PINE LAKE, GEORGIA**  
**COMBINING STATEMENT OF REVENUES, EXPENDITURES AND**  
**CHANGES IN FUND BALANCES**  
**NONMAJOR GOVERNMENTAL FUNDS**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

|  | <u>Special Revenue Fund</u><br><i>Formerly Major Fund</i> | <u>Capital Project Funds</u><br><i>Formerly Major Funds</i> |                       |  | <u>Total</u><br><u>Nonmajor</u><br><u>Governmental</u><br><u>Funds</u> |
|--|---|---|-----------------------|--|--|
|  | <b>McAllister<br/>Environmental<br/>Fund</b>              | <b>Revenue<br/>Bond<br/>Fund</b>                            | <b>Grant<br/>Fund</b> | <b>Capital<br/>Improvements<br/>Fund</b> |  |
| <b>Revenues</b>  |   |   |                       |  |  |
| Investment Earnings  | \$ 9  | \$ 4,111  | \$ -                  | \$ 1                                     | \$ 4,121   |
| <b>Total Revenues</b>  | <u>9</u>  | <u>4,111</u>  | <u>-</u>              | <u>1</u>                                 | <u>4,121</u>   |
| <b>Expenditures</b>  |   |   |                       |  |  |
| Current  |   |   |                       |  |  |
| General Government   | -   | -   | 37                    | -  | 37   |
| <b>Total Expenditures</b>  | <u>-</u>  | <u>-</u>  | <u>37</u>             | <u>-</u>                                 | <u>37</u>  |
| <b>Net Change in Fund Balances</b>                                   | 9   | 4,111   | (37)                  | 1  | 4,084  |
| <b>Fund Balances, 12/31/23,<br/>as Previously Presented</b>          | <u>-</u>  | <u>-</u>  | <u>-</u>              | <u>-</u>                                 | <u>-</u>   |
| Change Within Financial Reporting Entity<br>(Major to Nonmajor Fund) | 86,462  | 85,579  | 37                    | 11,948                                   | 184,026  |
| <b>Fund Balances, 12/31/23, as Adjusted</b>                          | <u>86,462</u>   | <u>85,579</u>   | <u>37</u>             | <u>11,948</u>                            | <u>184,026</u>   |
| <b>Fund Balances - Ending</b>  | <u>\$ 86,471</u>  | <u>\$ 89,690</u>  | <u>\$ -</u>           | <u>\$ 11,949</u>                         | <u>\$ 188,110</u>  |



**CITY OF PINE LAKE, GEORGIA  
McALLISTER ENVIRONMENTAL FUND  
SCHEDULE OF REVENUES, EXPENDITURES,  
AND CHANGES IN FUND BALANCE - BUDGET AND ACTUAL  
FOR THE YEAR ENDED DECEMBER 31, 2024**

|                                   | <b>Final Budget</b> | <b>Actual</b> | <b>Variance with<br/>Final Budget</b> |
|-----------------------------------|---------------------|---------------|---------------------------------------|
| <b>Revenues</b>                   |                     |               |                                       |
| Investment Earnings               | \$ -                | \$ 9          | \$ 9                                  |
| <b>Total Revenues</b>             | -                   | 9             | 9                                     |
| <b>Expenditures</b>               |                     |               |                                       |
| Current                           |                     |               |                                       |
| Culture and Recreation            | -                   | -             | -                                     |
| <b>Total Expenditures</b>         | -                   | -             | -                                     |
| <b>Net Change in Fund Balance</b> | -                   | 9             | 9                                     |
| <b>Fund Balance - Beginning</b>   | 86,462              | 86,462        | -                                     |
| <b>Fund Balance - Ending</b>      | \$ 86,462           | \$ 86,471     | \$ 9                                  |

**CITY OF PINE LAKE, GEORGIA  
SCHEDULE OF PROJECTS CONSTRUCTED  
WITH SPECIAL SALES TAX PROCEEDS  
FOR THE YEAR ENDED DECEMBER 31, 2024**

| SPLOST I Fund                         | Original<br>Estimated<br>Cost | Expenditures      |                   |                   | Estimated<br>Percentage<br>of<br>Completion |
|---------------------------------------|-------------------------------|-------------------|-------------------|-------------------|---|
|                                       |                               | Prior<br>Years    | Current<br>Year   | Total             |   |
| Administrative                        | \$ -                          | \$ 149            | \$ -              | \$ 149            | 0.00%                                       |
| Renovation / Expansion                |                               |                   |                   |                   |   |
| Public Safety and Courts              | 300,000                       | 29,432            | 219,528           | 248,960           | 82.99%                                      |
| Police Dash Cameras                   | 20,000                        | -                 | -                 | -                 | 0.00%                                       |
| Renovation / Repairs                  |                               |                   |                   |                   |   |
| of City Hall                          | 70,000                        | 48,036            | -                 | 48,036            | 68.62%                                      |
| Restroom for Public Works Building    | 5,000                         | -                 | -                 | -                 | 0.00%                                       |
| Rebuild of Oak Road from              |                               |                   |                   |                   |   |
| Forrest Street to Spring Street       | 150,000                       | -                 | -                 | -                 | 0.00%                                       |
| Road / Street Repair and Improvements | 168,500                       | 34,294            | -                 | 34,294            | 20.35%                                      |
| Police Vehicle                        | 45,000                        | 38,457            | -                 | 38,457            | 85.46%                                      |
| Public Works Enhanced Gate Repairs    | 7,000                         | -                 | -                 | -                 | 0.00%                                       |
| <b>Total SPLOST I Fund</b>            | <b>\$ 765,500</b>             | <b>\$ 150,368</b> | <b>\$ 219,528</b> | <b>\$ 369,896</b> |   |

| SPLOST II Fund   | Original<br>Estimated<br>Cost | Amended<br>Estimated<br>Cost | Expenditures   |                 |               | Estimated<br>Percentage<br>of<br>Completion |
|--|-------------------------------|------------------------------|----------------|-----------------|---------------|---|
|  |                               |                              | Prior<br>Years | Current<br>Year | Total         |   |
| Roads, Streets, Bridges,<br>and Stormwater                     | \$ 367,401                    | \$ 367,401                   | \$ -           | \$ 300          | \$ 300        | 0.08%                                       |
| Public Safety  | 50,000                        | 50,000                       | -              | -               | -             | 0.00%                                       |
| Recreation   | 400,000                       | 400,000                      | -              | -               | -             | 0.00%                                       |
| Public Works   | 50,000                        | 50,000                       | -              | -               | -             | 0.00%                                       |
| *Per Intergovernmental Agreement<br>with DeKalb County (below) | -                             | 2,000,000                    | -              | -               | -             | 0.00%                                       |
| <b>Total SPLOST II Fund</b>                                    | <b>\$ 867,401</b>             | <b>\$ 2,867,401</b>          | <b>\$ -</b>    | <b>\$ 300</b>   | <b>\$ 300</b> |   |

\* The Municipality, acting on its own behalf and as an agent of the County, shall undertake the reconstruction and repair of the dam at Pine Lake and capital improvements to the adjacent lake, wetlands, and greenspace as well as road, street, and bridge projects, to improve stormwater collection and management in the unincorporated area of the County and in the Municipality. The Municipality may also undertake projects to improve recreational facilities, such as the lake, dam, wetlands, parks and greenspace, that are made publicly available for use by all residents of the County and that contribute to tourism and economic development within the County.

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# **GOVERNMENTAL REPORT**

December 10, 2025

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL  
STATEMENTS PERFORMED IN ACCORDANCE WITH  
GOVERNMENT AUDITING STANDARDS**

Honorable Mayor and Members  
City Council of Pine Lake, Georgia  
Pine Lake, Georgia

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the **City of Pine Lake, Georgia** (the "City"), as of and for the year ended December 31, 2024, and the related notes to the financial statements, which collectively comprise the City's basic financial statements, and have issued our report thereon dated December 10, 2025.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the City's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the City's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. We identified certain deficiencies in internal control, described in the accompanying schedule of findings and responses as items 2024-001, 2024-002, 2024-003, 2024-004 and, 2024-005 that we consider to be material weaknesses.

## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the City's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*, and which are described in the accompanying schedule of findings and responses as items 2024-006 and 2024-007.

## **City of Pine Lake's Response to Findings**

*Government Auditing Standards* requires the auditor to perform limited procedures on the City's response to the findings identified in our audit and described in the accompanying schedule of findings and responses. The City's responses were not subjected to the other auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on the responses.

## **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*McNair, McLeMore, Middlebrooks & Co., LLC*

McNAIR, McLEMORE, MIDDLEBROOKS & CO., LLC

**CITY OF PINE LAKE, GEORGIA  
SCHEDULE OF FINDINGS AND RESPONSES  
FOR THE YEAR ENDING DECEMBER 31, 2024**

**(1) Financial Statement Findings**

Findings noted on the Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*:

**2024-001    *Year-End Receivables/Revenue***

*CRITERIA*

In accordance with generally accepted accounting principles, under the modified accrual basis of accounting, revenues and corresponding receivables are recognized when measurable and available. Available typically means collectible within 60 days after year-end. Year-end procedures are necessary to ensure that revenues are recorded in the appropriate period.

*CONDITION*

During our audit of the City's financial statements for the year ended December 31, 2024, we noted that certain revenues were not properly recorded in accordance with the modified accrual basis of accounting. Audit adjustments were required to fairly state and classify revenues for the year ending December 31, 2024. The adjustments are summarized as follows by fund:

- General Fund
  - A material audit adjustment of \$66,085 was required to reverse prior year receivables.
  - A material audit adjustment of \$74,758 was required to reverse prior year taxes receivable.
- SPLOST II Fund
  - A material audit adjustment of \$2,000,000 was required to record year-end receivable and corresponding SPLOST revenues per intergovernmental agreement with DeKalb County.
  - An audit adjustment of \$13,041 was required to record year-end receivable and corresponding SPLOST revenues for the month of December 2024.

*EFFECT*

The City's accounting records contained errors which were identified and adjusted during the annual audit process.

*CAUSE*

The City does not have adequate accounting procedures to ensure that revenues are recorded in the proper period when measurable and available.

*RECOMMENDATION*

We recommend that the City implement stronger internal controls and procedures to ensure that all revenues that are measurable and available at year-end are properly accrued. This may include enhanced training for finance staff, improved documentation of revenue recognition policies, and periodic reviews of receivable and collection data near year-end.

*VIEWS OF RESPONSIBLE OFFICIALS AND PLANNED CORRECTIVE ACTIONS*

Management concurs with the finding. The City will implement a subsequent period cash receipt review procedure to ensure the recording and reporting of revenues that are measurable and available within 60 days of year-end. A detailed schedule from DeKalb County will be obtained to ensure tax revenues, receivables, and any unavailable revenue are properly recorded. The City will clear all prior-year receivables through journal entry as a part of the year-end close procedures.

## **(1) Financial Statement Findings (Continued)**

### **2024-002    *Internal Controls over Revenues and Accounts Receivable***

#### ***CRITERIA***

Internal control frameworks and best practices require:

- Segregation of duties among individuals handling cash, recording transactions, and reconciling accounts.
- Timely bank reconciliations to ensure accuracy and completeness of financial records and to detect errors or irregularities promptly.

#### ***CONDITION***

The City lacks sufficient internal controls over its accounts receivable and revenue collection processes. Specifically:

- The same individual is responsible for opening the mail, preparing deposit tickets, and transporting deposits to the bank on a weekly basis.
- Bank reconciliations are not performed in a timely manner, which delays detection of discrepancies between the City's records and bank statements.

#### ***EFFECT***

These weaknesses increase the risk of misappropriation of funds, errors or omissions in financial records going undetected for extended periods, and reduced reliability of financial reporting.

#### ***CAUSE***

The City has not implemented adequate staffing and procedural controls to separate responsibilities and ensure timely reconciliations.

#### ***RECOMMENDATION***

We recommend the City:

- Implement segregation of duties by assigning different individuals to:
  - Open and log incoming payments
  - Prepare deposit tickets
  - Transport deposits to the bank
- Establish and adhere to a policy requiring bank reconciliations to be completed within a defined timeframe no later than 30 days after each month-end.
- Consider compensating controls such as:
  - Independent review of deposit logs and reconciliations
  - Dual custody during cash handling and deposit preparation

#### ***VIEWS OF RESPONSIBLE OFFICIALS AND PLANNED CORRECTIVE ACTIONS***

Management concurs with the finding. The City will implement new procedures to ensure segregation of duties exist between receiving payments, making deposits, and recording transactions. More specifically, the City Clerk will receive payments and log them into a receipt ledger. The Executive Assistant to the City Manager will prepare deposit slips and make the deposit. The City Clerk will make a copy of the deposit receipt from the bank and match it with the receipt ledger. Deposit receipts, the receipt ledger, and all other source documents are submitted to Finance for review and recording in the accounting system. In addition, bank reconciliations will be completed within 30 days and reviewed within 45 days.



## **(1) Financial Statement Findings (Continued)**

### **2024-003    *Restatement – Error Corrections***

#### ***CRITERIA***

In accordance with generally accepted accounting principles, under the modified accrual basis of accounting, expenditures and liabilities should be recognized only when they are both measurable and due. Long-term liabilities, such as compensated absences not due at year-end, should be reported only in the government-wide financial statements prepared under the full accrual basis of accounting. Further, Governmental Accounting Standards Board (GASB) Statement No. 96 defines a Subscription-Based Information Technology Arrangement (SBITA) as a contract that conveys control of the right to use another party's IT software, alone or in combination with tangible capital assets, as specified in the contract, for a noncancelable period of twelve months or greater.

#### ***CONDITION***

During our audit of the City's financial statements for the year ended December 31, 2024, we identified that the City improperly recorded a liability for compensated absences in the General Fund in the prior year. We also identified that the City recorded SBITAs and related subscription liabilities in the government-wide financial statements for arrangements that do not meet the definition of a SBITA under GASB Statement No. 96. Specifically, the City capitalized costs and recognized liabilities for contracts which had a noncancelable period of less than 12 months. Lastly, the City's accounts payable included old items of which the City confirmed will never be paid. These items had remained on the City's books for several years without resolution. The following restatements were required to correct the errors described above as follows:

- General Fund
  - Increase Fund Balance and decrease Accrued Liabilities by \$27,447.
  - Increase Fund Balance and decrease Accounts Payable by \$21,843.
- Governmental Activities
  - Decrease Subscription-Based Information Technology Assets, Net of Accumulated Amortization by \$16,838.
  - Decrease Subscription Liabilities by \$18,186.
  - Decrease Accounts Payable by \$21,843.

#### ***EFFECT***

Fund Balance in the General Fund was understated by \$27,447, capital assets were overstated by \$16,838, and long-term debt liabilities were overstated by \$18,186 in the prior year.

#### ***CAUSE***

The City's accounting procedures did not properly differentiate between fund-level and government-wide accounting requirements and the City did not perform a sufficient evaluation of the nature of its IT contracts to determine whether they met the criteria for recognition under GASB 96.

#### ***RECOMMENDATION***

We recommend that the City revise its accounting policies and year-end closing procedures to ensure compliance with the proper basis of accounting at the fund level and government-wide financial statements. We also recommend that the City review all IT-related contracts to determine whether they meet the definition of a SBITA under GASB 96. Contracts that do not convey a right-to-use IT asset should not be capitalized. The City should also enhance its review procedures and provide training to accounting staff on the application of GASB 96 to ensure proper classification and recognition of subscription arrangements.

## **(1) Financial Statement Findings (Continued)**

### **2024-003    *Restatement – Error Corrections (Continued)***

#### ***VIEWS OF RESPONSIBLE OFFICIALS AND PLANNED CORRECTIVE ACTIONS***

Management concurs with the finding. The City understands that compensated absences are a long-term liability and should not be recorded at the fund-level. All Subscription-Based Information Technology Arrangements will be reviewed to determine whether the contract falls under the provisions of GASB 96. All contracts with non-cancelable periods of less than 12 months will be expensed. The City will review all Accounts Payable balances as of December 31 to ensure the accuracy of that balance. A detailed schedule will be created to support the reported balance. Any accounts that do not belong will be removed.

### **2024-004    *Reconciliation of Beginning Fund Balance / Net Position***

#### ***CRITERIA***

Timely and accurate financial reports are essential to perform an analysis of the financial condition of the City, review data for accuracy and completeness, monitor compliance with budget appropriations, and to prepare annual financial statements.

#### ***CONDITION***

Beginning fund balance did not reconcile with the audited prior year ending fund balance / net position. Material audit adjustments were necessary to reconcile beginning fund balance / net position to the audited prior year ending fund balance / net position as follows:

- Material audit adjustments of \$1,312,278 were needed to reconcile beginning fund balance for the General Fund.
- Material audit adjustments of \$249,004 were needed to reconcile beginning fund balance for the ARPA Fund.
- Material audit adjustments of \$7,525 were needed to reconcile beginning fund balance for the McAllister Environmental Fund.
- Material audit adjustments of \$3,900 were needed to reconcile beginning fund balance for the Capital Improvements Fund.
- Material audit adjustments of \$12,868 were needed to reconcile beginning fund balance for the SPLOST I Fund.
- Material audit adjustments of \$161,071 were needed to reconcile beginning net position for the Stormwater Fund.

#### ***EFFECT***

The City's accounting records contained errors which were identified and adjusted during the annual audit process.

#### ***CAUSE***

Procedures were not performed to reconcile the roll forward of fund balance / net position to the prior year audited financial statements. In addition, the City did not have controls in place to ensure proper recording of receivables, payables, capital assets, long-term debt, and revenue.

#### ***RECOMMENDATION***

The City should establish procedures to reconcile the roll forward of fund balance / net position between accounting periods. We also recommend the City implement procedures to ensure the proper recording of receivables, payables, capital assets, long-term debt, and revenue.

#### ***VIEWS OF RESPONSIBLE OFFICIALS AND PLANNED CORRECTIVE ACTIONS***

Management concurs with the finding. All audit adjustments will be entered into the ledger. Ending Fund Balance for all governmental funds and Ending Net Position for all proprietary funds will be reconciled with audited amounts once the audit has been completed and all journal entries have been posted. Beginning Fund Balance/Beginning Net Position will be reconciled with prior-year audited amounts while creating the current-year Trail Balance.

## **(1) Financial Statement Findings (Continued)**

### **2024-005    *Revenue Recognition – ARPA Fund***

#### ***CRITERIA***

In accordance with generally accepted accounting principles, American Rescue Plan Act grant funding should be recognized in the same period that the funds are expended.

#### ***CONDITION***

During our audit of the City's financial statements for the year ended December 31, 2024, we noted that ARPA funds were expended for eligible purposes during the year, but the corresponding revenue was not recognized. A material audit entry of \$85,982 was needed.

#### ***EFFECT***

The financial statements understated revenue and overstated deferred inflows of resources in the governmental funds.

#### ***CAUSE***

The City's revenue recognition procedures did not properly align with the timing of ARPA-related expenditures.

#### ***RECOMMENDATION***

We recommend that the City enhance its grant accounting procedures to ensure that revenues from expenditure-driven grants such as ARPA are recognized in the same period as the related expenditures. This includes timely reconciliation of grant expenditures with revenue recognition.

#### ***VIEWS OF RESPONSIBLE OFFICIALS AND PLANNED CORRECTIVE ACTIONS***

Management concurs with the finding. The City understands that ARPA revenue is not recognized until allowable expenditures are incurred. A reconciliation of ARPA expenditures and ARPA revenue will be completed at year-end as a part of the closing process for that fund. An adjusting entry will be posted to recognize revenue and decrease deferred inflows of resources.

## **(2) Compliance Findings**

### **2024-006    *Violation of Georgia Law – SPLOST Funds***

#### ***CRITERIA***

Under Georgia law and sound governmental accounting practices, each SPLOST referendum must be accounted for separately to ensure that proceeds are used exclusively for the purposes approved by voters. This includes maintaining separate bank accounts, accounting records, and financial reporting for each SPLOST.

#### ***CONDITION***

During our audit of the City's financial operations for the year ended December 31, 2024, we observed that SPLOST II revenues were deposited into the SPLOST I bank account throughout the year. As of year-end, these funds had not been properly transferred to the designated SPLOST II bank account. This resulted in the comingling of funds from two separate SPLOST referenda, each with distinct voter-approved project lists and legal restrictions. As of December 31, 2024, the SPLOST II Fund had a balance due from SPLOST I Fund of \$78,892.

#### ***EFFECT***

The City is in violation of the Official Code of Georgia (O.C.G.A.) Section 48-8-121(a)(1).

#### ***CAUSE***

The City did not implement adequate procedures to ensure that SPLOST II revenues were deposited into the correct bank account.

#### ***RECOMMENDATION***

We recommend that the City immediately establish and enforce procedures to ensure that all SPLOST revenues are deposited into the correct bank accounts upon receipt. The City should also perform a reconciliation to identify and transfer any SPLOST II funds currently held in the SPLOST I account.

#### ***VIEWS OF RESPONSIBLE OFFICIALS AND PLANNED CORRECTIVE ACTIONS***

Management concurs with the finding. The City has opened a bank account for SPLOST II to keep the funding sources separate. All deposits moving forward will go into the new account. A reconciliation will be performed to ensure that all SPLOST funds are in the correct bank account. Transfers will be made for any funds in the wrong account.

## (2) Compliance Findings (Continued)

### 2024-007 *Expenditures in Excess of Appropriations*

#### *CRITERIA*

Official Code of Georgia Annotated (O.C.G.A.) § 36-81-3 requires that local governments operate under a legally adopted balanced budget and prohibits expenditures from exceeding appropriations at the department level within the General Fund. Compliance with this statute and the City's budget ordinance is mandatory.

#### *CONDITION*

During our audit of the City's financial operations for the year ended December 31, 2024, we noted that actual expenditures in the General Fund and ARPA Fund exceeded the legally adopted appropriations as follows:

| <u>Fund</u>        | <u>Amount</u> |
|--------------------|---------------|
| General Fund       |               |
| General Government | \$ 56,562     |
| Judicial           | 4,327         |
| Public Works       | 27,919        |
| Debt Service       |               |
| Principal          | 13,365        |
| Interest           | 17,134        |
| ARPA Fund          | 51,645        |

#### *EFFECT*

Expenditures in excess of appropriations represent noncompliance with O.C.G.A. § 36-81-3 and the City's legally adopted budget.

#### *CAUSE*

The City did not adequately monitor budget-to-actual expenditures throughout the fiscal year, and no budget amendment was adopted to cover the excess spending.

#### *RECOMMENDATION*

We recommend that the City strengthen its budget monitoring process by preparing monthly budget-to-actual reports, reviewing them with department heads, and adopting timely budget amendments when necessary to ensure compliance with Georgia law.

#### *VIEWS OF RESPONSIBLE OFFICIALS AND PLANNED CORRECTIVE ACTIONS*

Management concurs with the finding. The City will monitor the budget with actual expenditures by preparing a monthly report to be reviewed by the City Manager and all departments. The City will also ensure there are sufficient funds in a line item prior to making purchases. Budget amendments will be taken to Council for any departments in need of additional funding.



## **PRELIMINARY COUNCIL AGENDA MEMORANDUM (PCAM)**

**TO:** Honorable Mayor and Council Members

**FROM:** Ned Dagenhard, City Clerk

**DATE:** January 13, 2026

**TITLE:** 2026 City Council Meeting Calendar

### **RECOMMENDATION**

Adopt the meeting calendar at the January 27, 2026 Regular Meeting.

### **BACKGROUND**

At the start of each year, the City Council adopts its meeting calendar. This calendar follows the codified pattern of “first and last Tuesday of each month.” Unlike previous years, this calendar does not appear to present any conflicts against City holidays.

There is no meeting scheduled for **July 14, 2026 (the second Tuesday in July)**. This comes at the recommendation of the Mayor and City Manager to insert a “summer break” in the meeting calendar.

### **RESOURCE IMPACT**

No impact.

### **ATTACHMENTS**

2026 City Council Meeting Calendar, Draft

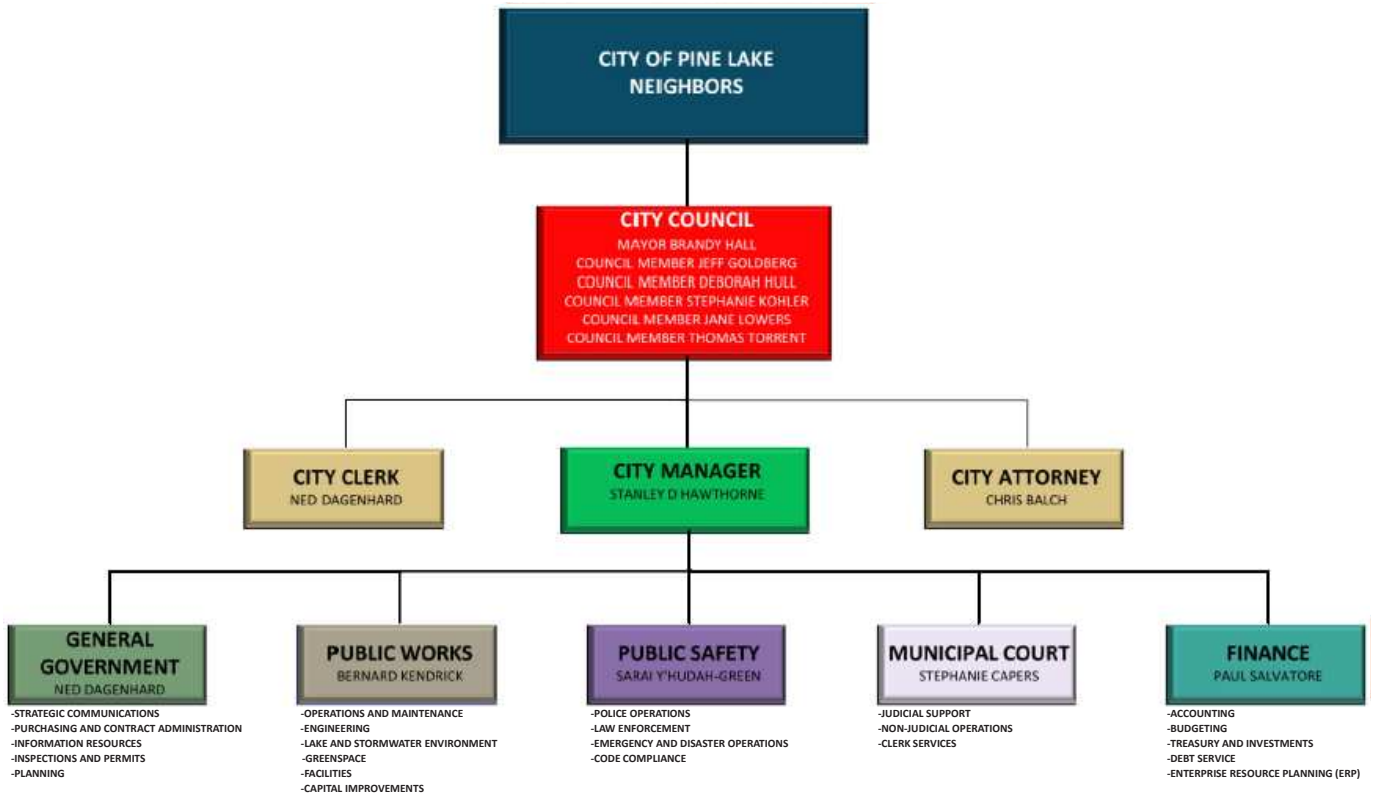
| 2025 City Council Meetings Schedule |             |                     |
|-------------------------------------|-------------|---------------------|
| <i>Date</i>                         | <i>Time</i> | <i>Meeting Type</i> |
| January 13, 2026                    | 6:00 PM     | Work Session        |
| January 27, 2026                    | 6:00 PM     | Regular Meeting     |
| February 10, 2026                   | 6:00 PM     | Work Session        |
| February 24, 2026                   | 6:00 PM     | Regular Meeting     |
| March 10, 2026                      | 6:00 PM     | Work Session        |
| March 31, 2026                      | 6:00 PM     | Regular Meeting     |
| April 14, 2026                      | 6:00 PM     | Work Session        |
| April 28, 2026                      | 6:00 PM     | Regular Meeting     |
| May 12, 2026                        | 6:00 PM     | Work Session        |
| May 26, 2026                        | 6:00 PM     | Regular Meeting     |
| June 9, 2026                        | 6:00 PM     | Work Session        |
| June 30, 2026                       | 6:00 PM     | Regular Meeting     |
| July 28, 2026                       | 6:00 PM     | Regular Meeting     |
| August 11, 2026                     | 6:00 PM     | Work Session        |
| August 25, 2026                     | 6:00 PM     | Regular Meeting     |
| September 8, 2026                   | 6:00 PM     | Work Session        |
| September 29, 2026                  | 6:00 PM     | Regular Meeting     |
| October 13, 2026                    | 6:00 PM     | Work Session        |
| October 27, 2026                    | 6:00 PM     | Regular Meeting     |
| November 10, 2026                   | 6:00 PM     | Work Session        |
| November 24, 2026                   | 6:00 PM     | Regular Meeting     |
| December 8, 2026                    | 6:00 PM     | Work Session        |
| December 29, 2026                   | 6:00 PM     | Regular Meeting     |



# 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**

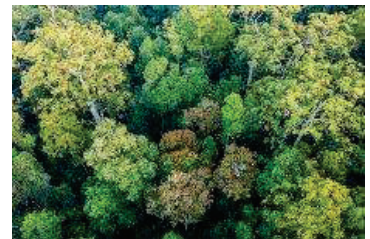
Permitting ranges from yard sales to tree removal; from adding a railing to an existing non-compliant residential porch, to building a multi-suite commercial building on an undeveloped lot. Yard sales, fence permits, heck I can do that stuff in my sleep. But when an applicant wants to build a new house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

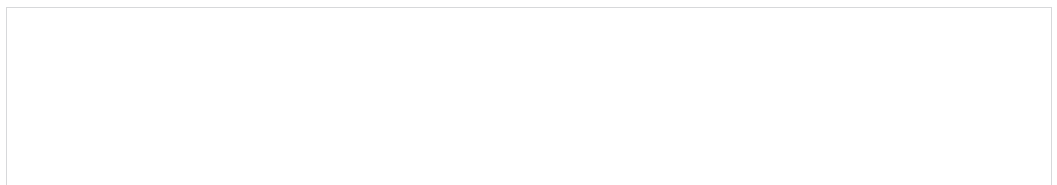
Recreational Upgrades

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           |

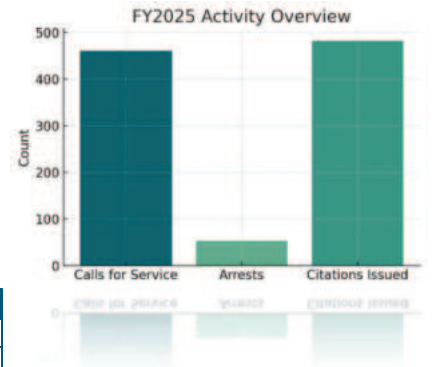
### Fleet Status

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



**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)

### 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.

### Interagency Cooperation

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

### Strategic Goals for FY2026

1. Fleet Renewal: Replace two aging patrol units with modern, fuel-efficient vehicles.
2. Staff Development: Increase training hours for reserve officers by 25%.
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. Interdepaartmental 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**



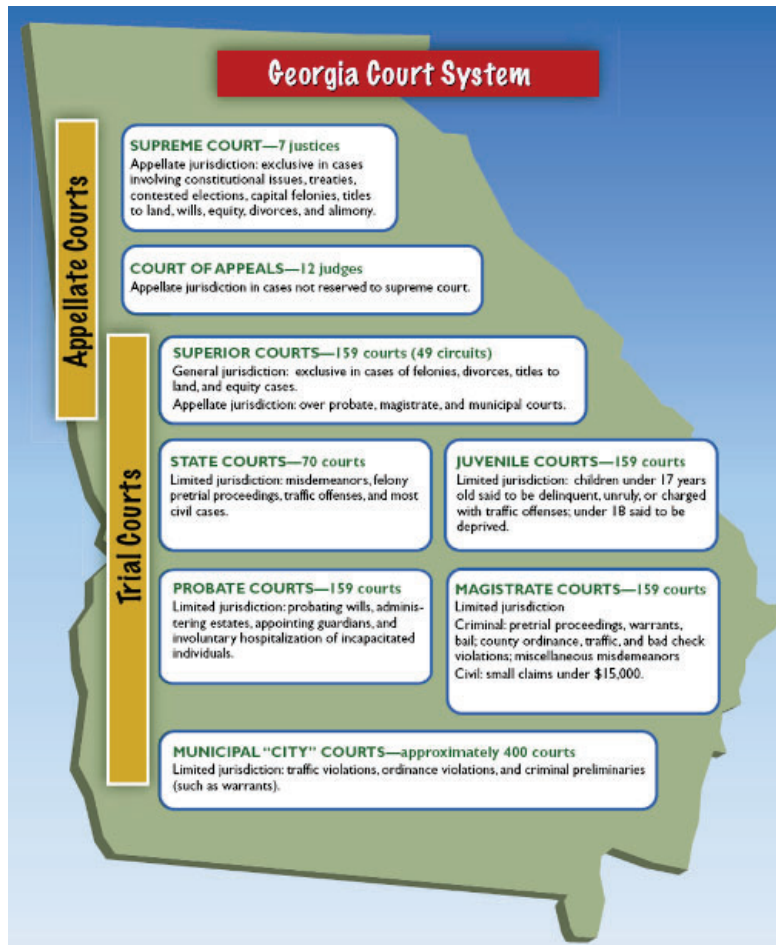
**Pine Lake Municipal Court  
& Municipal Annex**





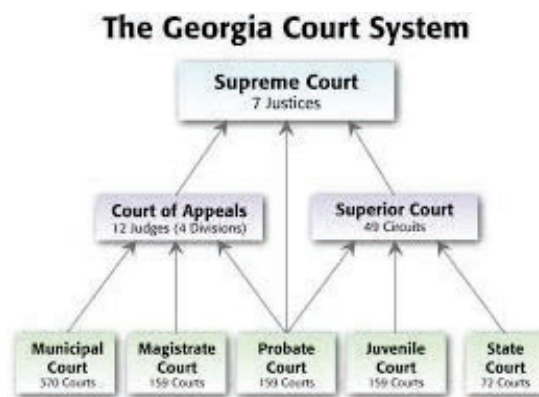
**Presented by: Stephanie Capers**

**Clerk of Court**



### Municipal Court

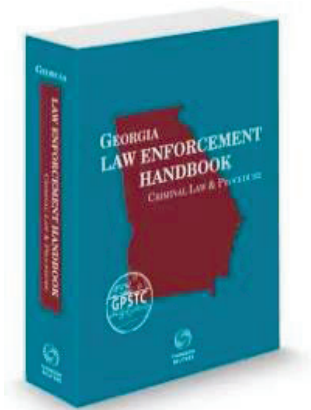
- **Limited Jurisdiction:** Unlike superior or district courts, which have broad authority, municipal courts can only hear specific types of cases that occur within their defined city limits.
- **Procedure:** Cases in municipal courts often involve fewer formal procedures than higher courts and frequently 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 form is titled "Georgia Department of Driver Services" and "Georgia Driver License Application". It contains various sections for personal information, driver's license history, and vehicle information. The form is filled out with handwritten and printed text, including names, dates, and addresses.



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.**

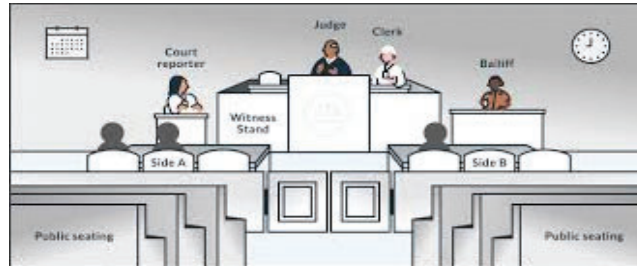
Provides the reset form with the new court date, confirming current contact information and understanding of the reasons they were rescheduled.

**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.



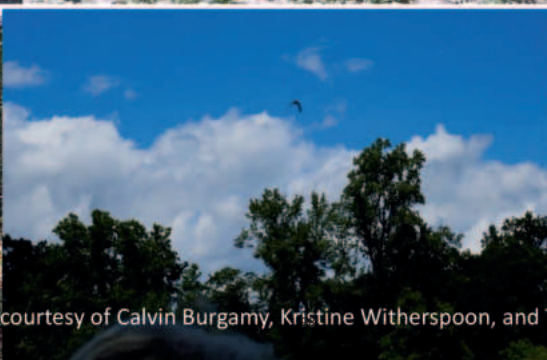
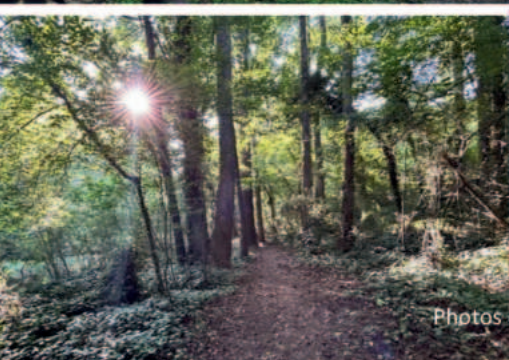
#### Enterprise Resource Planning

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