



Annual Financial Plan FY 2013-2014

**Overview
FY 2014-2015
FY 2015-2016**



**Annual Financial
Plan
FY 2013-2014**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Blythewood
South Carolina**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Movill

President

Jeffrey R. Emswiler

Executive Director

**Town of Blythewood
Annual Financial Plan
FY 2013 - 2014**

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Executive Overview FY 2013-2014

Overview
FY 2014-2015
FY 2015-2016



Executive Overview

FY 2013-2014

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The first section of the Annual Operating Financial Plan is provided as general background information about the town. This is an overview of which people are involved, a description as to how the budget process works, and a graphic representation of how a few, but important, leading indicators are trending.



Office of the Mayor

Dear Citizens of the Town of Blythewood,

I am pleased to present to you the Town of Blythewood 2014 Financial Plan. Although this is my second edition, I am just as pleased and proud of our being able to provide you a balanced budget. The budget is prepared each year with the support and input of our elected officials and the hard work of our departments to assure that we operate with the leanest budget possible while still delivering high-quality services to the citizens of the Town. In addition to the financial data, I have found this document also provides an explanation of our growth and how we are handling that growth, as well as an understanding of our operations, plans, goals, and achievements.

The Town's mission is, and has been, to preserve and enhance the quality of life for our citizens. Every venture, enterprise, and endeavor is focused on sustainability principles, low-impact techniques, and best practices—and all are carefully analyzed and thoughtfully considered prior to implementation.

In closing, I would like to thank the dedicated personnel of the Town, the employees, consultants, and professional participants for their hard work in producing the 2014 Financial Plan and the efforts required to give us an overview to the years ahead.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Michael Ross". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

J. Michael Ross
Mayor

**Town of Blythewood
Town Leadership**

FY 2013 - 2014

Town Council

J. Michael Ross, Mayor
Roger Hovis, Mayor Pro Tem
Edwin Garrison
Paul Moscati
Jeffrey Branham

Management Team

John Perry, Town Administrator
Marti Weaver, Municipal Clerk
Martha Jones, Events & Conference Center Director
Jim Meggs, Town Attorney
Kem Smith, CPA, Town Accountant

Affiliates

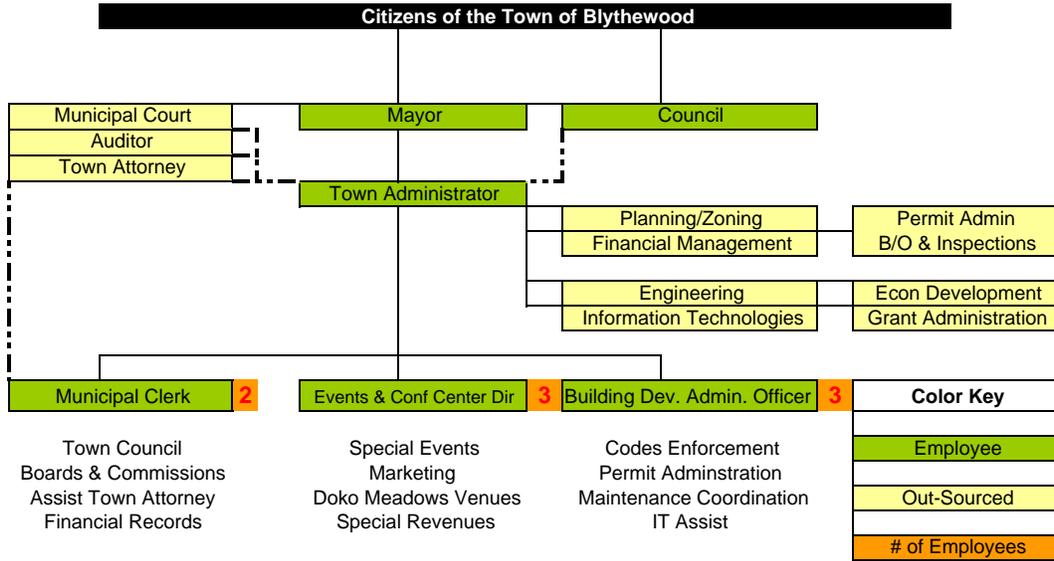
Planning Commission - Michael Switzer, Chair
Board of Architectural Review - Dr. Michael Langston, Chair
Board of Zoning Appeals - Bob Massa, Chair
Accommodation Tax Committee - Davis Garren, Chair
Blythewood Economic Development Committee - Jim Chappell, Chair

Partners

Richland County Council - Joyce Dickerson & Torrey Rush
BRAVO Blythewood - Martha Jones, President
Greater Blythewood Chamber of Commerce – Michael Switzer, Chairperson
Blythewood Historical Society - Frankie McLean, President
Richland County Sheriff's Dept., Region 6 - Roxanne Meetze, Captain
Columbia-Richland Fire Dept. - Guy Hewitt, Jr., Volunteer Chief



**Town of Blythewood
Organizational Chart
FY 2013 - 2014**



Budget Process

The 2014 Annual Operating Budget was developed to ensure that all services to our citizens, businesses and visitors are maintained, while preserving our “AA minus” credit rating and the long-term financial health the Town of Blythewood has come to enjoy over the years.

All municipal financial budgets, audits and reports are controlled by SC law, town ordinances, its Financial and Accounting Policy Manual and generally accepted accounting principles (GAAP). However, the annual budget of each municipality is a fiscal plan, created to best serve its unique circumstances. Therefore, each municipal budget process, document and presentation is unique.

Appropriations and millage, if any, are authorized by specific ordinances and are in effect only for the fiscal year of the annual budget being funded and are approved by category at the summarized use level. Accordingly, all appropriations and millage lapse at the end of the budget year. However, the Town does not have a millage for this fiscal year.

In accordance with the state statutes, the town council is required to adopt an annual balanced budget ordinance. The Town’s budget is organized by fund accounting principles, and these funds are grouped into the larger category of the Governmental Funds, inclusive of the Special Revenue Funds, Accommodation and Hospitality Tax and the General Fund which currently includes the Capital Improvement Plan (CIP). Mid-year of FY 2013, the Manor @ Doko Meadows became operational as the Town’s Conference Center and as anticipated demand for rental of the facility increased and funding to accommodate this function was made. Therefore, in FY 2014 the Town has added a set of accounts for a Proprietary Fund. The Town is expecting stabilization to occur in the months of this first full year of Manor operations and more scientific based projections can be made in the future. However, also during FY 2014, it is planned that the Amphitheater and the Depot feature will be completed to engage in activities.

The operating budgets included herein are prepared on the modified accrual basis of accounting. Within the budget document, all of the various funds are presented in a comparative manner. The General Fund is the Town’s primary operating fund. It accounts for all financial resources of the Town except for those required to be accounted for in another fund. The Accommodation Tax Fund accounts for the revenues and restricted as to use expenditures of the taxes applied to and collected on the overnight rental of rooms and accommodation spaces within the Town. Also, the Hospitality Tax Fund accounts for the revenues and restricted as to use expenditures of the taxes applied to and collected on the sale of prepared food and drink. Lastly, the reader should note that the Town does not have any debt at this time nor do the current near term plans contemplate debt, but in an effort to be comprehensive the Town has added a Chapter 9 – Debt Policy, to its Financial and Accounting Manual, which is included in the appendix of this document on page 110.

Annually the budget process begins in February with staff conducting a detailed review and analysis of each line item as to the reliability of the previous year's budget. Part and parcel of each analysis is the trending of actual-to-date values compared to the total anticipated. If problems are detected corrective measures are employed for the current fiscal year, and the projection formulas will be adjusted for the budget year being prepared. The results are presented and discussed at the Annual Planning Retreat of Town Council, which was held in March 2013.

It is customary for the Mayor and Town Council to review past goals, assess progress and tune the strategic plan for the upcoming years, as well as align priorities of previous years' objectives. The financial impacts of these initiatives, realignments and altered project schedules are integrated into the budgeted expenditures. A realignment of personnel has taken place in response to the Mayor's assessment that many businesses and citizens are economizing. A strategy, with the following over-arching objectives, have been employed in preparation of this budget: 1) Revenues at conservative calculations 2) For personnel needs, consider outsourcing where economical, 3) Operating Expenditures at a generous "maintenance first approach", 4) CIP a "rest year" only continue those project that are underway. These integrations were entered into the budget templates and transmitted to the Mayor and Council for deliberation, discussion and modifications.

Town Council then holds a series of budget workshops during May and June (see schedule below). The Public has the opportunity to comment on the budget during these workshops and at the formal Public Hearing and the two Town Council meetings required to adopt the budget. The ordinance for this fiscal year's appropriation is included in this document (page 19) for easy reference.

The Annual Financial Plan for FY 2014 is balanced for all funds, sources and uses, and totals \$ **1,752** (in thousands) with the tally by category as follows:

Governmental Funds:		\$1,130
General Fund		
General Government	\$ 473	
Planning and Development	203	
Public Works	277	
Community Development	117	
Capital Outlay (CIP)	60	
Special Revenue Funds:		\$ 151
Accommodation Tax	\$ 46	
Hospitality Tax	105	
Proprietary Funds:		\$ 85
Doko Meadows features		
Enterprise Fund	\$ 85	

Net Other Sources and Uses:	<u>\$ 386</u>
TOTAL	\$1,752

The budget process is intended to be more than a review of the funds, it is a presentation of the direction in which the Town is moving and how these efforts will be funded to meet the needs of the community and its citizens. Therefore, public involvement is solicited during this endeavor through publicly advertised meetings and the setting of the “budget calendar” at the outset of the process. Below is a chronological list of the meetings:

Annual Budget Calendar

Planning Retreat---Community Resource Bank
Saturday, March 23, 2013

Town Council - Overview of Strategic & Tactical Plans, Revenues-All Funds
And Accommodations & Hospitality Tax Funds
April 29, 2013

Town Council Meeting – Budget Work Item: Personnel Issues and Proprietary Funds
May 13, 2013

Planning Commission–Overview of Capital Improvements Plan
June 3, 2013

Town Council – Operating Budgets, CIP and Other Sources & Uses
June 5, 2013

Town Council – Final Review All Funds
June 10, 2013

Town Council Budget Action Meetings

First Reading: May 28, 2013

Public Hearing: June 10, 2013

Second Reading: June 24, 2013

Town of Blythewood Historic Flash View

In the early 1850s, the Charlotte and South Carolina Railroad built a rail line connecting Columbia and Charlotte. This railroad was built atop a natural ridge dividing the Catawba and Broad River water shed basins.



Because there was abundant water and wood in the area, a refueling stop was established at the 90-mile marker from Charlotte, and located directly in front of the current Town Hall. As a consequence, the seeds of the town were sown. A depot opened in 1873 when the area was named Doko. Legend has it that Doko is an Indian word meaning “watering place.”

Principal freight shipped in the early days included lumber, cordwood, shingles, pitch, tar turpentine, mineral spirits, sand, and cotton. But more importantly, the railroad provided passenger transportation and brought in products necessary to sustain the community.

In 1877 the area’s name changed from Doko to Blythewood at the recommendation of students at the Female Institute, a Christian school located just east of Sandy Level Church on property owned by the Bookhart family.

On December 24, 1879, by an act of the SC General Assembly, the town was incorporated, with official boundaries of a ¼-mile radius from the depot. At this time, the town was located in the lower part of Fairfield County, but in 1913 the community was annexed into Richland County.

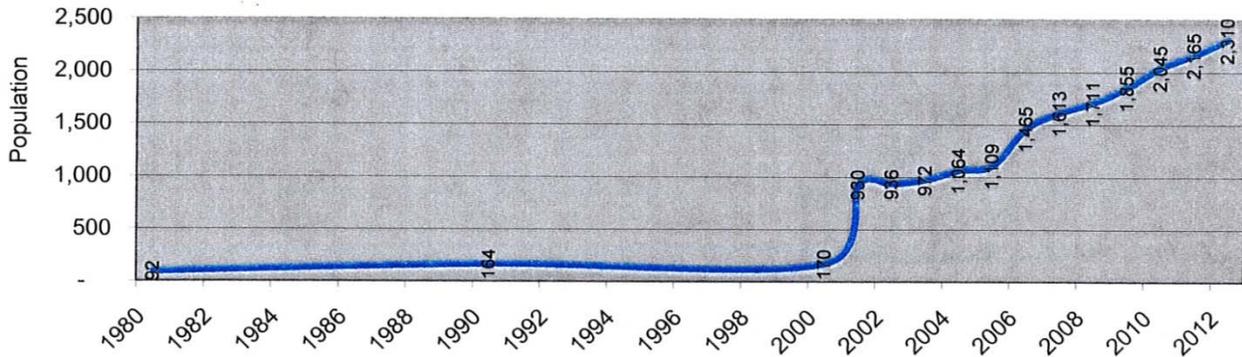
The 20th century also brought about the construction of Interstate 77 through Blythewood, making the area a convenient northern suburb of Columbia, the state’s capital.

In essence, Blythewood is an old railroad town that has grown up and developed into one of the most desirable places to live in the state. We are a great community with many civic-minded citizens. We value our historical assets and family traditions. More importantly, the Town has grown and continues to grow but maintains a blend of people who have lived in our community for generations along with newcomers, all who care deeply about our town.



**Town of Blythewood
Annual Budget FY 2013 - 2014 – Demographic Profile**

Historic Population

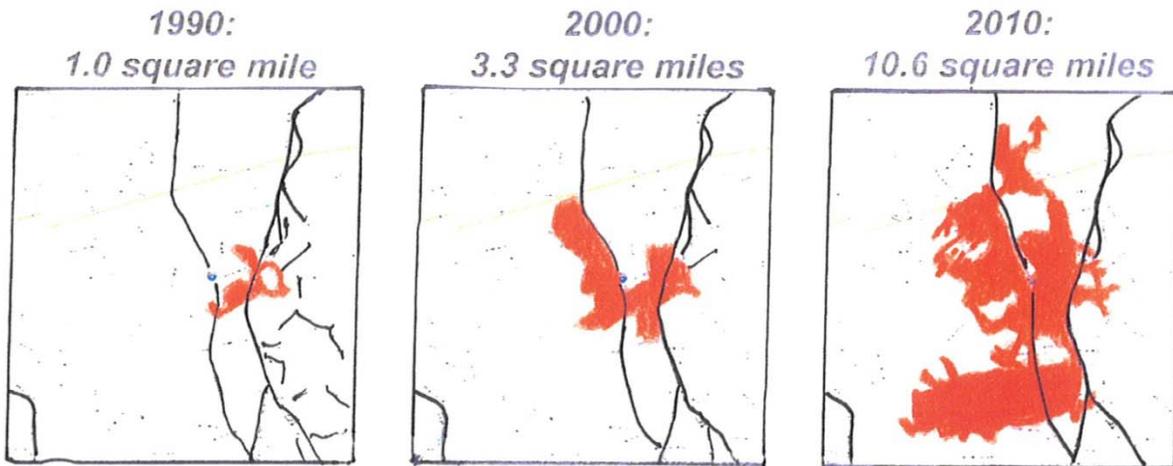


Source: US Census Bureau, SC Budget & Control Board (Office of Research & Statistics, State of South Carolina)

**Historic Assessed Values
(in thousands)**

Tax Year	Real Property	Personal Property	State Business Pers. Prop.	Vehicles	Total	% Increase Over Prior Year
2000	\$ 2,890	\$ 645	\$ 319	\$ 117	\$ 3,971	Base
2004	4,050	419	149	430	5,048	27%
2008	12,525	587	295	629	14,036	178%
2012	12,341	1,765	515	863	15,484	10%

Source: Richland County Auditor



Source: Central Midlands Council of Governments: Town of Blythewood



Budget Summary All Funds FY 2013-2014

**Overview
FY 2014-2015
FY 2015-2016**



Budget Summary All Funds FY 2013-2014

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This section includes data and trends more specifically related to the Town’s fiscal affairs. Primarily, the data presented is for Fiscal Year 2014; however, the summary statement for all funds on page 21 offers comparative values of the previous three years. An analysis of the “fund balances” is also presented on page 22 to demonstrate the effects of intentional use of these funds balances periodically.



June 24, 2013

The Honorable J. Michael Ross, Mayor
Members of Town Council
Town of Blythewood, South Carolina

Greetings,

We are pleased to present the approved Annual Operating Budget (Financial Plan) for Fiscal Year (FY) 2014 of the Town of Blythewood, South Carolina. The document that follows includes all funds, the Capital Improvements Plan (CIP), and a holistic overview of both revenues and expenditures of the various funds for FY '15 and FY '16. The budget herein was prepared with the active support, participation, and policy directives of the Mayor and Council, and based on the following parameters and priorities:

1. Set revenues at calculated values, based upon historic trends and a conservative approach.
2. Fill vacant positions in the organization chart in a manner that will create the best team, and include a cost-benefit of outsourcing in all staffing decisions.
3. Fully fund operational cost, based on trend extension and a producer price index inflation factor.
4. Adjust the CIP for FY '14 to be a "rest year," with an emphasis on completing projects more so than initiating new ones.
5. Preserve cash balances as much as possible. These reserves serve as a buffer to the fluctuations in revenue streams which are not as predictable as ad valorem taxes (the Town hasn't any).

In addition, those present at the Town's planning retreat in March reviewed the Performance Measures portion of the budget document in an exhaustive manner. As strategic and tactical elements were examined, modifications and deletions were made and new goals and objectives were added. These refinements are reflected in the planning tools provided on pages 49-58 of this publication.

This "e-file" or book is organized in a layered fashion, with backgrounds and summaries about the Town's historical roots, trends of demographic data, explanatory narrative, and multi-year comparatives of our fiscal affairs as presented in the "Budget Summary," with more detailed information available in the Budgetary Funds section beginning on page 23.

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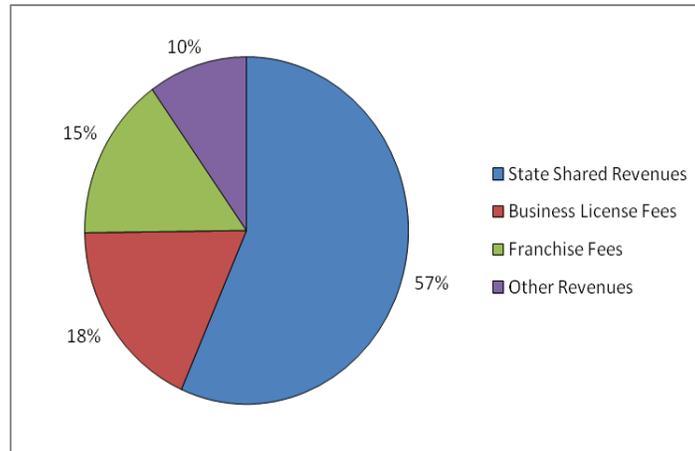
The historic review and forecasted future financial impacts is a staple of the Town's operating budget document. It should be noted that the Town does not have any debt at this time, nor are there plans for General Obligation (G/O) debt in the near future. However, Chapter 9 of the Financial and Accounting Policy Manual is provided to establish policy should future councils find such financing resources necessary. Currently, if the Town were to consider G/O financing, the total bond issue could not exceed \$1,239,000, which is 8% of the assessed value of the property within the town. (Refer to the assessed value chart on page 10, which shows the values as of January 1, 2012.)

Also, please note that a schedule of human resources has been updated on the organization chart included in the appendix on page 66. These data points will allow for quick consideration of the administration's approach to staffing levels and how personnel functions are being employed.

Budget Abstract

The Town budgets within the Budgetary Funds, which includes all Governmental Funds: the General Fund (the Town's operating fund), Special Revenue Funds, and the newly established Proprietary Funds to record the transactions of the Enterprise Funds of Doko Meadows. All are based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measureable and available to finance expenditures of the period, and expenditures (expenses) are recorded when incurred. Also, the modified accrual method of accounting has some exceptions, such as the handling of encumbrances, which are treated as expenditures in the year they are encumbered. Furthermore, grants are considered to be revenues when awarded, not when earned; and sales and use taxes are considered to be revenues when received rather than when earned. On a final note, currently, the CIP expenditures continue to be a sub-section of the General Fund.

Below is a graphic summary of the General Fund budgeted revenues, a total of \$1,210,000 for FY '14. State Shared Revenues are by far the General Fund's largest revenue source (57% or \$685,000) and include those revenues that are authorized and collected by the State of South Carolina. They include the consolidated Insurance and Telecommunication Tax Collection Program, the Local Option Sales Tax, and Aid to Subdivisions. Although these revenues are trending up at about 2%, it is not the double-digit rate of growth that was the modus operandi prior to 2008. The good news is that they are not trending downward as is the case in many jurisdictions. All other revenues are rather flat, as you can see on page 25 of the Governmental Funds section.



As revenues are budgeted at or near last year's levels, likewise the expenditure trends follow revenues. These trends raise some issues that are addressed in this budget document. For example, the town must:

- Facilitate the completion of projects underway within the town.
- Attract new businesses by type as identified in our master plan
- Increase Doko Manor rental revenues by not only hosting community and private events, but by engaging the corporate and government sectors as well.

Additionally, the Mayor continues to employ a "retrenchment strategy" for most categories of budgetary consideration. Most noteworthy are the movement from employee to outsourced professionals and the "rest year" for the CIP.

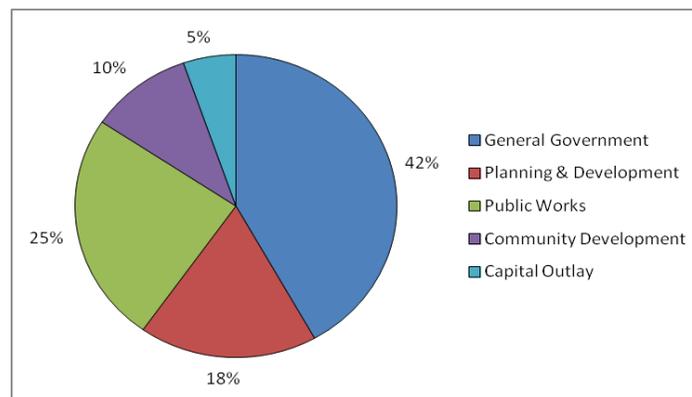
As growth continues, we feel that the Mayor and Council will be taking less of the traditional governmental approach and more of a business entrepreneurial approach to the revenues-to-expenditures formula. The Town hasn't any ad valorem taxes; so much is being accomplished without this normal and customary governmental basis of revenue. However, Act 388 continues to constrain local government budgets: with one legislative measure and volumes of "unintended consequences," the State has impacted the manner in which we are managing the finances of our town, and the options and alternative methods have been severely limited. Act 388 caps taxes of local governments to a formula: the product of the previous year's millage times the sum of population growth and a state-determined CPI (Consumer Price Index). The Town of Blythewood hasn't any "last year's millage," so the product is arithmetically zero regardless of the growth in either of the other stated parameters. The net result of this situation is that the town's revenues have grown only \$21,000 over the last three budget years, which is not keeping pace with population growth (1100% + from 2000 to 2012) or the collective sum of multiple years of CPI increases.

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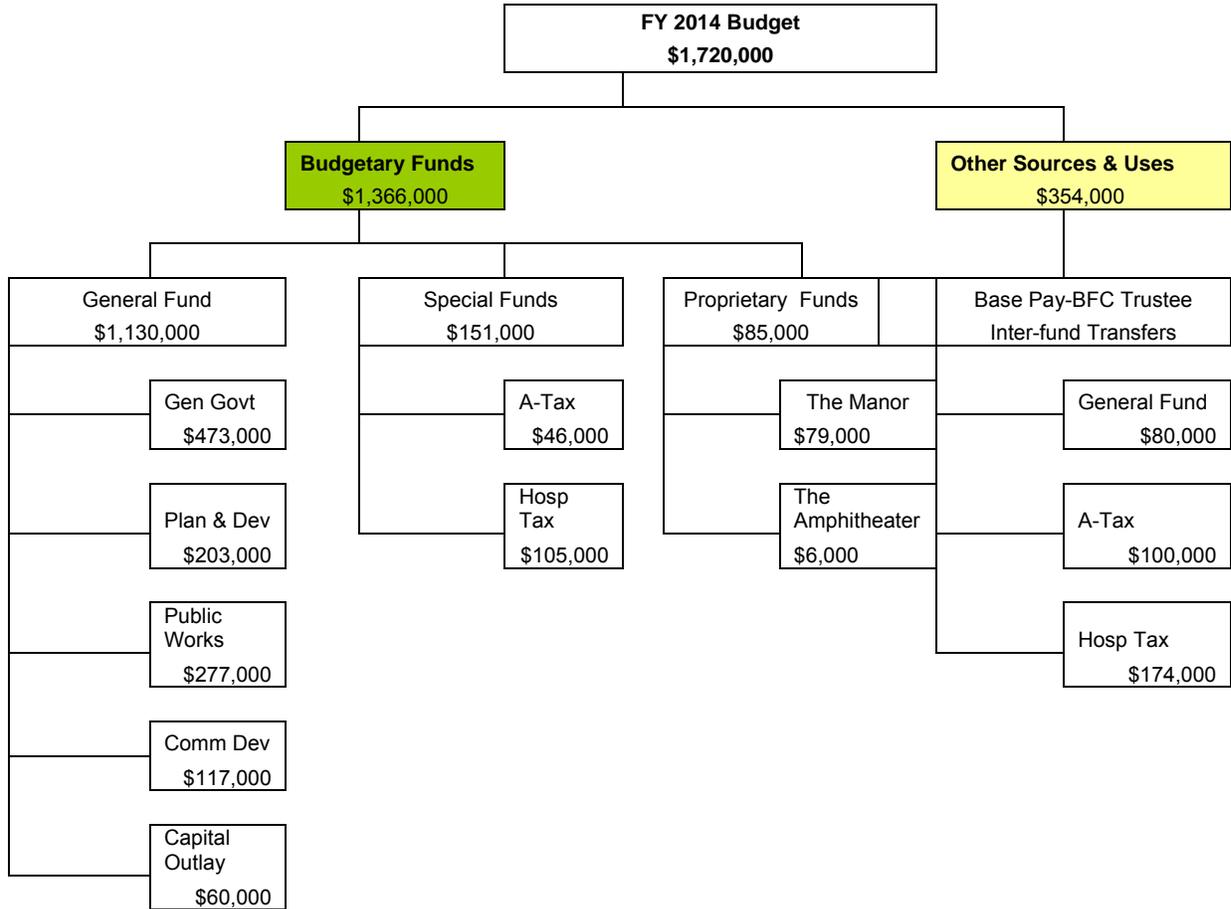


Another issue for the future thinkers of the Town is our operational reliance upon Intergovernmental Agreements (IGAs) with Richland County at little to no cost. As the Town continues to grow and prosper, the county’s willingness to provide these services are, at best, politically based and may change without notice. Given the constraints of Act 388, resolution or responding adequately will be complex and most likely precedent setting.

Nonetheless, the Town is in the forever business, so we must continue to provide world-class services to our community. Therefore, a total of \$1,130,000 has been approved for the FY ’14 General Fund Expenditures. (See the chart below.) General Government is the largest category of expenditure at \$473,000 or 42%. Over half of the General Government segment includes Mayor, Council, and Administrator salaries and expenses, and the legal fees. A chart is provided to display the dollar values for each category of General Fund expenditure. Please note that the Capital Outlay section is the CIP, which is a plan of adding assets to the Town of Blythewood. A complete review of each investment starts on page 28 and continues to page 32 and is well worth the read.



There is one more addition to this document from last year. We have prepared a Budget Organizational Chart (see the chart below) to display the relationship of the funds and the “other financing sources and uses,” which, when the funds are combined, represents the budget for this fiscal year.



From time to time, events may occur and projections may not be as accurate as calculated at the time of this preparation. In that event, a budget amendment may be a necessity. However, the town has administrative parameters that must occur prior to such action. Please see the Financial and Accounting Policy Manual, Chapter Four on page 93 of the Appendix for a complete explanation. If an amendment is necessary, then the Town must adopt an amendment to the Budget Ordinance, which requires two separate readings as well as a Public Hearing.

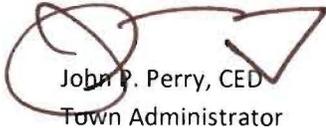


Conclusion

This Annual Operating Budget is an excellent opportunity to appraise the Town's fiscal success, which includes our maintaining a AA- rating from Standard and Poor's, receiving the GFOA Distinguished Budget Presentation Award and the GFOA Certificate of Achievement for Excellence in Financial Reporting Award, as well as making considerable progress toward accomplishing the goals and objectives of the Strategic Plan (page 45) and the Mayor's special "retrenchment" directive. Our budget decisions historically reflect planning inputs, conservatism, and a sustainable approach to funding sources. However, one should not look on this document as the whole story: as the budget is the starter document, similar to any academic endeavor it is much like the "hypothesis" which is quickly followed by data gathering and research. In the governmental finance world, that would be akin to "transactional and execution functions" and would culminate with the Comprehensive Annual Financial Report or, in academic terminology, the dissertation. Therefore, please find the "whole story" before formulating any opinions or concerns. We stand ready to assist in any way we can – just give us a call.

On behalf of all who assisted in the preparation of this document, a huge thank you to the Mayor and Council for your leadership, vision, and partnership in building a better Blythewood!

Respectfully,



John P. Perry, CED
Town Administrator



Kem R. Smith, CPA
Town Accountant

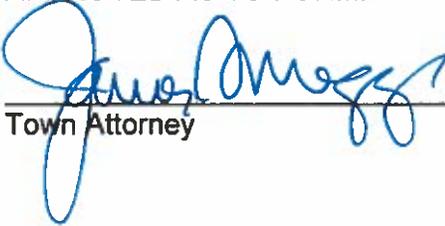
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ATTEST:

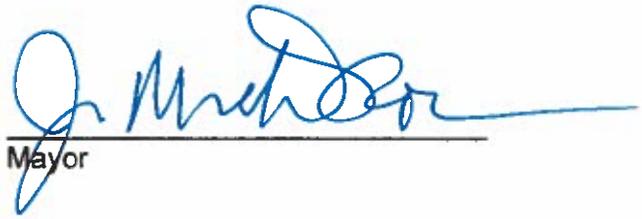


Town Administrator

APPROVED AS TO FORM:



Town Attorney



Mayor

May 28, 2013

First Reading

June 24, 2013

Second Reading

TOWN OF BLYTHEWOOD, SOUTH CAROLINA
STATEMENT OF OTHER SOURCES USES INCLUDING FUND BALANCES (in thousands)
FISCAL YEAR 2013 - 2014

	Budgetary Funds												FY-14 Net Government Fund Balance Effects					
	Governmental Funds								Proprietary Funds									
	General				Accommodation Tax				Hospitality Tax					Doko Meadows features Enterprise Fund				
	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Budget	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Budget	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Budget	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Budget		
REVENUES:																		
State Shared Revenue	\$ 568	\$ 670	\$ 727	\$ 685	\$ 50	\$ 52	\$ 59	\$ 65										
Hospitality & Accommodation Taxes					\$ 89	\$ 94	\$ 95	\$ 92	\$ 267	\$ 264	\$ 296	\$ 285						
Business Licenses	\$ 153	\$ 173	\$ 364	\$ 220														
Franchise Fees	\$ 156	\$ 177	\$ 154	\$ 185														
Other Revenue	\$ 71	\$ 118	\$ 100	\$ 95													\$ 4	
Rental & Interest Income	\$ 17	\$ 19	\$ -		\$ 2	\$ 1	\$ 1	\$ 1	\$ 3	\$ 2	\$ 2	\$ 2					\$ 8	\$ 61
TOTAL REVENUE ALL SOURCES	\$ 965	\$ 1,157	\$ 1,345	\$ 1,185	\$ 141	\$ 147	\$ 155	\$ 158	\$ 270	\$ 266	\$ 298	\$ 287					\$ 8	\$ 65
EXPENDITURES:																		
General Government	\$ 791	\$ 729	\$ 695	\$ 473														
Planning & Development	\$ 94	\$ 106	\$ 144	\$ 203														
Public Works	\$ 152	\$ 140	\$ 151	\$ 277														
Community Development	\$ 23	\$ 20	\$ 15	\$ 92		\$ 44	\$ 40	\$ 40		\$ 15								
Capital Outlay	\$ 155	\$ 121	\$ 103	\$ 60														
Tourism	\$ 55	\$ 53	\$ 57	\$ 25	\$ 88	\$ 30	\$ 57	\$ 6	\$ 30	\$ 11	\$ 47	\$ 61						
Enterprise Oversight	\$ -	\$ -	\$ -	\$ -													\$ 18	\$ 33
Enterprise Utilities	\$ -	\$ -	\$ -	\$ -													\$ 1	\$ 22
Enterprise Maintenance	\$ -	\$ -	\$ -	\$ -													\$ 6	\$ 30
TOTAL EXPENDITURES	\$ 1,270	\$ 1,169	\$ 1,165	\$ 1,130	\$ 88	\$ 74	\$ 97	\$ 46	\$ 30	\$ 26	\$ 47	\$ 105					\$ 25	\$ 85
Revenues Over (Under) Expenditures	\$ (305)	\$ (12)	\$ 180	\$ 55	\$ 53	\$ 73	\$ 58	\$ 112	\$ 240	\$ 240	\$ 251	\$ 182					\$ (17)	\$ (20)
OTHER FINANCING SOURCEES (USES):																		
Interfund Transfers Sources and (Uses)	\$ 35	\$ 30	\$ 25	\$ 25	\$ (26)	\$ (28)	\$ (30)	\$ (25)									\$ 20	\$ 20
Base Payments to BFC Trustee	\$ (87)	\$ (56)	\$ (81)	\$ (80)	\$ (30)	\$ (94)	\$ (78)	\$ (87)	\$ (100)	\$ (111)	\$ (176)	\$ (174)						
Total Other Financing Sources and (Uses)	\$ (52)	\$ (26)	\$ (56)	\$ (55)	\$ (56)	\$ (122)	\$ (108)	\$ (112)	\$ (100)	\$ (111)	\$ (176)	\$ (174)					\$ 20	\$ 20
For Informational Purposes Only																		
Total Revenues & Other Financing Sources	\$ (357)	\$ (38)	\$ 124	\$ -	\$ (3)	\$ (49)	\$ (50)	\$ -	\$ 140	\$ 129	\$ 75	\$ 8					\$ 3	\$ -
Intentional (Source) or Use of Fund Balances to Balance Budget	\$ 357	\$ 38	\$ (124)	\$ -	\$ 3	\$ 49	\$ 50	\$ -	\$ (140)	\$ (47)	\$ (64)	\$ (8)					\$ (7)	\$ -
Balanced Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					\$ -	\$ -

FY-14 Net Government Fund Balance Effects

0

**Town of Blythewood
Summary of All Funds
Changes in Fund Balance
Fiscal Year 2013 - 2014
(in thousands)**

	Budgetary Funds			
	Governmental			Proprietary
	General Fund	Accommodation Tax	Hospitality Tax	Doko Meadows Enterprise
Actual Fund Balance as of June 30, 2012	\$ 2,123	\$ 544	\$ 1,088	\$ -
Plus: Projected Revenues FY '13	\$ 1,436	\$ 155	\$ 298	\$ 8
Less: Projected Expenditures FY '13	\$ 1,246	\$ 97	\$ 47	\$ 25
Other Financing Sources (Uses)	\$ (56)	\$ (108)	\$ (176)	\$ 20
Projected Fund Balance as of June 30, 2013	\$ 2,257	\$ 494	\$ 1,163	\$ 4
Plus: Budgeted Revenues FY '14	\$ 1,210	\$ 158	\$ 287	\$ 65
Less: Budgeted Expenditures FY '14	\$ 1,130	\$ 46	\$ 105	\$ 85
Other Financing Sources (Uses)	\$ (55)	\$ (112)	\$ (174)	\$ 20
Budget Fund Balance as of June 30, 2014	\$ 2,282	\$ 494	\$ 1,171	\$ 4

Fund Balance is the difference between a fund's assets and liabilities. A simple explanation, for any given budget year, would be to start with last year's fund balance, add the estimated (budgeted) revenues, and subtract the estimated (budgeted) expenditures; the result equals the estimated (budgeted) fund balance. Adequate fund balance is an important financial tool to aid the town in handling occasional cash flow issues, emergency expenditures, and other unexpected events. The Town's policy (refer to Chapter 4, Budget Preparation at the top of page 88) is to have no less than 30% of the previous year's revenues as an unrestricted fund balance.



Budgetary Funds FY 2013-2014

Overview
FY 2014-2015
FY 2015-2016



Governmental Funds

FY 2013-2014

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Statement of Other Sources and Uses Including Fund Balances	35

This section provides the public detailed near-term historic values and the budgets of FY '14 with an overview of two future years for all funds within the Governmental Fund. For definitions and explanations of the funds, key words, and phrases, please see the Abbreviations and Acronyms section starting on page 67.

Note the addition of the Other Financial Sources and Uses statement on page 35. This report displays the value of inter-fund transfers and intentional use of Fund Balance for each fund for each reported year.

Town of Blythewood
FY 2013 - 2014
General Fund Revenues
(in thousands)

	10-11 Actual	11-12 Actual	12-13 Projected	13-14 Budget	14-15 Overview	15-16 Overview
GENERAL FUND REVENUES						
State Shared Revenues						
· Insurance Tax Collection Program	\$ 209	\$ 247	\$ 327	\$ 250		
· Telecommunication Tax Collection Program	\$ 34	\$ 40	\$ 31	\$ 40		
· Local Option Sales Tax	\$ 288	\$ 344	\$ 325	\$ 350		
· Aid to Subdivisions	\$ 37	\$ 39	\$ 44	\$ 45		
Total State Shared Revenues	\$ 568	\$ 670	\$ 727	\$ 685	\$ 700	\$ 725
Fees						
· Building/Construction Fees	\$ 16	\$ 18	\$ 149	\$ 35		
· In Town Business License Fees	\$ 106	\$ 120	\$ 110	\$ 135		
· Out of Town Business License Fees	\$ 31	\$ 35	\$ 105	\$ 50		
· Utility Franchise Fees	\$ 156	\$ 177	\$ 154	\$ 185		
Total Fee Revenues	\$ 309	\$ 350	\$ 518	\$ 405	\$ 450	490
Other Revenues						
· Miscellaneous Revenue	\$ 4	\$ 118	\$ 100	\$ 95		
· Grant Revenues			\$ -	\$ -		
· Rental Income	\$ 5	\$ 19	\$ -	\$ -		
Total Other Revenues	\$ 9	\$ 137	\$ 100	\$ 95	\$ 100	\$ 100
TOTAL GENERAL FUND REVENUES	\$ 886	\$ 1,157	\$ 1,345	\$ 1,185	\$ 1,250	\$ 1,315
Interfund Transfers & Intentional Use of Fund Balance						
· Accommodation Tax to General Fund	\$ 35	\$ 30	\$ 25	\$ 25		
· Realignment of Park Expenditures	\$ 212					
· Fund Balance Allocation	\$ 166	\$ 64	\$ 66			
Total Interfund Revenues	\$ 413	\$ 94	\$ 91	\$ 25	\$ 30	\$ 35
TOTAL GENERAL FUNDS AVAILABLE	\$ 1,299	\$ 1,251	\$ 1,436	\$ 1,210	\$ 1,280	\$ 1,350

Town of Blythewood
FY 2013-2014
General Fund Expenditures
(in thousands)

	10-11 Actual	11-12 Actual	12-13 Projected	13-14 Budget	General Govern	Planning & Develop	Public Works	Community Develop	Capital Outlay	14-15 Overview	15-16 Overview
EXPENDITURES											
Personnel											
Mayor Salary & Expenses	\$ 27	\$ 22	\$ 18	\$ 24	\$ 24						
Council Salary & Expenses	\$ 68	\$ 56	\$ 37	\$ 50	\$ 50						
Staff Salaries & Benefits	\$ 451	\$ 486	\$ 501	\$ 452	\$ 210	\$ 120	\$ 80	\$ 42			
Mileage	\$ 4	\$ 5	\$ 2	\$ 8	\$ 8						
Training, Travel & Expense	\$ 11	\$ 9	\$ 9	\$ 12	\$ 12						
Total Personnel Cost	\$ 561	\$ 578	\$ 567	\$ 546	\$ 304	\$ 120	\$ 80	\$ 42		\$ 490	\$ 500
					\$ 546						
Operating											
Administrative											
Advertising	\$ 8	\$ 3	\$ 5	\$ 10	\$ 5	\$ 5					
Association Fees & Dues	\$ 3	\$ 4	\$ 3	\$ 5	\$ 1	\$ 2	\$ 1	\$ 1			
Audit & Accounting ('12 -Accounting)	\$ 46	\$ 41	\$ 70	\$ 36	\$ 36						
Audit Fees		\$ 26		\$ 20	\$ 20						
Ordinance Codification	\$ 4	\$ 3	\$ 11	\$ 8	\$ 8						
General Insurance	\$ 5	\$ 24	\$ 9	\$ 20			\$ 20				
Office Supplies, Postage, printing, etc.	\$ 20	\$ 27	\$ 24	\$ 20	\$ 10	\$ 4	\$ 2	\$ 4			
Office Lease & CAM (net)	\$ -		\$ 8	\$ -							
Miscellaneous	\$ -	\$ 1	\$ 3	\$ 10	\$ 5	\$ 2	\$ 1	\$ 2			
Total Administrative Cost	\$ 86	\$ 129	\$ 133	\$ 129	\$ 85	\$ 13	\$ 24	\$ 7			
					\$ 129						
Legal & Professional Services											
Legal Services	\$ 90	\$ 101	\$ 78	\$ 50	\$ 50						
Planning & Development Services	\$ 52	\$ 43	\$ 47	\$ 40		\$ 40					
Municipal Court	\$ 1	\$ 1	\$ 2	\$ 2	\$ 2						
IT Out-sourced Services	\$ 10	\$ 11	\$ 10	\$ 36	\$ 20	\$ 10	\$ 3	\$ 3			
Professional Services	\$ 6	\$ 12	\$ 23	\$ 20	\$ 5	\$ 5	\$ 5	\$ 5			
Total Legal & Profess.Services Cost	\$ 159	\$ 168	\$ 160	\$ 148	\$ 77	\$ 55	\$ 8	\$ 8			
					\$ 148						

Town of Blythewood
FY 2013-2014
General Fund Expenditures
(in thousands)

	10-11 Actual	11-12 Actual	12-13 Projected	13-14 Budget	General Govern	Planning & Develop	Public Works	Community Develop	Capital Outlay	13-14 Overview	14-15 Overview
Promotions											
Community Promotions	\$ 16	\$ 25	\$ 11	\$ 10				\$ 10			
Town Signage	\$ 11	\$ (2)	\$ 11	\$ 5				\$ 5			
Internet Expense	\$ 2	\$ 4	\$ 3	\$ 10				\$ 10			
Total Promotions Cost	\$ 29	\$ 27	\$ 25	\$ 25	\$ -	\$ -	\$ -	\$ 25			
Maintenance											
Town Hall Repair/Renovation	\$ 15	\$ 3	\$ 4	\$ 5			\$ 5				
Engineering	\$ 29	\$ 21	\$ 23	\$ 20			\$ 20				
Town Maintenance	\$ 30	\$ 30	\$ 41	\$ 40			\$ 40				
Total Maintenance Cost	\$ 74	\$ 54	\$ 68	\$ 65	\$ -	\$ -	\$ 65	\$ -			
Utilities											
Telephone	\$ 11	\$ 9	\$ 11	\$ 17	\$ 7		\$ 10				
Utilities	\$ 40	\$ 39	\$ 50	\$ 60			\$ 60				
Total Utilities Cost	\$ 51	\$ 48	\$ 61	\$ 77	\$ 7	\$ -	\$ 70	\$ -			
Total Operating Cost	\$ 399	\$ 426	\$ 447	\$ 444	\$ 169	\$ 68	\$ 167	\$ 40		\$ 365	\$ 375
Special Strategic Initiatives											
Recycling Grant C/O	\$ (2)	\$ 8									
#1 Marketing Plan Implementation	\$ 22	\$ 47	\$ 8	\$ 35				\$ 35			
#2 Economic Development	\$ 30	\$ 13	\$ 31	\$ 15		\$ 15					
#3 I-77 Corridor Project	\$ (100)		\$ -	\$ 30			\$ 30				
#4 Purchase Historic Property			\$ -								
SCE&G Cost of Project		\$ 48									
#5 Comp. Long-Range Planning	\$ 46	\$ 28	\$ 9								
Capital Improvements Plan	\$ 156	\$ 121	\$ 103	\$ 60				\$ 60			
Total Special Initiatives & CIP Cost	\$ 252	\$ 165	\$ 151	\$ 140	\$ -	\$ 15	\$ 30	\$ 35	\$ 60	\$ 300	\$ 310
Total General Fund Expenditures	\$ 1,212	\$ 1,169	\$ 1,165	\$ 1,130	\$ 473	\$ 203	\$ 277	\$ 117	\$ 60	\$ 1,155	\$ 1,185
Other Financial Uses											
Base Payments to BFC Trustee	\$ 87	\$ 56	\$ 81	\$ 80	\$ 1,130					\$ 82	\$ 80
Total Gross G/F Anticipated Outflows	\$ 1,299	\$ 1,225	\$ 1,246	\$ 1,210						\$ 1,237	\$ 1,265

Town of Blythewood
Capital Improvements Plan (CIP)
Project Summary (000 omitted)

Project Category Project Name	Total Cost	FY'11		FY 2013		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
		Budget	Actual	FY 2012								
General Government												
Total General Government	\$163	\$21	\$11	\$44	\$20	\$10	\$68	\$10				
Public Works												
Total Public Works	\$268	\$108	\$53	\$75	\$110	\$30						
Community Development												
Total Community Development	\$720	\$55	\$45	\$30	\$0		\$75	\$450	\$60		\$60	
Tourism												
Total Tourism	\$2,090	\$16	\$40	\$168	\$102	\$20	\$285	\$0	\$1,325	\$0	\$0	\$150
TOTAL CAPITAL OUTLAY	\$3,241	\$200	\$149	\$317	\$232	\$60	\$428	\$460	\$1,385	\$0	\$60	\$150

**Town of Blythewood
Capital Improvements Plan (CIP)
Project Component Details**

Project Category	Ref #	Total Cost	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
General Government												
Administration:												
	Technology Plan	2	\$130,250	\$16,000	\$34,000	\$10,750	\$10,000	\$59,500				
	Municipal Court	4	\$15,000	\$5,000				\$10,000				
Town Hall:												
	Repairs	6	\$20,000		\$10,000			\$10,000				
	New Facility	8	\$9,250			\$9,250						
	Parking lot-LID surface	10	\$0									
Events Equipment:												
	Tents & Portable Staging	12	\$16,000					\$16,000				
Total General Government			\$190,500	\$21,000	\$44,000	\$20,000	\$10,000	\$85,500	\$10,000	\$0	\$0	\$0
Public Works												
Doko Meadows (Park):												
	Planning/Financing	14	\$100,000	\$100,000	\$60,000							
	Civil Work	16	\$0									
	Doko Manor Furnishings	17				\$50,000						
	Railroad Clean-up Project	19				\$30,000						
	Phase Two	20	\$0									
Blythewood Rec:												
	Fields	22	\$0									
	Playground Facilities	23	\$90,000			\$30,000	\$30,000	\$30,000				
Paths & Trails:												
	Historic Walk/Drive	28	\$23,000	\$8,000	\$15,000							
	Round Town (ROW)	30	\$0									
Total Public Works			\$213,000	\$108,000	\$75,000	\$110,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0
Community Development												
Town Center District:												
	Sidewalks	32	\$145,000	\$20,000	\$15,000			\$30,000		\$40,000		\$40,000
	Street trees	34	\$70,000		\$15,000			\$15,000		\$20,000		\$20,000
	Plug-Ins	36	\$65,000	\$35,000				\$30,000				
	Wayfinding	38	\$0									
	Landscape & Lighting	40	\$0									
	Traffic Signage	41	\$0									
	At Risk' Historic Structures	42	\$820,000		\$0				\$450,000		\$70,000	\$300,000
Economic Development:												
	48 ac on Community Rd	44	\$0		\$0							
	Spec building @ Crescent Hill	46	\$0									
	Rental Space @ North Point	48	\$0									
Total Community Development			\$1,100,000	\$55,000	\$30,000	\$0	\$0	\$75,000	\$450,000	\$60,000	\$70,000	\$360,000

Project Category		Total Cost	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Project Name	#											
Tourism												
Emergency Services:												
	Fire Station	50	\$225,000				\$100,000	\$125,000				
	Sheriff's Substation		\$0									
	Emergency Prep-Storage	54	\$6,000	\$6,000								
			\$231,000	\$6,000		\$0	\$100,000	\$125,000	\$0	\$0	\$0	\$0
Public Works:												
	Maintenance Facility	56	\$125,000						\$125,000			
	Equipment Plan	58	\$0									
	Bio-swale drainage	60	\$0									
	eCar work vehicles	62	\$40,000				\$40,000					
			\$165,000	\$0		\$0	\$40,000	\$0	\$0	\$125,000	\$0	\$0
Transportation:												
ROW Reservation:												
	Creech to Main	64	\$0									
	Bwood to McNulty	66	\$100,000				\$100,000					
			\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
I-77 Intersection:												
	Exit 27 (N/B) Chng Signal Poles	68	\$0	\$0	\$0							
	Exit 27 Landscape Proj-(match \$)	96	\$60,000		\$37,500	\$22,500						
	Bwood & Boney Rd - Signal Poles	98	\$100,000		\$100,000							
	S/T Bridge Enhancement (match\$)	72	\$62,500		\$30,000				\$32,500			
	L/T Bridge Rework	74	\$0									
			\$222,500	\$0	\$167,500	\$22,500	\$0	\$0	\$32,500	\$0	\$0	\$0
Street Projects:												
	McNulty ROW	76	\$10,000	\$10,000								
	Landscape, signage & Christmas	70	\$259,000		\$79,000	\$20,000	\$85,000	\$67,500	\$7,500			
	Realignment of Langford	78	\$0									
	Realignment of Comm Rd	80	\$0									
	Complete St @ Neighborhood Cntr	82	\$375,000				\$100,000		\$125,000		\$150,000	
	Place/Replace Lighting Fixtures	84	\$0									
Transit Prep:												
	Depot retro fit	86	\$0									
	Park & Ride	88	\$0									
			\$644,000	\$10,000	\$0	\$79,000	\$20,000	\$185,000	\$67,500	\$132,500	\$0	\$0 \$150,000
Total Tourism			\$1,362,500	\$16,000	\$167,500	\$101,500	\$20,000	\$425,000	\$192,500	\$165,000	\$125,000	\$0 \$150,000
FY GRAND TOTALS			\$2,866,000	\$200,000	\$316,500	\$231,500	\$60,000	\$615,500	\$652,500	\$225,000	\$195,000	\$360,000 \$150,000

Town of Blythewood Capital Improvements Plan (CIP)

Project Narratives

LEGEND		
Link -leads to support document		
Alt \$ - per cent of alternate funds		
Min Oper Imp	Oper Impact	Major Op Imp

Project Category	Ref #	Project Manager	Link	Alt \$	Op Imp	Project Summary Links and Short Titles
General Government						
Administration:		Mayor				
Technology Plan	2	SK/KW		0.1		New, Improved and replacement of IT (& Comm) capabilities
Municipal Court	4	JP		0.0		S/T - Comm Resource Bank (?); L/T - joint venture with Richland County
Town Hall:						
Repairs	6	RR		0.0		Hoffman House foundation/Roof/Repaint
New Facility	8	JP		0.0		New Town Center
Town Hall Up-fit	9	JP		0.2		Convert and furnish Comm Resource Bank to a Town Hall
Parking lot-LID surface	10	PM/JP		1.0		Part of the Doko Meadows project - Hoffman House and Other facilities
Events Equipment:						
Tents & Portable Staging	12	LC/MJ		0.0		Event Sponsor Naming/Music Synchronization/Laser Light Equipment,etc
Public Works						
Blythewood Park:		Mayor				
Planning/Financing	14	JP/RJ		0.0		Sources & Uses Statement
Civil Work	16	LP/PM		0.0		Land disturbance work for all phases of Park
Doko Manor: Furnishings	17					Provide the furnishings for Doko Manor
Railroad Clean-up Project	19					Gain leasehold and complete clean-up of railroad ROW
Bwood walk around Trail & Path	18	LP/PM		1.0		Part of the Doko Meadows project - Features to be constructed in 2010-11
Phase Two	20	LP/PM		0.0		Features to be constructed in out years
Blythewood Rec:						
Fields	22	JP		0.5		Partnership Contributions and/or construction of town owned fields
Playground Facilities	23	JP		0.5		Leasehold arrangement with playground vendor to have full complement of facilities
Paths & Trails:						
Historic Walk/Drive	28	MJ		0.5		Signage and electronic assisted 'historic tour' of our 15 features
Round Town (ROW)	30	JP		0.2		Securing ROW (where needed) to complete the 6 mile walking path around TCD
Community Development						
Town Center District:		Mayor				
Sidewalks	32	MC/JP		0.0		Schedule of sectional implementation of "complete streets"
Street trees	34	MC/JP		0.0		Installation plan - aligned with complete streets schedule
Plug-Ins	36	MC/JP		0.0		Plan to install "future" vehicles through-out TCD
Wayfinding	38	MC/JP		0.0		Decorative poles and "id" of key, not so evident, facilities and points of interest
At 'Risk' Historic Structures	42	MJ		0.4		Plan to acquire listed historic structure for preservation purposes
Economic Development:						
42 ac on Community Rd	44	JP		0.0		Plan to acquire or otherwise secure & implement the "employment zone" on Community Road
Spec building @ Cresent Hill	46	EG/JP		0.0		Plan to facilitate the development of this 'retail-commercial-medical' neighborhood
Rental Space @ North Point	48	EP/JP		0.0		Plan to 'partner' to construct a building as a facilitation to existing industrial employers

Project Category	Ref #	Project Manager	Link	Alt \$	Op Imp	Project Summary Links and Short Titles
Tourism		Mayor				
Emergency Services:						
Fire Station	50	RR/JP	█	0.5	█	Upgrade existing and plan for 2nd & 3rd fire station
Sheriff's Substation	52	JP	█	0.8	█	Partner with County in accommodating Region Six in Blythewood proper
Emergency Prep-Storage	54	LC/JP	█	0.0	█	Fully develop the Emergency Plan and have facilities for these purposes
Public Works:						
Maintenance Facility	56	RR	█	0.5	█	Plan to relocate and improve the maintenance facilities
Equipment Plan	58	RR	█	0.0	█	Logical plan of replacement of town equipment
Bio-swale drainage	60	RR/JT	█	0.0	█	Conversion of many 'traditional' drainage systems and plan for future
eCar work vehicles	62	RR	█	0.5	█	Acquire and plan to replace and expand fleet
Extend Fire Sup along Boney Rd	94	RR/JP	█	0.5	█	Partner with Town of Winnsboro, to extend water lines to loop with BlytheCreek
Transportation:						
ROW Reservation:						
Creech to Main	64	MC/JP	█	0.0	█	Allocate funds to acquire ROW as preserved
Bwood to McNulty	66	MC/JP	█	1.0	█	Adjacent owners "donate" to Town to acquire ROW as preserved
I-77 Intersection:						
Exit 27 (N/B) Chng Signal Poles	68	KP/JP	█	0.3	█	Replace current span wire/steel pole configuration
Bwood & Boney Rd Signal Poles	98	KP/JP	█	0.0	█	Duplicate I-77 exit ramp signalization replacement
S/T Bridge Enhancement (match\$)	72	KP/JP	█	0.8	█	Implementation of the "cross-ability" plan
Exit 27 Landscape Proj-(match \$)	96	KP/JP	█	0.8	█	Match split over 2 FY
L/T Bridge Rework	74	KP/JP	█	0.0	█	Co-ordination plan of implementation with SC DOT (very L/T)
Street Projects:						
McNulty ROW	76	MC/JP	█	0.0	█	Provide for the acquiring of road bed (no ROW of record)
Realignment of Langford	78	MC/JP	█	0.0	█	First steps to implementation of the Town Center
Landscape & signage	70	KP/JP	█	0.8	█	Plan to improve all exits within the town area (Christmas Décor within TCD)
Realignment of Comm Rd	80	MC/JP	█	0.0	█	Engineer and negotiate the exchange of properties and installation
Complete St @ Neighborhood Cnt	82	MC/JP	█	0.0	█	M/P "nodes" that need complete public street features
Place/Replace Lighting Fixtures	84	JP	█	0.0	█	Implementation of "dark sky" features throughout the Town
Transit Prep:						
Depot retro fit	86	RW/JP	█	0.0	█	To accommodate 'first movers' of rail commuters
Park & Ride	88	MC/JP	█	0.5	█	Bwood is #4 in CMRTA with 3 sites in our corridor-1 near

Town of Blythewood
 FY 2013-2014
 Accommodations Fund Revenues and Expenditures
 (in thousands)

	FY '11 Actual	FY '12 Actual	FY '13 Projected	FY '14 Budget	14-15 Overview	15-16 Overview
REVENUES						
Accommodation Tax - State	\$ 50	\$ 52	\$ 59	\$ 65		
Accommodation Tax - Local	\$ 89	\$ 94	\$ 95	\$ 92		
Interest Income	\$ 2	\$ 1	\$ 1	\$ 1		
Other Revenues						
Total Revenues	\$ 141	\$ 147	\$ 155	\$ 158	\$ 168	\$ 180
EXPENDITURES						
General Fund Allocation	\$ 26		\$ 25			
Advertising & Promotion Allocation		\$ 2	8	\$ 15		
Tourism Related Activities		\$ 26	\$ 20	\$ 25		
Special Initiative 2 - Promo	\$ 88	\$ 44	\$ 40	\$ 6		
Advertising			\$ 1			
Wireless Internet / Website Expense			\$ 1			
Brochures / Printing / Supplies		\$ 2	\$ 2			
Total Expenditures	\$ 114	\$ 74	\$ 97	\$ 46	\$ 70	\$ 100
Base Payments to BFC Trustee	\$ 30	\$ 94	\$ 78	\$ 87	\$ 82	\$ 80

Town of Blythewood
FY 2013-2014
Hospitality Tax Fund Revenues and Expenditures
(in thousands)

	FY '11 Actual	FY '12 Actual	FY '13 Projected	FY '14 Budget	14-15 Overview	15-16 Overview
REVENUES						
Hospitality Tax - Local	\$ 267	\$ 264	\$ 296	\$ 285		
Interest Income	\$ 3	\$ 2	\$ 2	\$ 2		
Other Revenues						
Total Revenues	\$ 270	\$ 266	\$ 298	\$ 287	\$ 295	\$ 300
EXPENDITURES						
Visitor Center Allocation	\$ 30	\$ 15		\$ 25		
Events & FM Director Allocation				\$ 14		
Wireless Internet / Website Expense				\$ 5		
Special Initiative - CIP - Lighting						
Special Initiative 3b - Promo		\$ 11	\$ 47	\$ 61		
Special Initiative 3c - Construction						
Total Expenditures	\$ 30	\$ 26	\$ 47	\$ 105	\$ 100	\$ 120
Base Payments to BFC Trustee	\$ 100	\$ 211	\$ 176	\$ 174	\$ 172	\$ 170

TOWN OF BLYTHEWOOD, SOUTH CAROLINA
STATEMENT OF OTHER SOURCES USES INCLUDING FUND BALANCES (in thousands)
FISCAL YEAR 2013 - 2014

	Budgetary Funds													FY-14 Net Government Fund Balance Effects			
	Governmental Funds												Proprietary Funds				
	General				Accommodation Tax				Hospitality Tax				Doko Meadows features Enterprise Fund				
	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Budget	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Budget	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Budget	FY-11 Actual		FY-12 Actual	FY-13 Projected	FY-14 Budget
Revenues Over (Under) Expenditures	(305)	(12)	180	55	53	73	58	112	240	158	240	182			(13)	(20)	
OTHER FINANCING SOURCEES (USES):																	
Interfund Transfers Sources and (Uses)	35	30	25	25	(26)	(28)	(30)	(25)							20	20	
Base Payments to BFC Trustee	(87)	(56)	(81)	(80)	(30)	(94)	(78)	(87)	(100)	(111)	(176)	(174)					
Total Other Financing Sources and (Uses)	(52)	(26)	(56)	(55)	(56)	(122)	(108)	(112)	(100)	(111)	(176)	(174)			20	20	
For Informational Purposes Only																	
Total Revenues & Other Financing Sources	(357)	(38)	124	0	(3)	(49)	(50)	0	140	47	64	8			7	0	
Intentional (Source) or Use of Fund Balances to Balance Budget	357	38	(124)	0	3	49	50	0	(140)	(47)	(64)	(8)			(7)	0	
Balanced Budget	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0



Proprietary Funds FY 2013-2014

Overview
FY 2014-2015
FY 2015-2016



Proprietary Funds FY 2013-2014

Doko Meadows Enterprise Fund Revenues/ Expenditures38 Blythewood Facilities Corporation..... 39 Doko Meadows – IFP with Blythewood Facilities Corp Installment Payment Schedule..... 40 Installment Financing Plan – Annual Budgets of Fiscal Years 2012-2014..... 42

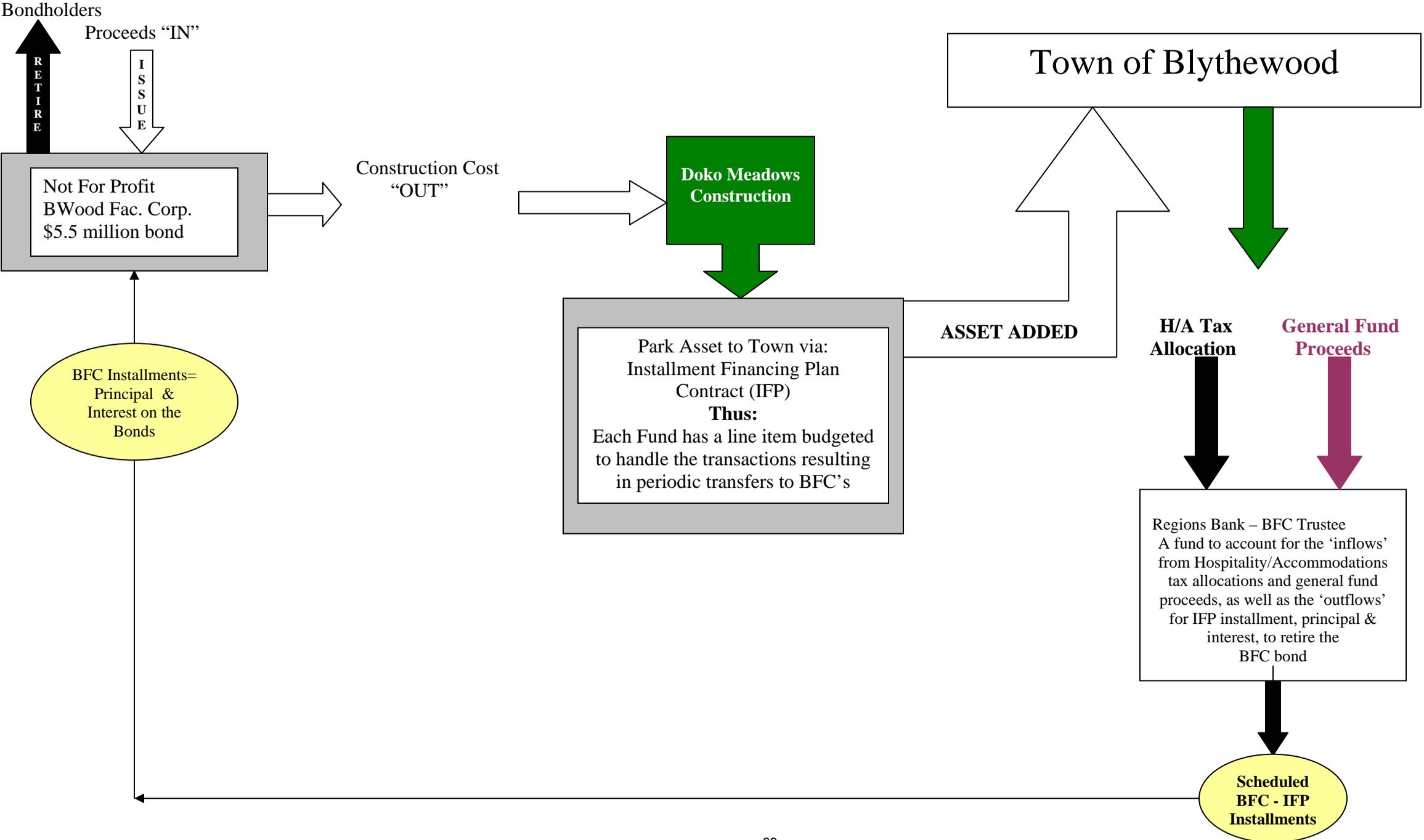
This section provides the public detailed near-term historic values and the budgets of FY '14 with an overview of two future years for two new funds within the Proprietary Fund. For definitions and explanations of the funds, key words, and phrases, please see the Abbreviations and Acronyms section starting on page 67.

The historical data will not be as detailed nor as robust as the other funds as both the Manor and the Amphitheater are in the stabilization phase of their history. Neither has been established for an entire year nor has either been systematically marketed other than on a local basis. The informational value of this section of the budget will increase as the years pass.

Town of Blythewood
 FY 2013-2014
 Doko Meadows Enterprise Fund Revenues Expenditures
 (in thousands)

	FY '11 Actual	FY '12 Actual	FY '13 Projected	FY '14 Budget	14-15 Overview	15-16 Overview
	Short Year					
REVENUES						
The Manor @ Doko Meadows						
Facility Rental			\$ 8	\$ 55	\$ 65	\$ 75
Facility Maintenance Fees				1		
Other Equipment Rentals				3		
The Amphitheater @ Doko Meadows						
Facility Rental				6	\$ 15	\$ 25
Ticket Sales				0		
Concession Commissions				0		
Total Revenues			\$ 8	\$ 65	\$ 80	\$ 100
EXPENDITURES						
Program and Oversight Salaries			\$ 18	\$ 33		
Grounds Maintenance			0	8		
General Maintenance - Services & Supplies			6	12		
General Maintenance - Major Repairs (Sinking Fund)				10		
Utilities			1	22		
Total Expenditures			\$ 25	\$ 85	\$ 90	\$ 95

Blythewood Facilities Corporation



Town of Blythewood
Doko Meadows - IFP with Blythewood Facilities Corp
Installment Payment Schedule
FY'11 - FY'36

Date	Principal	Interest	Payment Total	Fiscal Year Total	FY	Pd
Mar-11		\$66,100	\$66,100	\$66,100	11	Pd
Sep-11	\$125,000	\$101,688	\$226,688		12	Pd
Mar-12		\$100,438	\$100,438	\$327,126	12	Pd
Sep-12	\$155,000	\$100,438	\$255,438		13	Pd
Mar-13		\$98,888	\$98,888	\$354,326	13	Pd
Sep-13	\$160,000	\$98,888	\$258,888		14	
Mar-14		\$97,288	\$97,288	\$356,176	14	
Sep-14	\$160,000	\$97,288	\$257,288		15	
Mar-15		\$95,888	\$95,888	\$353,176	15	
Sep-15	\$165,000	\$95,888	\$260,888		16	
Mar-16		\$94,238	\$94,238	\$355,126	16	
Sep-16	\$170,000	\$94,238	\$264,238		17	
Mar-17		\$92,325	\$92,325	\$356,563	17	
Sep-17	\$170,000	\$92,325	\$262,325		18	
Mar-18		\$90,200	\$90,200	\$352,525	18	
Sep-18	\$175,000	\$90,200	\$265,200		19	
Mar-19		\$87,794	\$87,794	\$352,994	19	
Sep-19	\$180,000	\$87,794	\$267,794		20	
Mar-20		\$85,094	\$85,094	\$352,888	20	
Sep-20	\$185,000	\$85,094	\$270,094		21	
Mar-21		\$82,088	\$82,088	\$352,182	21	
Sep-21	\$190,000	\$82,088	\$272,088		22	
Mar-22		\$78,525	\$78,525	\$350,613	22	
Sep-22	\$200,000	\$78,525	\$278,525		23	
Mar-23		\$74,775	\$74,775	\$353,300	23	
Sep-23	\$205,000	\$74,775	\$279,775		24	
Mar-24		\$70,675	\$70,675	\$350,450	24	
Sep-24	\$215,000	\$70,675	\$285,675		25	
Mar-25		\$66,375	\$66,375	\$352,050	25	

Date	Principal	Interest	Payment Total	Fiscal Year Total	FY	Pd
Sep-25	\$225,000	\$66,375	\$291,375		26	
Mar-26		\$61,875	\$61,875	\$353,250	26	
Sep-26	\$230,000	\$61,875	\$291,875		27	
Mar-27		\$56,988	\$56,988	\$348,863	27	
Sep-27	\$240,000	\$56,988	\$296,988		28	
Mar-28		\$51,888	\$51,888	\$348,876	28	
Sep-28	\$250,000	\$51,888	\$301,888		29	
Mar-29		\$46,575	\$46,575	\$348,463	29	
Sep-29	\$265,000	\$46,575	\$311,575		30	
Mar-30		\$40,944	\$40,944	\$352,519	30	
Sep-30	\$275,000	\$40,944	\$315,944		31	
Mar-31		\$35,100	\$35,100	\$351,044	31	
Sep-31	\$285,000	\$35,100	\$320,100		32	
Mar-32		\$28,688	\$28,688	\$348,788	32	
Sep-32	\$300,000	\$28,688	\$328,688		33	
Mar-33		\$21,938	\$21,938	\$350,626	33	
Sep-33	\$310,000	\$21,938	\$331,938		34	
Mar-34		\$14,963	\$14,963	\$346,901	34	
Sep-34	\$325,000	\$14,963	\$339,963		35	
Mar-35		\$7,650	\$7,650	\$347,613	35	
Sep-35	\$340,000	\$7,650	\$347,650	\$347,650	36	

**Town of Blythewood
Installment Financing Plan - Worksheet
Annual Budgets of FY 2012 & 2013 & 2014**

Activity Narrative	Transaction Date	Transaction Total	GenFund	A/Tax	HospTax	BFC	Annual Budgets			
			25%	24%	51%	Trustee	G/F	ATX	HTX	
				(33% of 75%)	(67% of 75%)					
FY 2011										
Town 1st installment	Feb-11	\$100,000	\$50,000		\$50,000		FY '11			
Bondholder Payment	Mar-11	\$66,100	\$16,525	\$15,864	\$33,711	-\$66,100		\$0		
Available after 1st pay		\$33,900	\$33,475	-\$15,864	\$16,289					
Town 2nd Installment	May-11	\$80,000	\$0	\$30,000	\$50,000		FY '11	\$50	\$30	\$100
Available @ FY end		\$113,900	\$33,475	\$14,136	\$66,289					
FY 2012										
Prep for Payment (net of prev balance)	Sep-11	\$227,000	\$56,750	\$54,480	\$115,770					
Town 3rd Installment	Aug-11	\$120,000	\$30,000	\$28,800	\$61,200		FY '12			
Bondholder Payment	Sep-11	\$227,000	\$56,750	\$54,480	\$115,770	-\$227,000				
(net of prev balance)		\$6,900	\$6,725	-\$11,544	\$11,719			\$6,900		
Prep for Payment (net of prev balance)	Mar-12	\$100,000	\$25,000	\$24,000	\$51,000			\$6,900		
Town 4th Installment	Feb-12	\$145,000	\$30,000	\$65,000	\$50,000		FY '12	\$60	\$94	\$111
Bondholder Payment	Mar-12	\$100,000	\$25,000	\$24,000	\$51,000	-\$100,000				
Available @ FY end		\$51,900	\$11,725	\$29,456	\$10,719			\$51,900		
FY 2013										
Prep for Payment (net of prev balance)	Sep-12	\$256,000	\$64,000	\$61,440	\$130,560					
Town 5th Installment	Aug-12	\$225,000	\$56,250	\$54,000	\$114,750		FY '13			
Bondholder Payment	Sep-12	\$256,000	\$64,000	\$61,440	\$130,560	-\$256,000				
(net of prev balance)		\$20,900	\$3,975	\$22,016	-\$5,091					
Prep for Payment (net of prev balance)	Mar-13	\$99,000	\$24,750	\$23,760	\$50,490					
Town 6th Installment		\$110,000	\$25,000	\$24,000	\$61,000		FY '13	\$81	\$78	\$176
Bondholder Payment	Mar-13	\$99,000	\$24,750	\$23,760	\$50,490	-\$99,000				
Available @ FY end		\$31,900	\$4,225	\$22,256	\$5,419			\$31,900		
FY 2014										
Prep for Payment (net of prev balance)	Sep-13	\$260,000	\$65,000	\$62,400	\$132,600					
Town 7th Installment	Aug-13	\$250,000	\$62,500	\$60,000	\$127,500		FY '14			
Bondholder Payment	Sep-13	\$260,000	\$65,000	\$62,400	\$132,600	-\$259,000				
(net of prev balance)		\$21,900	\$1,725	\$19,856	\$319					
Prep for Payment (net of prev balance)	Mar-14	\$97,000	\$24,250	\$23,280	\$49,470					
Town 8th Installment		\$90,000	\$22,500	\$21,600	\$45,900		FY '14	\$80	\$87	\$174
Bondholder Payment	Mar-14	\$97,000	\$24,250	\$23,280	\$49,470	-\$97,000				
Available @ FY end		\$14,900	-\$25	\$18,176	-\$3,251					



Mission, Strategies and Performance Measures FY 2013-2014

**Overview
FY 2014-2015
FY 2015-2016**



Mission, Strategies, and Performance Measures FY 2012-2013

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This section is designed to demonstrate what the Mayor and Council have set as achievable objectives and how those goals will be accomplished (an assessment is shown).

Strategy is paramount to identifying the most important values, directions, and the plan for the town. Tactics is all about implementation and accomplishment: if not executed as planned, why not, and what will be done differently in the future to ensure that elements of the strategies are accomplished.



PERFORMANCE ASSESSMENT MEASURES THE STRATEGIC PLAN

The Town of Blythewood has as its Mission: to preserve and enhance the quality of life of the citizens of the Town. To accomplish the mission, the following values are at the apex of each decision made:

- **Citizen diversity** – treating all with respect, honesty, and courtesy;
- **Safe Community** – creating safe public assets and neighborhoods;
- **Quality Services** – providing effective and efficient municipal services;
- **Intergovernmental Partnerships** – working together with other governments to sustain our region;
- **Create Places** – ensuring that the dynamics of how a physical place affects our quality of life continue to be paramount considerations.

Therefore, the town has all the planning framework in place: an up-to-date Comprehensive Plan, an award-winning Master Plan, and a multi-year Capital Improvements Plan, all of which undergirds and results in an implementation of several ongoing projects in various stages of development.

All these efforts make up the skeletal infrastructure of our future town, but ***the vision*** is the heart and soul. The Mayor, particularly, and the Council, generally, continue to cast and refine this vision from which the town derives the objectives, goals, and task and performance targets we strive to meet; in other words, the metrics we assess and the dollars we appropriate.

According to Mr. Carey F. Smith, City Manager (retired) of the City of Rock Hill, “A proven formula for success is to plan appropriately, act accordingly, and evaluate continuously.”

There is no need to reinvent this wheel, so the town has incorporated this mantra into this portion of the Financial Plan. The table format is again used to quickly and easily identify which stage of an implementation effort of a particular vision element in which we are currently engaged. A brief narrative of each column heading is provided below:

- **Plan** appropriately: Once the aspired “outcome” has been established, the work of creating the “next” steps begin, as well as arranging for the right tools and establishing the best practices implementation guidelines follow shortly behind.
- **Act** (accordingly): This stage of implementation involves the “employment” of all the tools and resources to bring to fruition the specific plan element in an efficient and effective manner. The balance of *efficiency and effectiveness* is huge, as too much or too little of either has a tremendous impact on our success.
- **Evaluate** continuously: This column identifies the segment of implementation which ensures that the outcome meets the goals and objectives, or that the detailed tasks and the synergetic values are sufficiently additive so as to result in the envisioned outcome. This formula is applied to each incrementally essential element of the plan, all of which are required to fulfill the vision.

General Elements – Status

Vision Essential Element	Intro Year	Plan	Act	Evaluate	Lead	Aspirations	Mayor's Comments
Communications:							
Meet periodically with Richland County representatives	2008			●	Mayor	Meet often, but not as routinely as aspired	Have met with officials no less than monthly to include Council
Support the Greater Blythewood Chamber of Commerce	2008			●	All		Senior staff & elected officials
A quarterly published "issues update"	2012		●		Mayor		In keeping with a model sustainable community, I will initiate an interactive "blog" on our webpage
Attend HOA meetings	2008		●		Mayor & Council	Staff to contact media for story and put schedule on webpage	Currently working with Ashley Oaks & Cobblestone
Revamp Marketing Plan	2012	●			E Garrison	Assessment underway	
Implement WiFi plan	2009			●	J Branham	Assess current & expansion plans	
Commerce & Community:							
Town Park to provide a catalyst to enhance "livability" and economic development	2008		●		P Moscati	Combination of several vision elements of the strategy	
Hosting events	2008				Mayor and Council	Refer to "performance metrics" of the Community Development function. Groups have been forming to accomplish these goals.	Examples: Blythewood Artists Guild, Visitor Center, Manor, Westwood & Blythewood High Schools, Cobblestone Park, USC Equestrian Center
Various venues				●			
Cultural orientation				●			
Small artistic pursuits				●			
Larger athletic events				●			
Heritage-based events			●				
Sustainability & Recycling Day	2008		●		E Garrison	Have held an event each year	
Farmers Market (conducted by others)	2012	●			P Moscati	Assess a "partnership"	
Establish an internship program	2012	●			J Branham		
Increase Town's influence within the public utilities planning & installation of new services	2012	●			R Hovis		
Realize a safe & secure community	2009		●		Mayor & E Garrison	Cultivating a closer relationship with the Sheriff and Fire Chief	Relocation of Sheriff's Dept; 2 sites for new F/station in CIP
Economic development initiatives	2012	●			All	First efforts by Branham & Garrison	
Explore incubator initiative	2012	●			E Garrison		

Vision Essential Element	Intro Year	Plan	Act	Evaluate	Lead	Aspirations	Mayor's Comments
Financial:							
Maintain a self-imposed "restricted" Fund Balance of 30% of Prior FY Revenues	2009			●	All	See financial policies and current year Financial Statement	
In addition to the "restriction" of Fund Balances to maintain an operating cash reserve of \$200,000	2010			●	All	Refer to financial statement for "excess;" remainder is available as "other financing source"	
Adopt a "retrenchment" approach to the Annual Financial Plan for FYs 2013-2015	2012	●			Mayor & Council	Budgets to be prepared accordingly	\$200K reduction; ½ Elected; new outsourcing and discussions to come.
Facilities:							
Town Center Project	2012	●			All		
Town Hall Project	2012	●			Mayor		Bank @ Plan B; County still here; other tenants for current Town Hall
Other Government "partnering" projects	2012	●			All		



**PERFORMANCE ASSESSMENT MEASURES
THE TACTICAL PLAN**

The following section of the financial plan is designed to detail a functional and focused allocation of resources on effective outcomes as well as an assessment of past performance and “budgeted” anticipation of various objectives and initiatives. The town’s Strategic Plan and its ongoing review and refining efforts provide the basis for the analysis and for prioritization, all of which increases the probability of success over a longer term.

Currently, the following functional segments are provided and the data is summarized likewise. In the future, as the Town grows and staffing increases a far more distinct departmentalization naturally evolves, and the budgetary values will similarly become more detailed.

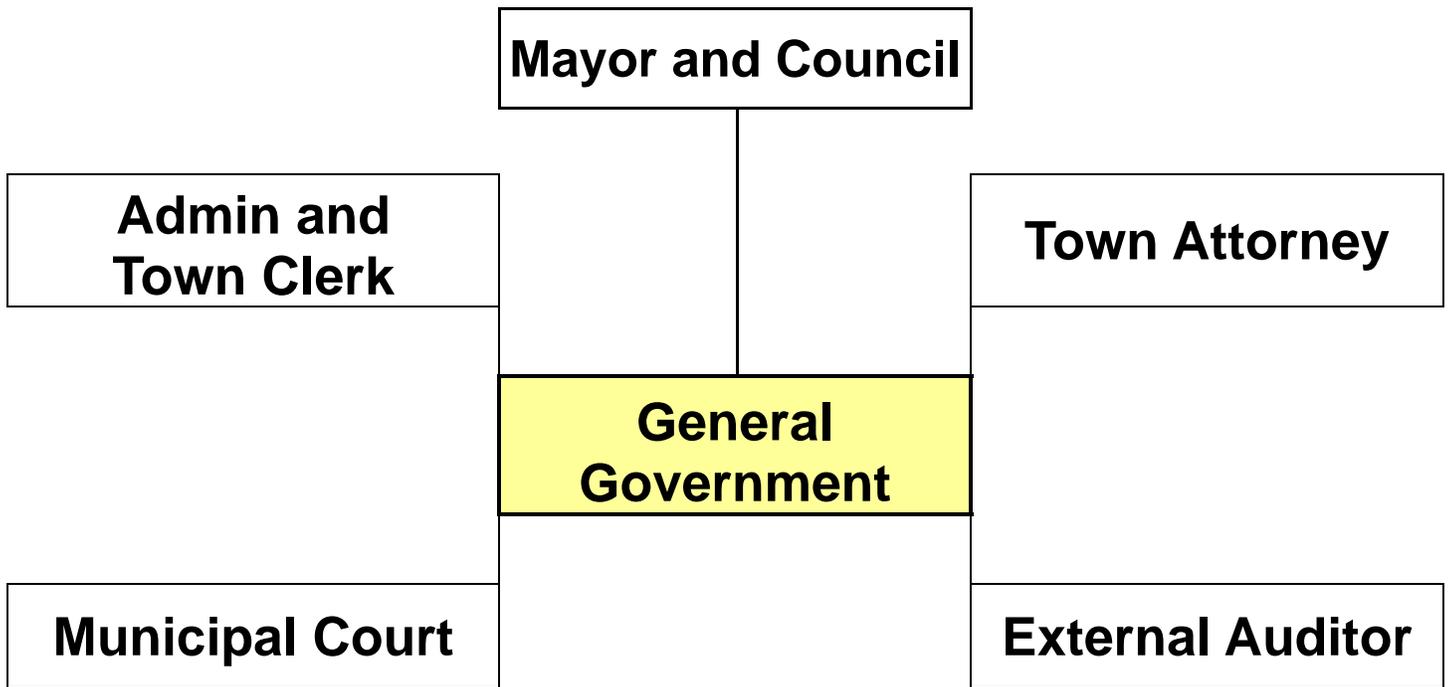
The five functional assessment divisions are:

<u>Divisions</u>	<u>FY '13 Total Budget</u>	<u>Total # of Emp/PT&OS</u>			<u>FY '13 % Achieved</u>
General Government (* Elected Officials)	\$ 473,000	*5	3	2	100.0
Planning & Development	203,000	1	4.5		77.8
Public Works	277,000	2	2		75.0
Community Development	117,000	2	.5		88.9
Capital Outlay	60,000	0	0		100.0
Total Amount	\$1,130,000	*5	8	9	88.3

The Town met 88.3% of its Performance Assessment Measures for FY '13. Although this reflects a respectable level of success, the Town, as all entities do, has room for improvement. The metrics also indicate that the vision and master plans developed are being rigorously pursued and that the goals are challenging.

This portion of the FY '14 Financial Plan utilizes a tabled format and has incorporated a color-coded quick reference evaluator system. Each table includes a column entitled “**2012 Snap Shot**” with colored dots: green indicates that the goals have been achieved as planned; yellow indicates that the achievement has met some of the goals, but not as targeted; and red indicates a planned goal or objective was missed in wholesale fashion. Fortunately, the Town does not have any red evaluation assessments; however, should that occur in the future, the same will be linked to an explanatory paragraph within the narrative of the specific functional division.

Performance Assessment



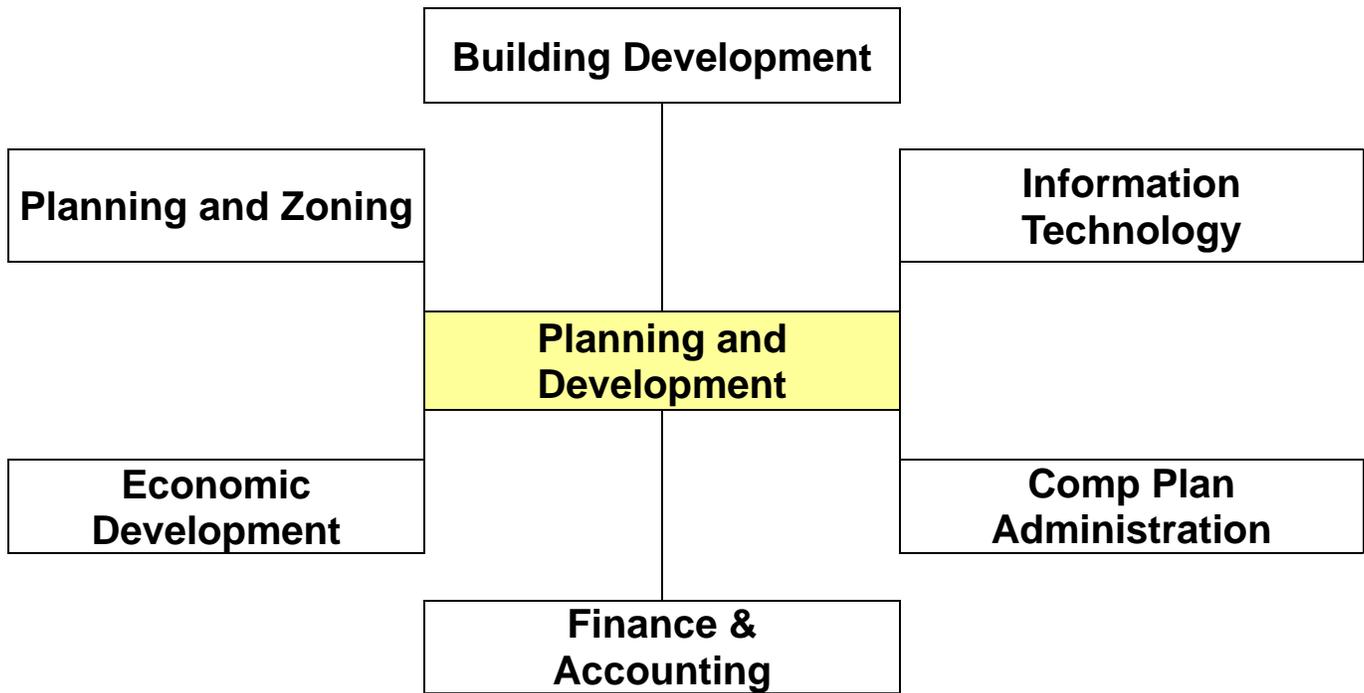
Mission:

To serve the Town’s citizenry as the entity tasked with formulating policies that anticipate growth, provide professional management, and enhance the quality of life and preservation of the Blythewood culture. To direct the town’s planning efforts, resource investments, and regulatory oversight through strategic policies, goals and objectives, legislative decisions, and fiscal methodologies.

	FY ‘11	FY ‘12	FY ‘13	FY ‘14
	Actual	Actual	Projected	Budget
Expenditures	791,000	494,000	408,000	478,000
Elected Officials	5	5	5	5
Personnel #	2	2	2	3
P/T or O/S	4	4	4	3

Tactical Goals & Objectives	FY '12 Actual	FY '13 Anticipated	FY '14 Planned	2012 Snap Shot	Notes
Establish the municipal court	0 cases	All to be held w/in the town	4	●	Working with Richland County to have a Magistrate's Court
Execute IGA with local government	7 IGA	2 IGA	Review all 9 IGAs	●	Fire Inspection still uncertain and renewal is FY'14
Execute all contracts and secure all permits for the Park-Ph 1	Plans & Financial Plan	80% completion of Phase 1 of the Park	Completion	●	Construction underway and working on PPP for additional buildings
Complete the sale of the Comm Cntr	Selected Market Agent	Handle Water Issues/Extensions	Close the sale	●	
Contract Auditor for 3 years	Extend for 2 years	Contract complete	CAFR Cert of Excellence	●	
Adopt audited Financial Statement by September 30th of each year	Adopted Financials in Oct, 2011	Missed targeted date by 30 days but prepared a CAFR vice Audit	Full Compliance	●	CAFR was awarded the GFOA Certificate of Excellence in Reporting
Adopt only audited Fin/Statements w/ unqualified opinion	Opinion was Unqualified	Adopt Fin/State within the targeted parameters	Full Compliance	●	
90% paperless filing & retrieval	90+%	95%	99%	●	Added building documents and iPad tech to Mayor and Councilmember's toolbox
Agendas & Minutes online within 72 hours	90% complete	100%	100%	●	Realigned staff duties to accomplish
Create "eAgenda" packets for Council	Moved documents to the webpage	Move more documents to the webpage	100%	●	Expanded to include not just Town Council but all Boards and Commissions

Performance Assessment



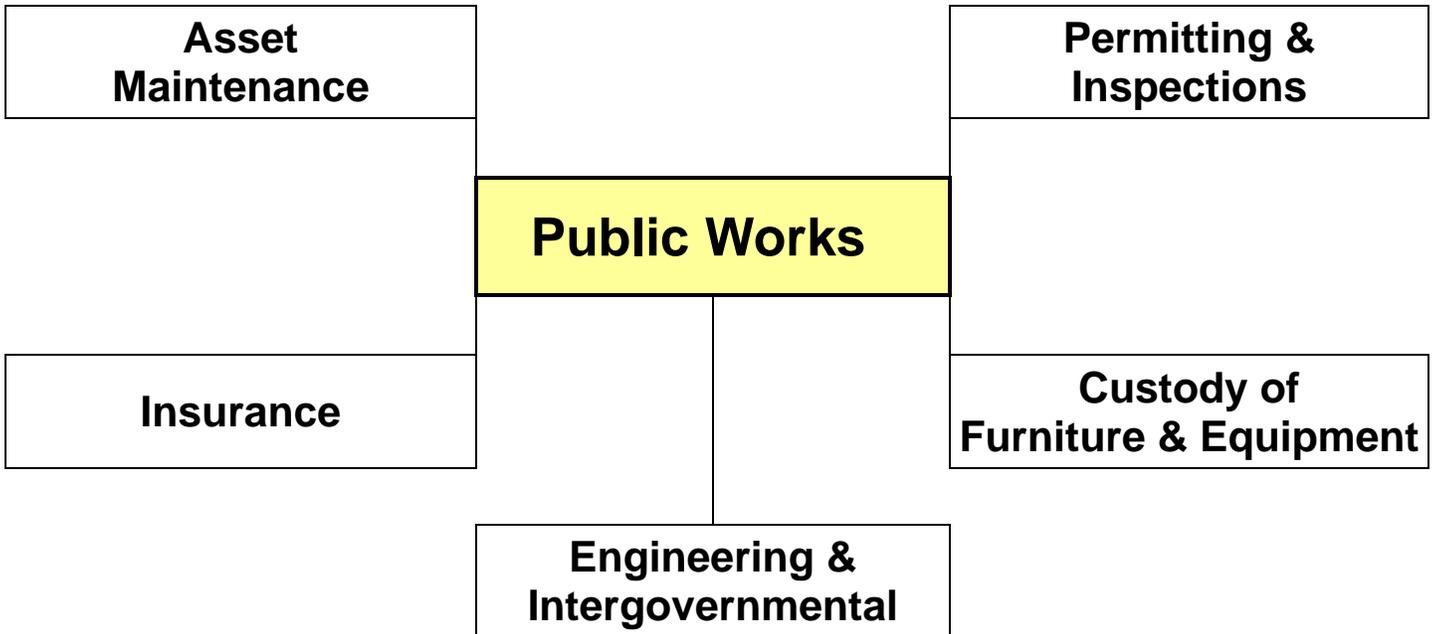
Mission:

To provide professional leading-edge planning of sustainable development and cultivate a culture of exemplary staff and outsourced professionals in day-to-day tactical best practices. To ensure skilled execution and honest evaluation of the tactics employed, the processes established, and the budgets appropriated result in high quality, future oriented services to the citizens of the Town of Blythewood.

	FY '11	FY '12	FY '13	FY '14
	Actual	Actual	Projected	Budget
Expenditures	94,000	250,000	271,000	203,000
Personnel #	2	2	2	1
P/T or O/S	4	4	5	4.5

Tactical Goals & Objectives	FY '12 Actual	FY '13 Anticipated	FY '14 Planned	2012 Snap Shot	Notes
Establish TCD w/ arch standards	Planning Com issue	Ordinance work adopted	Signs for district		
Create Official Map w/ ROW	Planning Com discuss	Adoption	Detailed to GIS map		
Join NFIP	Create data for GIS	Adoption	Incorp into our "pictometry"		
Complete Board & Com training compliance	100%	100%	100%		
Create Economic Development Data Packet Document	Outline Completed	Document completed Nov 2011	Publish & add to webpage		
Promote job creation & growth in tax base growth	6,000 sq. ft. (cumulative) of lease and/or construction space	8,000 sq. ft (cumulative) of lease or construct space, 2 new businesses	13,000 sq. ft. for Town Hall and other Governments		
Develop strategic alliances with regional/state Econ Dev leaders	Included Econ Dev leaders in initiatives	Organize and meet with 3 regional state Econ Dev leaders	Begin 1/4ly mtgs. with Econ Dev leaders		Working on D-1 modification effort jointly
Promote positive business climate via proactive interaction w/ Blythewood businesses	Meet 50% of Businesses + begin Blythewood Leadership Series	Meet 100% + Blythewood Leadership Series each quarter	Engage Town Center Concierge		Added Municipal Improvement District consideration to scope of work
I-77 Enhancement Projects	Planned & grant awarded Exit 27	Contracted Exit 27 Completed MM 30 Concept—Exit 24	Install Exit 27 & Contract Exit 24		

Performance Assessment



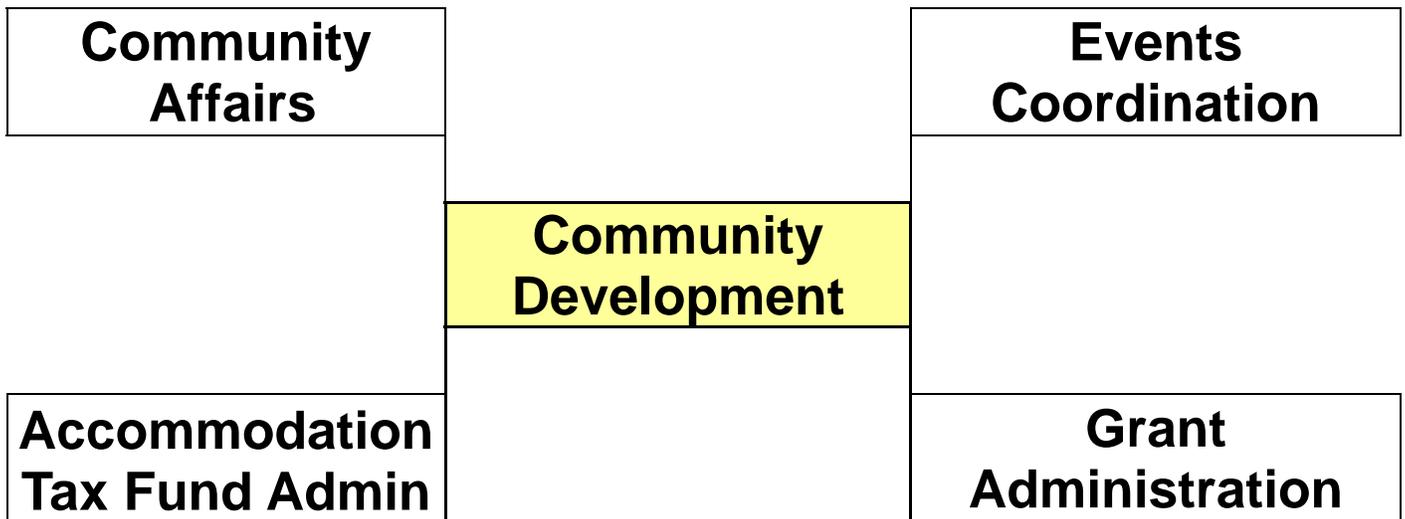
Mission:

To improve the health, safety, and appearance of the Town as well as to protect its assets and conserve our natural resources. In addition, to provide support to all Town efforts by facilitating events, festivals, and effective operations of same, with manpower, equipment, and required skills. Serves as the Town’s intergovernmental liaison with local, state, and federal entities in an effort to fully comply with any regulatory requirements.

	FY '11	FY '12	FY '13	FY '14
	Actual	Actual	Projected	Budget
Expenditures	152,000	155,000	235,000	277,000
Personnel #	3 1/2	4	2	2
P/T or O/S	1/2	0	2	2

Tactical Goals & Objectives	FY '12 Actual	FY '13 Anticipated	FY '14 Planned	2012 Snap Shot	Notes
Conduct 12 hrs of cross-training inspectors	6 hours of cross training	12 hours	Increase the number of inspectors to 3	●	More velocity to inspection schedule and plan reviews
Increase B/O CRE hours from 12 to 15	12 planned	12 planned	Contract with RCI	●	Outsourced for 2014
Implement a fire inspection program	Not planned	Planned for this FY	Negotiate IGA	N/A	IGA may not be with Richland County Talking with Cities
Establish review of commercial plans complete - 5 days	Not required but practiced	Obligated to frequent builders	Self-impose as requirement	●	
Reduce completion of scheduled inspection - 24 hours	48 hours requirement	24 hour plan and performance	24 hours	●	Met the 48 hours threshold in FY '11
Continue to increase recycling efforts of citizenry	One dump of bins per month	Two dumps of bins per month	Four dumps per month	●	Exceeded tonnage goals and ranked as 2nd highest in Richland County
Expand recycling to the business community	Not planned, but implemented	Not full implementation	Investigate the barriers to full implementation & devise plan	●	Work toward 100% participation
Protect assets and extend useful life	Conducted complete inventory	Additional real property (via ROW) and Park completion	Continue effort and outsource additional work	●	Additional vehicles, more furniture and equipment

Performance Assessment



Mission:

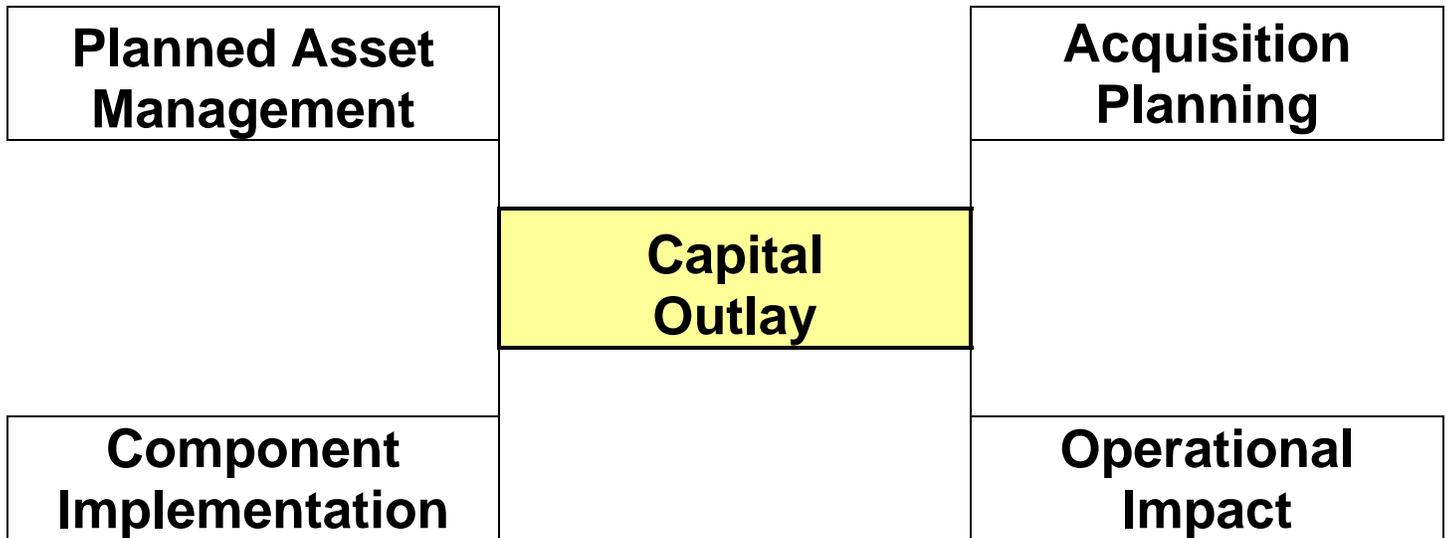
To develop mutual understanding and support of the Town’s efforts in service delivery and regulatory function between the community, both residential and business citizenry, and the Town’s leadership.

To accomplish this huge, but necessary undertaking, the effort includes: multi-media communication of public information; careful and purposeful public relations; fostering community involvement opportunities; public-private partnerships; effective grant administration to “fill the gaps” in public projects; and support of events, festivals, and the arts by skillful administration of the accommodation/hospitality resources and growth as envisioned in the Town’s Master Plan.

	FY ‘11 Actual	FY ‘12 Actual	FY ‘13 Projected	FY ‘14 Budget
Expenditures	23,000	17,000	52,000	117,000
Personnel #	2	2	0	2
P/T or O/S	1/2	1/2	2 1/2	1/2

Tactical Goals & Objectives	FY '12 Actual	FY '13 Anticipated	FY '14 Planned	2012 Snap Shot	Notes
Produce 1/4ly e-newsletter	6 issues	Complete the webpage redevelopment	Enhance webpage & add mobile		
Maintain 6 news "pieces" on web	More news, pics & financial data	More but shorter	Targeted audience pieces		
4 neighborhood meetings annually	HOAs by invitation	Town host meeting in area	Total of 4		Added as a strategic task of Mayor and Council
Visit 100% of TCD businesses	Used the Chamber events	80%	100%		Adding Town Center Concierge
Support & produce major 1/4ly event	Bounty, *Beach Bash, *Balloons/Blues/BBQ *Chick-fil-a Classic	Include Bike Race Diamond Invitational & Open Welcome Center	Add Equestrian event and park venue		Full schedule & added Manor at Doko Meadows
Support & produce 6 minor events annually	NNO; * *Bike Race, *Movie-Park; *Bow Ties & Blue Jeans; *BWood Rodeo Equifest	Holiday events doubled and grew in number of participants & visitation	Increased the number of venues and improve the planning		Added Town Center Concierge and Events Coordinator + looking to support Welcome operations
Expand town boundaries 1 mile	Targets: to I-77 Exit 24, BWood to Loner, Langford to Trading Post	Targets: I-77 exit 22, Langford to Hardscrabble	No longer an objective but petition received will be welcomed		Mayor's retrenchment strategy has the town dealing more with what we have currently but we welcome the interested parties to join the Town
Id & secure 4 grants for public projects or events	Trail & Market Signage I77 Enhancement	Identified 10 Grants – (4 is goal)	4 grants		Engaged a grant specialists with various expertise to assist the town's efforts
Support expansion of "the arts" as an economic & tourism benefit	PIANO event & BHS Marching Band Championship	Create a gallery event in the bank	Create active gallery space		Support the Artist Guild & the BAG Shoppe

Performance Assessment



Mission:

To provide a long view of the additional assets required for the various functions of the Town. To assist the leadership in determining the operational impact that various acquisitions will have upon ongoing budgets and financial resources. This was added last year as a tactical category of the Capital Improvements Plan (CIP) expenditures, which were previously included in the General Government category. These performance assessment measures are being considered: accuracy of planned acquisition dates and values, as well as assessment of operational impact indicator system.

	FY '11	FY '12	FY '13	FY '14
	Actual	Actual	Projected	Budget
Expenditures	155,000	256,000	232,000	60,000
Personnel #	0	0	0	0
P/T or O/S	0	0	0	0

Tactical Goals & Objectives	FY '11 Actual	FY '12 Anticipated	FY '13 Planned	2012 Snap Shot	Notes
Effectiveness of asset acquisition	First year had some "pent-up demand"	CIP is maturing and being relied upon by leadership and advisors	Make 90% of planned purchases	●	Ensure that the schedule is an accurate estimation of execution
Effectiveness of the Operational Impact Indicators	Park was only acquisition with an impact	Park remains the only impact project underway but without a cost	2 projects will be evaluated: Exit 27 & the Park	●	Major impacts represent the hiring of additional employees; Minor impacts are for utility cost or insurance premiums



Appendix:

FY 2012-2013



Appendix: FY 2013-2014

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The final section of the Annual Financial Plan provides supplementary information to facilitate understanding of material presented in previous chapters of the plan.

The first few pages include the Town’s leadership and contact information, followed by the organizational chart with the enhanced schedule of personnel trends, abbreviations and acronyms list, glossary, and the Financial & Accounting Policy Manual.



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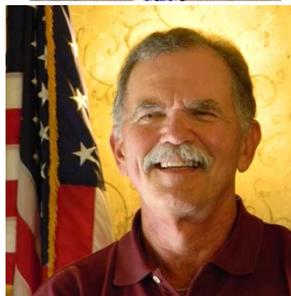
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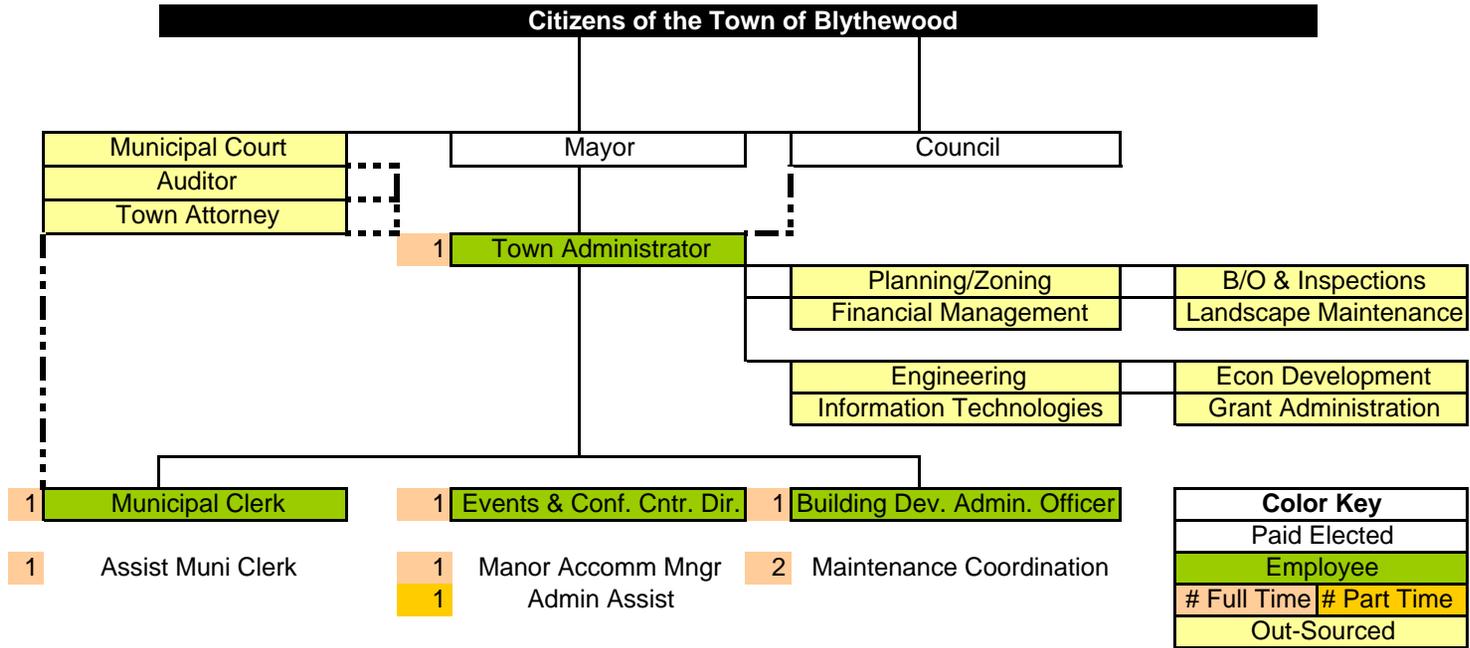
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Staff & Other Professionals

Employee	Position	Phone	Email
Chilcutt, Booth	Accommodations Manager	754-0501	chilcuttb@townofblythewoodsc.gov
Jones, Martha	Events & Conference Center Director	754-0501	jonesm@townofblythewoodsc.gov
Keasler, Stacey	Building Development Administrative Officer	754-0501	keaslers@townofblythewoodsc.gov
Keefer, Chris	Assistant Municipal Clerk	754-0501	keeferc@townofblythewoodsc.gov
Moseley, Cecil	Maintenance Engineer	635-1830	
Perry, John	Town Administrator	754-0501	perryj@townofblythewoodsc.gov
Riley, Sharon (Lee)	Maintenance Engineer	546-1020	
Roberts, Richard	Building Inspector	754-0501	robertsr@townofblythewoodsc.gov
Weaver, Martha	Municipal Clerk	754-0501	weaverm@townofblythewoodsc.gov
Wilson, Kirk	Administrative Assistant	754-0501	wilsonk@townofblythewoodsc.gov

**Town of Blythewood
Amplified Organizational Chart
FY 2014**



Schedule of Human Resource	
FY '11	7
	1
	6
	5

Schedule of Human Resource	
FY '12	8
	1
	5
	5

Schedule of Human Resource	
FY '13	5
	2
	8
	5

Schedule of Human Resource	
FY '14	8
	1
	8
	5

Town of Blythewood Budget Abbreviations & Acronyms

Abbreviations:

Ac	acre
Alt	alternate
AmLegal	American Legal Publishing
ATax	Accommodation Tax
CAM	common area maintenance
EMP	Employee
FY	fiscal year
Imp	impact
IT	Information Technology
L/T	long term
N/B	north bound
Op	operating
O/S	out-sourced (outstanding)
Promo	promotions or promotional
P/T	part time
R&R	remove and replace (rest and relaxation)
S/T	short term
WiFi	Wireless Fidelity

Acronyms:

AICPA	American Institute of Certified Public Accountants
B2B	Business to Business
BFC	Blythewood Facilities Corporation
CAFR	Comprehensive Annual Financial Report
CIP	Capital Improvements Plan
CPI	Consumer Price Index
FEMA	Federal Emergency Management Administration
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GBCofC	Greater Blythewood Chamber of Commerce
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
G/O	General Obligation
HOA	home owners association
HVAC	Heat, Ventilation and Air Conditioning
IFP	Installment Financing Plan
IGA	Intergovernmental Agreements

IRS	Internal Revenue Service
LID	Low Impact Development
MASC	Municipal Association of South Carolina
NFIP	National Flood Insurance Program
NFP	not for profit
PPP	Public-private partnership
ROW	right of way
SC	South Carolina
TCD	Town Center District

**Town of Blythewood
Glossary of Terms and Phrases**

Accommodation Tax	A tax charged upon gross revenues from business entities that offer room for rent; the Town has both a local and SC accommodation tax in effect.
Accommodations Tax Fund-Local	A special fund that accounts for the collection of a percentage of gross revenues from business entities offering room for rent. The entity is responsible for reporting gross rents, calculating the tax, and remitting it directly to the Town of Blythewood.
Accommodations Tax Fund-State	A special fund that accounts for the collection of a percentage of gross revenues from business entities offering room for rent. The entity is responsible for reporting gross rents, calculating the tax, and remitting it directly to the SC Department of Revenue.
Accommodation Tax to General Fund	South Carolina statutes enable the first \$25,000, and 5% of the remainder after deduction of the \$25,000, of all accommodation tax collected to be placed into the Town’s General Fund to offset cost associated with “visitation” caused by the advertising and promotions required by the laws controlling expenditures.
Accounting	The bookkeeping methods involved in making a financial record of transactions and in preparing statements concerning the assets, liabilities, and operating results.
Accrual	The recognition of an expense or revenue that has occurred but has not yet been recorded.
Advertising	The activity of attracting public attention to a product, business, or event, as by paid announcements in the print, broadcast, or electronic media.
Allowances	The cost associated with employee benefits for a specific purpose (auto).
Audit	An examination of the Town’s accounting records and books conducted by an outside professional in order to determine whether the entity is maintaining fund records according to generally accepted accounting principles.
Balanced Budget	A budget (particularly that of a government) with revenues equal to expenditures, and neither a budget deficit nor a budget surplus (in other words, the accounts balance). More generally, it refers to a budget with no deficit, but possibly with a surplus.
Benefits	A payment made or an entitlement available in accordance with a wage agreement, an insurance policy, or a public assistance program.
Building Permit Fees	Based upon the cost of the building project, a schedule of fees is charged and collected.

Business License Fees	Based upon a fee schedule, businesses pay a “privilege fee” for doing business within the Town; it is based upon gross receipts and whether the business is located within or outside town limits.
Community Center Rental Fees	Rental and cleaning fees for use of the Blythewood Community Center.
Construction-Capital Improvements	The cost associated with building structures or adding on to physical assets of the Town (i.e., the Park features, streetscape assets, etc.).
Debt Service	The principal and interest payments required by note, bonds, or other financing instruments.
Debt Service Fund	A special fund is used to account for the revenues collective from millage and from inter-fund transfers, to make the payments to bondholders trust and to hold required reserves, and any excess funds collected for the retirement of the bonds in the fund balance.
Depreciation	Expense allowance made for wear and tear on an asset over its estimated useful life.
Developments Permits & Plan Review Fees	The fees assessed upon developers to offset the expense of reviewing their plans and the potential adverse impacts their development may have upon the citizens of the Town of Blythewood.
Dues	A charge or fee for membership, as in an organization such as MASC.
Engineering	The cost paid to professionals in the business of the application of scientific and mathematical principles to practical ends such as the design, manufacture, and operation of efficient and economical structures, machines, processes, and systems.
Enterprise Fund	In governmental accounting, a fund for an entity that provides goods or services to the public for a fee that makes the entity self-supporting. It basically follows GAAP as does a commercial enterprise. An example is a government-owned utility.
Fees	Charges levied by the Town on certain transactions and activities within the town.
Fund	A fiscal and accounting entity that has a set of self-balancing accounts to record cash and other financial resources, together with all related liabilities and residual equities and balances, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.
Fund Balance Appropriation	The “going concern” concept occasionally finds revenues exceeding expenditures; creating a fund balance. The use of this fund balance must be appropriated in the FY if it is intended to be expended.
Furniture & Fixtures	The movable articles in a room or a building that make it fit and efficient for working.

General Fund	The principal operating fund of the Town that accounts for all financial resources not accounted for in other funds.
Hospitality Tax	A tax charged against gross receipt of businesses serving prepared foods and drinks within the Town of Blythewood.
Hospitality Tax Fund	A special fund used to account for the revenue collected from a 2% tax levied upon the sales of prepared meals and beverages within the Town of Blythewood and the restricted expenditures thereof.
Insurance	Coverage by a contract binding a party to indemnify another against specified loss in return for premiums paid; types of insurance include General, Health, and Liability.
Insurance Tax Collection Program	A program account that centralizes the licensing procedures for insurance companies and standardizes the collection rates, dates, and distributions to the town.
Inter-fund Transfer	Transfer from one fund to another within the Town’s family of fund types.
Interest Income	All fund balances not required for current transactional purposes are invested in accordance with the Town’s Investment Policy.
Internet & Webpage	Fees and utility charges to maintain the current WiFi system and our webpage, including domain fees.
Legal Services	The work performed by a lawyer for specific subjects, projects, or financings.
Local Option Sales Tax	A special-purpose tax implemented and levied at the city or county level. A local option sales tax is often used as a means of raising funds for specific local or area projects, such as improving area streets and roads, or refurbishing a community’s downtown area.
Lodging	Sleeping accommodations or a temporary residence.
Major Fund	Many local governments manage and account for their financial activities in a limited number of funds--designated as major funds. The Governmental Accounting Standards Board (GASB) has recommended the following major funds: (1) The main operating fund (the general fund or its equivalent) should always be reported separately. (2) Other governmental funds and proprietary funds be reported as major funds if the total assets, liabilities, revenues, or expenditures/ expenses of that individual fund are at least 10 percent of the corresponding total (assets, liabilities, and so forth) for the relevant fund category (governmental fund or proprietary funds) and at least 5 percent of the corresponding total for all governmental and proprietary funds combined. (3) Any other funds that public official believe are particularly important to financial statement users (for example, because of public interest or consistency) be reported as major funds.

Mileage	An allowance for travel expenses established at the current IRS rate per mile.
Miscellaneous Revenue	Those revenues that are “nonrecurring” and do not fit into an established category.
Modified Accrual	An accounting method commonly used by government agencies that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred. This system divides available funds into separate entities within the organization to ensure that the money is being spent where it was intended.
Mortgage	A loan payment secured by the collateral of some specified real estate property (Hoffman House) which obliges the Town to make a predetermined series of payments.
Municipal Court	Richland County charges the town a small fee to provide our access to the Magistrate’s Court.
Note	A written promise to pay a specific sum of money on a certain date for fixed time.
Office Supplies	Office materials, supplies, and provisions stored and dispensed when needed.
Operating Expenditures	Amounts paid to maintain the town hall, grounds, legal fees, promotions of the Town, utilities, and other administrative cost.
Ordinance Codification	Quarterly fees charged by AmLegal to codify our ordinances, provide printed pages for our Code, and host our ordinances online.
Personnel	The full costs associated with compensating the Mayor and employees for their services, to include the costs of training, travel, and similar expenses.
Planning & Development Services	An outsourced program or method for the accomplishment of an objective, and the determination of the best techniques for applying a new device or process to meet these goals.
Professional Services	Payment to outsourced experts, to assist in those tasks that exceed employee competency and skill set.
Promotions	Advertising, marketing, branding, publicity, blog, or newsletter (print or electronic) that promotes a plan, policy, or event.
Property Tax Program	Although the town does not currently have an <i>ad valorem</i> tax, it has in the past and occasionally, levied a delinquent tax or a “roll-back” tax, which is collected by the County Treasurer and remitted to the Town.
Repairs & Renovations	To restore to sound condition after damage or injury; or to extend the life of an asset.
Salaries	Regular wages and benefits an employee receives from an employer.

Sewer Capacity Unit Repayment	Circa 1996, the Town invested with Wildwood Utilities, a private sewer collection and processing company, to facilitate the provision of sewer in the business district of the Town. In FY 2008, a portion was repaid.
Signage	The design or use of signs, informational plaques, or symbols.
Special Fund	A fund used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specified purposes. Examples of Special Funds include Accommodations Tax Fund-State, Accommodations Tax Fund-Local, Hospitality Tax Fund, and Debt Service Fund.
Special Initiatives	Those projects and objectives that require special handling.
State Aid to Subdivisions	South Carolina shares a portion of the taxes collected from multiple sources within the state; the allocation is population based.
Taxes	An assessment of tax percentage to a certain value or transaction which results in an income to the authority affixing the levy.
Telecommunication Tax Collection Program	A program account that centralizes the business license tax collection due municipalities from telecommunication companies.
Telephone	The cost paid to companies, so the town staff may make a telephone connection or transmit (a text message, for example) by telephone.
Tourism Related Activities	Cost of providing activities (event cost, labor, and ads) that are planned to result in greater tourism and visitation to the Town.
Town Maintenance	The work of keeping things in proper operating condition and the upkeep of appearances.
Training	The process of bringing a person to an agreed standard of proficiency by practice and instruction.
Transfer to Operating Reserve	The excess of revenues less expenditures.
Travel	To go from place to place as an employee or agent.
Utility	A commodity or service, such as electricity, water, or sewer services, that is provided by both public and private utilities.
Utility Franchise Fees	A fee is assessed against utility companies, both public and private, that serve within the Town and utilize the right of ways within the town for the placement of poles, pipes, and sundry other apparatus.

Town of Blythewood Financial and Accounting Policy Manual

Forward

This manual has been developed to provide basic guidance and to standardize operating procedures for transactions of a financial nature. The policies and procedures contained within this document are applicable to all Town departments, and special purpose entities that are under the jurisdiction of the Town Council and/or control of the Town Administrator.

For the most part, the policies and procedures are a compilation of those already in existence and merely consolidated into one document for use as a ready reference by operating personnel in the performance of their day-to-day duties and responsibilities.

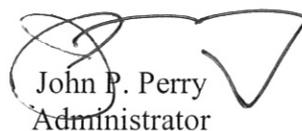
To facilitate future revisions, this manual is structured with "lift-able chapters" that enables deletion and insertions of materials without necessitating a reprint of the whole.

Suggestions for improving the practices and standards, (and the manual for that matter), are welcome and should be submitted to the Administrator's office for evaluation and incorporation. Only with your help and professional contributions will we be able to keep these practices current, relevant and meeting the needs of the Town.

This manual was prepared in an effort to provide assistance to Town staff in the performance of their transactional duties. As the authors and responsible persons for reporting the finances of the Town, the Mayor and Town Administrator will be the interpreters of the policies and procedures contained in the manual.



J. Michael Ross
Mayor



John P. Perry
Administrator

**Town of Blythewood
Financial and Accounting Policy Manual**

**Town of Blythewood
Financial Policies**

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Ch 1	Introduction to Financial Policies
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Ch 8	Capitalization Policy for Capital Assets
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**Town of Blythewood
Financial and Accounting Policy Manual**

**Chapter One
Introduction to Financial Policies**

The Town of Blythewood has developed a comprehensive set of financial policies that are consistent with the Town's goals and objectives. Specific attention has been given to make sure that these policies are both consistent and relationally sound. Financial policies are an integral part of the development of service, capital, and financial plans and the annual operating budget, as well as the annual audit report. Collectively, the integration of the financial policies and procedures provide the framework and foundation for decision-making and basis for the Town of Blythewood to continue its tradition of financial stability.

The primary purpose of financial management policies is to provide guidelines for the Town Council to set direction and for staff to use in the execution process that will ensure that core services are maintained and the Council's vision for the community is achieved.

In addition, sound financial policies provide a level of security for the community by ensuring residents that all dollars, regardless of source, are being used openly, legally, efficiently and effectively, and in a manner that provides the Town a level of insulation from financial crisis and economic disruption. These policies shall be reviewed, modified as appropriate, and reaffirmed annually.

General Financial Goals

- To manage the resources necessary to be a financially viable Town that can maintain an adequate level of municipal services.
- To maintain financial flexibility in order to be able to continually adapt to local and regional economic changes.
- To maintain our Standard & Poor's "AA minus" rating and enhance the sound fiscal condition of the Town.
- To effectively maintain and improve the Town's infrastructure.
- To prudently plan, coordinate, and implement responsible community development and growth.

Financial and Accounting Policy Manual

Chapter Two Accounting Policy

Financial Condition Statement – 1

The Town of Blythewood will perform accounting functions that shall conform to the generally accepted accounting principles as applicable to governments.

The diverse nature of governmental operations and the necessity of assuring legal compliance preclude recording all governmental financial transactions and balances in a single accounting entity. Therefore, from an accounting and financial management viewpoint, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functioning independently of each other.

The Town will comply with prevailing federal, state, and local statutes and regulations. The Town will also conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

In general, it will be the policy of the Town to:

1. Prepare and present regular reports that analyze, evaluate, and forecast the Town's financial performance and economic conditions. This information will be made available to the public for their inspection.
2. With available resources, the Town will seek out and employ the assistance of qualified financial advisors and consultants in the management and administration of the Town's financial functions.
3. An independent audit will be performed annually.
4. The Town will issue annual financial reports in accordance with generally accepted accounting principles (GAAP) as outlined in the Governmental Accounting, Auditing and Financial Reporting (GAAFR) publication.

The **basis of accounting** refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made regardless of the measurement focus applied. As in the basis of budgeting, accounting records for the Town of Blythewood governmental funds are maintained on a **modified accrual basis** with the revenues being recorded when available and measurable and expenditures being recorded when the services or goods are received and the liabilities are incurred. In contrast to the basis of budgeting, accounting records for proprietary funds (when the Town's activities warrant the creation of such a fund) are to be maintained on the **accrual basis** in which revenues are recognized when earned and expenses are recognized when incurred.

Financial and Accounting Policy Manual

The Town of Blythewood's accounting system is organized and operated on a "fund" basis. Each accounting entity is accounted for in a separate "fund" which is defined as a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources together with related liabilities and residual equities or balances, and changes therein. Two fund types defined in the "Description of Budgeted Funds" is further defined below as well as the addition of Fiduciary Funds.

Classification Fund Type

Governmental Funds General

Special Revenue

Future - Debt Service

Future - Capital Projects

Future - Proprietary Funds (Enterprise)

Future - Fiduciary Funds (Agency)

Future - Expendable Trust

Governmental Funds. These funds are, in essence, accounting segregations of financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used; current liabilities are assigned to the fund from which they are to be paid; and the differences between governmental fund assets and liabilities (the fund equity) is referred to as "Fund Balance". The primary measurement focus is "flow of current financial resources." Increases in spend-able resources are reported in the operating statement as revenues or other financing sources, and decreases are reported as expenditures or other financing uses.

Future - Proprietary Funds (Enterprise). These funds are sometimes referred to as "income determination," "non expendable," "enterprise funds" or "commercial type" funds and are used to account for a government's on-going organizations and activities which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities, where net income and capital maintenance are measured, are accounted for through proprietary funds. The generally accepted accounting principles here are those applicable to similar businesses in the private sector, and the measurement focus is the economic condition of the fund as a result of the events and transactions of the period. Events and transactions that improve the economic position of a proprietary fund are reported as revenues or gains in the operating statement. Those that diminish the economic position are reported as expenses or losses.

Future - Fiduciary Funds (Trust or Agency). These funds account for assets held by the Town in a trustee capacity or as an agent for other governmental units and for other funds. Each trust fund is accounted for as either a governmental or a proprietary fund. Fiduciary funds are not budgeted in the annual budget process.

Town of Blythewood Financial and Accounting Policy Manual

Internal Control. In developing and maintaining the Town's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets.

The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and the evaluation of costs and benefits requires estimates and judgments by management. All internal control evaluations occur within the above framework. The Town's current internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

Town of Blythewood Financial and Accounting Policy Manual

Chapter Three Cash and Near Cash Controls

POLICY STATEMENT

It shall be the responsibility of each employee to implement the necessary procedures to ensure that the provisions of this Manual are complied with as it relates to the control of cash. Specific workflow structure and practices may vary, but cannot be conflicted with the standard practices herein.

Basic Principles and Standards:

1. Employee personal funds shall not be commingled with Town funds.
2. Deposits shall be made by an employee other than the cashier or the person issuing receipts.
3. Bank accounts shall be reconciled monthly by the person or firm charge by the Town Administrator.
4. Electronic payments (source or use) shall be recorded and reconciled as are other paper receipts and disbursements.
5. The duties of cashier and 'bookkeeper' shall be divided between two employees or contractors, neither of whom shall be permitted to have access to each other's records, unless restricted by the number of personnel working in the department. The arrangements to accommodate the 'separation of duties' standard must be approved by the Mayor.
6. As required by law, different functions shall maintain and the employee assigned be held accountable for the financial records of their operation and prepare reports as required.
7. Departments may accept payments in the form of cash, personal checks, bank checks and drafts, express and post office money orders, cashier and traveler's checks, and wire transfers. Other methods of payment, such as ACH wires, EFTs, debit/credit cards, are acceptable as approved by the Town Administrator.
8. When payment is received in more than one form (check, money order, and currency), only one receipt shall be issued for the total payment. A memo notation shall be made on the receipt indicating the different forms of payment and the corresponding amount.
9. When a check or money order is received covering payments for account of more than one person, a separate receipt must be issued for each.
10. Nationally recognized traveler's checks may be accepted for payments subject to approval by the Town Administrator. Traveler's checks accepted, in excess of the amount due, shall be so noted on the receipt.

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11. Checks drawn against foreign banks, Mexican and Canadian banks included, should be discouraged, including those drawn on U.S. Dollars, however the Town Administrator may approve acceptance on a case-by-case basis.
12. Restricted type endorsement stamps must be used on all checks and money orders as soon as received. The endorsement stamps shall read as follows:

Pay To The Order Of Town of Blythewood For Deposit Only (Account Name) (Number of Account)	Pay To The Order Of (Name of Bank) For Deposit Only (Title of Account) (Number of Account)
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SAFEGUARDING CASH

The official in charge of the function shall ensure that all cash received is adequately safeguarded until deposited with the bank or the Town.

1. Large amounts of cash shall not be allowed to accumulate. It shall be determined by the Town Administrator and the responsible employee what amount of cash should be allowed to accumulate
2. All cash held on-site overnight shall be deposited in a locked file or safe, however it is preferred that all cash be deposited on the day of receipt.
3. Key location and safe combinations shall be restricted to as few employees as possible, preferably memorized. Where a written safe combination has to be maintained, it must be kept in a secure place. The Municipal Clerk is responsible to keep an updated record of safe combinations in the Mayor's office.
4. During business hours, cash must be kept in a cash box/drawer or cash box not accessible to unauthorized persons. Cash box/drawers or cash boxes must be closed when not in use. Individual employees shall be responsible for cash box/drawers assigned to them.
5. It is recommended that offices and/or desk be locked during nonworking hours and office door/desk keys are restricted to as few responsible employees as possible.
6. It is recommended that a record of office door/desk keys issued be maintained and the Town Administrator should ensure that office keys are returned by terminated or transferred employees.

GUIDELINES FOR HANDLING CASH

Employees shall exercise extreme care when handling cash. Frequent losses of cash through careless handling of money are not only annoying and bothersome, may result in disciplinary action or termination and may be a violation of the law.

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The following precautions shall be observed to guard against cash losses:

1. Keep the cash box/drawer neat and orderly and in balance at all times.
2. Arrange currency according to denominations in separate compartments.
3. Do not keep excess cash in the cash box/drawer.
4. When making change, first count out the coins to the nearest dollar, then count the bills.
5. Count the cash twice before paying out; once when removing it from the cash box/drawer, and again as it is given to the customer.
6. Never count currency directly into the cash box/drawer. Always place it on the desk, away from the customer's reach, and count. Do not put their money away until the exact change is verified. Then, place the customer's payment in the proper compartments of the cash box/drawer. Keeping the money in sight until the transaction is completed will avoid controversies that might arise as to the amount given by the customer. Also, always check for counterfeit money.
7. Always close the cash box/drawer after the completion of each transaction.
8. Concentrate on each transaction. Do not permit any distraction while handling money. If the transaction is interrupted for any reason, it should be started over.
9. If there should be distractions in the midst of the count, stop, return the money to the cash box/drawer, and then count again. When in doubt, always make a recount.
10. Always keep the cash box/drawer locked when left unattended.
11. Be careful of new bills as they have a tendency to stick together. "Twist" the new money and if necessary, alternate a new bill with an old bill in the cash box/drawer.
12. Serial numbers of all \$100 bills should be recorded on the receipt.

GUIDELINES FOR HANDLING CHECKS

Accepting checks in payments for amounts due is a convenience. However, it can create costly problems and losses if bad checks are inadvertently accepted. Carelessness causes most of the losses because the person accepting the check fails to properly identify the person or accepts checks indiscriminately.

The best way to keep "Bad Check" losses to a minimum is to follow sound and sensible practices, and always use caution and common sense whenever accepting a check. Here are a few simple rules to follow when receiving payments in form of checks:

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Do

Accept checks only for the exact amount of payment.

Ask for more than one kind of identification. You are safer with multiple IDs.

Compare the person with the description on the ID as to age, nationality, and hair color. Take notice of a photograph.

Make sure the check meets all legal requirements.

Have personal checks made out in your presence, and made payable to the Town of Blythewood.

Do Not

Accept a combination of identification documents which are offered to readily.

Forget to note the address, phone number, and other pertinent data about the payer on the **front** of the check, as well as the serial number and expiration of the ID used.

Honor a check with is stale dated or postdated.

Permit yourself to be flustered by a payer who is in a hurry.

Accept any third-party checks.

Cash Funds

POLICY STATEMENT

The Town Administrator may establish petty cash funds for Town departments and other entities to facilitate their operations. Ordinarily, these funds are used for making change or petty cash expenditures. Funds shall be used only for the purpose authorized.

ESTABLISHMENT

Requests to establish petty cash funds shall be submitted to the Town Administrator.

Upon approval, the department shall submit a "Replenishment" form, in the amount of the fund, to the Administrator's office for processing.

CHANGE FUND

An authorized Change Fund shall be used exclusively for making change in the conduct of official Town business.

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PETTY CASH FUND

An authorized Petty Cash Fund shall be used by an employee for payment of services, expenses or charges incurred in the conduct of official Town business, subject to the following limitations:

The Petty Cash Fund shall not be used for payment of any single item of expenditure in excess of \$100.

Regardless of the amount, no disbursement shall be made for employee travel expenses unless expressly authorized by the Town Administrator.

All disbursements shall be covered by voucher, approved by a responsible employee, and signed by the person receiving the cash. The vouchers shall be typewritten or made out in permanent ink and amounts written out i.e., one dollar rather than \$1.00. Expenditures in excess of one dollar (\$1.00) must have a receipt before reimbursement is made. The receipt shall be an original and signed by an authorized employee.

Any time an employee is given a cash advance from the fund to make a petty cash purchase, an interim receipt shall be obtained. When the employee returns with the actual receipt, the interim receipt shall be replaced by the actual receipt.

The custodian of the fund must be able, at all times, to account for the fund in the form of cash or vouchers on hand or a combination of both.

Upon demand of the Town Administrator or the Mayor the custodian entrusted with the fund shall give an accounting of the fund.

Any shortage in the fund shall be reported to the Town Administrator.

Cash shortages of more than \$200 must also be reported by the Town Administrator to the Mayor.

Overages in fund shall be deposited into the revenue account, Other Refunds and Reimbursements, by issuing a receipt and depositing the amount as is done for other collections.

The Petty Cash Fund shall never be co-mingled with cash receipts or any other fund.

FUND REPLENISHMENT

The fund shall be replenished as often as required, and prior to the end of each fiscal year. This will allow the recording of expenditures in the year in which they are incurred. The request for replenishment shall be made to the Town Administrator by preparing and submitting a "Petty Cash Log and Replenishment Request Form" form. The paid vouchers must be segregated by type of expenditure, and the total of each expenditure code entered on the "Petty Cash Log and Replenishment Request Form" form. The paid vouchers must be attached to the claim.

The Town Administrator shall process the claim for replenishment and issue a check to the custodian. Upon receipt of the check, the custodian must cash the check and replenish the fund.

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INCREASE, DECREASE, or DISCONTINUANCE

When an increase in the fund is required, a request indicating the justification for the increase and the amount of the increase shall be submitted to the Town Administrator.

A decrease in the fund or a discontinuance of the fund should be approved by the Mayor, via the Town Administrator's request.

CASH OVERAGE

All overages shall be deposited to the revenue account, Other Refunds and Reimbursements. A receipt shall be issued for the deposit.

Cash Shortages and Missing or Stolen Money

POLICY STATEMENT

Each Town employee and entity under the jurisdiction of the Town Administrator shall report all cash shortages to the Town Administrator. Cash shortages of more than \$200 must also be reported by the department to the Mayor, via the Town Administrator. Any missing or stolen monies, or bonds or securities, which are the result of burglary or robbery or if there is a suspicion that one has occurred, shall also be reported to the Richland County Sheriff's Department, via the Town Administrator.

The Town Administrator and audit staff will review the circumstances concerning the shortage and upon verifying those circumstances, will decide, in collaboration with the Mayor, if relief from further action should be granted. If relief is not recommended, the matter will be forwarded to the Mayor for final determination and action, in any, to be taken.

CASH SHORTAGES - \$200 OR LESS

Whenever a cash shortage is discovered, the employee shall make a thorough attempt to determine the reason for the shortage. The review shall be made by recounting the cash, reviewing all transactions for the period, checking the amounts of all checks and money orders to ensure that the receipts were written for the correct amounts.

If the reason for the shortage cannot be determined and the loss is apparently due to cash handling error, the Town Administrator shall reimburse the shortage.

CASH SHORTAGES - GREATER THAN \$200

If a shortage of more than \$200 is incurred, then the department must request relief from liability from the Town Administrator. The department must send a memo explaining the circumstances of the loss to the Town Administrator. The Town Administrator and audit staff will review the circumstances surrounding the shortage and make recommendations to the Mayor. After an action plan is developed and the elements of correction are complete, the employee must request relief from liability to the Town Administrator and the Mayor. After receiving approval, the

Town of Blythewood Financial and Accounting Policy Manual

employee shall follow the approved procedures for completing the “Petty Cash Log and Replenishment Request Form” form.

CASH SHORTAGES - DUE TO FRAUD

Cash shortages of any amount which appear to be due to fraud or embezzlement shall be reported directly to the Town Administrator, the Mayor and the Richland County Sheriff’s Department.

The Administrator will do the following:

Review the circumstances concerning each incident and verify the amount of the shortage(s).
Advise the Mayor of the amount of the loss and if it is covered by insurance.
Recommend to the Mayor whether or not the employee should be relieved from accountability for the amount of the loss, when the loss is not covered by insurance. In addition, the Town Administrator will provide assistance to the Sheriff’s department should the findings of the initial investigation warrant further action.

PROCEDURES FOR REPORTING LOSSES DUE TO BURGLARY OR ROBBERY

Cash shortages of any amount which appear to be due to burglary or robbery shall be reported directly to the Town Administrator and the Sheriff’s Department. From that point forward same shall be a “police matter” and assistance provided by all Town staff as requested.

Procedures for replenishment shall be followed as presented previously.

RECEIPTS FROM AFFECTED COLLECTIONS

The employee concerned shall prepare a listing of all monies received and on hand, indicating the receipt number, name of payer, date, any reference number (if applicable), amount, method of payment, i.e., cash, check, money order, traveler’s check, or other legal tender. Copies of this listing shall be provided:

- Town of Blythewood Town Administrator
- Richland County Sheriff’s Department
- Town Mayor

The listing is necessary to establish accountability as of the date of the loss. It will also be used to support claims to the insurance company or to obtain relief from liability.

Immediately notify the individuals whose checks, money orders, or traveler's checks are missing and request them to order "stop payments", request issuance of a new check, money order or traveler's check as a replacement.

Immediately notify the individuals who paid by money orders or traveler's checks and request them to notify the institution where the money order or traveler's check was purchased.

Employees using the book type Town Receipts shall make a listing of the receipt numbers, payer's name, and the amounts and then cancel the receipts. An explanation must be made on the next deposit number indicating the receipt numbers and the amount of the loss.

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Entities shall issue a new receipt for monies repaid by individuals whose check, money order or traveler's check was involved in the loss and stop payment was made.

CHANGE FUND, PETTY CASH FUND or CASH DIFFERENCE FUND

Submit separate "Petty Cash Log and Replenishment Request Form" forms to the Town Administrator for temporary fund replenishment of each fund with a statement of the losses.

REIMBURSEMENT FROM INSURANCE COMPANY

When payment is received from the insurance company, the appropriate amounts must be deposited back to the same funds from which the temporary replenishments were received, using the same accounting codes. The accountant will assist and facilitate the transaction recording, to ensure a properly executed entry is made.

Town of Blythewood Financial and Accounting Policy Manual

Bank Accounts

ESTABLISHMENT OF A BANK ACCOUNT

The Town Administrator shall request authorization from the Mayor to open and close bank accounts, in compliance with the Town's control characteristics, employ efficient operations and utilizing all available bank services. Upon approval, the establishment of a bank account is herein authorized.

TYPES OF ACCOUNTS

Separate bank accounts shall be maintained only for funds in which the source requires such an arrangement. The most common types of accounts are as follows:

Regular	Established as a clearing account for depositing collections received by departments through the conduct of official Town business.
Trust	Established for the purpose of depositing and disbursing money held in trust for an individual or entity.
Special	Established for purposes authorized by specific statutes. Accounting records requirements will be authorized by the Town Administrator.

ACCOUNT TITLES

Bank accounts shall be opened in the name of the Town, and the department or office as a 'descriptor' to the purpose of the account. **Under no instance shall a bank account be opened in the name of an individual.**

CHECKS

Pre-numbered checks for all bank accounts must be printed, bearing the official bank account title and the words "Void six months from issued date."

BANK DEPOSITS

When bank accounts are used, all monies collected shall be deposited with the bank not later than the next business day. Preferably, deposits should be made during regular banking hours. Large sums of money shall not be held overnight in the office, especially over weekends. When large sums of money are collected during a particular business day and bank service is not available, night deposit facilities should be utilized. In this event, the teller-stamped copy of the bank deposit slip should be obtained from the bank on the next business day.

In the interim, an extra copy of the deposit slip should be prepared and held pending receipt of the validated teller-stamped deposit slip.

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It is essential that deposits to the bank accounts be made intact. Depositing intact means that the deposits to the bank account must consist of the same checks and/or money orders and the same amount of currency as indicated in the receipts which the deposits cover.

A copy of each deposit's documentation shall be forwarded to the accountant's office, (timing is of the essence) to facilitate the account reconciliation process.

This is an integral feature in the internal cash control system. The amount of each deposit shall be the same as the total amount of the receipts issued during the period covered by the deposit.

Bank deposit slips must show the amount of paper currency, coins, and list each check and money order in the space provided. Prepare deposit slips in duplicate and distribute the copies as follows:

- Original - Bank copy.
- Duplicate - Validated by the bank to serve as the official record of the deposit to be kept by employee in charge of bank account records.

ENDORSEMENT STAMPS

Restricted endorsement stamps must be used on all checks and money orders deposited with the bank. The rubber stamp shall read as follows:

Pay to the Order of
(Name of Bank)
For Deposit Only
(Title of Account)
(Number of Account)

BANK RECONCILIATION

The bank account in General Ledger (trial balance) must be reconciled to the monthly bank statement. A copy of each month's bank reconciliation should be kept in the accountant's office for audit purposes. Bank statements, deposit slips and cancelled checks should be retained for 5 years.

The procedure for reconciling a bank account is as follows:

1. The monthly bank statement will probably list checks paid in numerical order. Also deposits made are listed by date and amount.
2. Compare checks paid on the bank statement with checks written per the check register.
3. Compare deposits made on the bank statement with deposits recorded in the check register.
4. A listing of outstanding checks shall be prepared indicating the check number, amount and the total of all checks outstanding.

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5. Compare duplicate deposit slips with the items credited on the bank statement.
6. If software is not being used to reconcile the account then manual bank reconciliation may be prepared on the reverse side of the bank statement, or head up a sheet of paper showing the name of the bank account being reconciled, name and location of the bank, and the date of reconciliation.

Sample bank reconciliation is as follows:

Balance Per Bank Statement, (Date)	\$ 1,263.00
Add: Deposit In Transit (Total of deposits made to the bank, but not credited in the statement)	<u>600.00</u>
	\$ 1,863.00
Less: Outstanding Checks (Total of checks issued but not debited on the bank statement)	
	<u>763.00</u>
Adjusted Bank balance (Date)	\$ 1,100.00
Balance per Checkbook Stub, (Date)	<u>\$ 1,100.00</u>
If difference is equal to zero = reconciled	-0-

7. Compare the reconciled balance with the checkbook stub balance. These balances must agree, if the checkbook balance is maintained on a current basis and the reconciliation has been made accurately.
8. Account statement date at month-end cut-off to facilitate reconciliation and proper reporting at year-end. All bank accounts should be reconciled within 30 days after the ending statement date.
9. All monthly bank reconciliations should be sent to the Town Administrator within 30 days after the ending statement date.

BANK CHARGES

Arrangements may be made with the depositing bank to ensure that bank charges, except returned checks, are not charged directly to the bank account. The charges can be billed by the bank and paid by a "Petty Cash Log and Replenishment Request Form", with the bank invoice attached, submitted to the Town Administrator for payment.

BANK ACCOUNT RECORDS

Cancelled checks must be retained together with the bank statements with which they were returned until audit. Then, they may be filed in numerical sequence. When checks are voided, the word "VOID" must be written on the face of the check. The voided check shall be filed numerically for each bank account. A separate file folder must be maintained for all records pertaining to each bank account. The Town's retention policy shall be followed to prevent destruction or storing of records needlessly.

Town of Blythewood Financial and Accounting Policy Manual

Authorized Signatures

POLICY STATEMENT

The Town Administrator/Municipal Clerk shall have and safeguard a form which lists, and contains specimen signatures of the employees whom are “authorized” to sign specifically designated forms on behalf of the Town.

AUTHORIZATION

The Town Administrator may “authorize” employees to sign the following documents:

1. Payroll Claim & Certificate
2. Payroll Adjustment Memos
3. Accounts Payable Claims
4. Request for Transfer or Correction of Misclassifications
5. Purchase Orders

No facsimile stamped signatures will be honored on any of these documents.

No single employee should be given authority for all aspects of a transaction. For example, one employee should not prepare a claim, approve it and sign the check. These duties should be segregated between at least two employees.

Claims prepared by one employee must be approved by a different employee, preferably someone in a position of authority.

Cash Receipts

POLICY STATEMENT

Any officer or staff member of the Town who receives money in connection with their official duties shall issue an Official Town of Blythewood Receipt forthwith, for the exact amount received.

RECEIPT SYSTEM

The receipting system which will be most effective and economical for the needs of the town is hereby established and implemented, but shall not be subsequently revised or changed, without prior approval of the Town Administrator, since the administrator must determine that the receipt form is adequate for the support of deposits, audit purposes and receipt control.

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OFFICIAL TOWN RECEIPTS

The Official Town Receipt is most commonly the Quick Books system. The receipts are computer numbered. If a function (such as a Town festival) is issuing fewer receipts or out of office receipts, a manual system may be used with a pre-numbered single receipt books in pads.

SPECIAL RECEIPTS

Receipts designed for special purpose applications to meet the needs of the using function are referred to as Special Receipts. (Examples are receipts for the Farmers Market or Winnsboro Water, etc.) These forms are printed with sequential receipt numbers, for control purposes, and serve the same receipting and depositing information, as do the other types of Official Town Receipts. All special receipt forms must be approved by the Town Administrator.

CASH RECEIVED BY MAIL

The receiving, opening and distribution of incoming mail shall be handled by, or under the supervision of the Municipal Clerk (exception to this 'separation of duties' standard to accommodate limited staff must be approved by the Town Administrator (increased frequency of "audits and counts" will be an element of the approval). The Municipal Clerk shall make a list of cash received indicating the name of the remitter, the amount received and other pertinent data. Preferably, the list should be made in duplicate in Memo format, with both copies signed by the Clerk and a witness.

Checks received in the mail are to be receipted as soon as possible with a copy of the receipt. The law does not require that a payer making payment by mail be given a receipt for payment unless one is requested. Therefore, payer copies of receipts which are not sent to the remitter may be destroyed after sixty (60) days.

Financial and Accounting Policy Manual

Chapter Four Budget Preparation

Policy Statement: *“Basic law of budgets: You can only spend it once.” - Anonymous*

Basic Principles and Standards

The Town will annually adopt a Balanced Operating Budget

According to the laws of the State of South Carolina (Section 5-7-260), The Town will adopt a balanced operating budget and provide full disclosure when a deviation from a balanced operating budget is planned or when it occurs. This accrued based budget will be balanced to ensure that all operating revenues are equal to, or exceed, all operating expenditures at adoption and at year-end. Any increase in expenses, decrease in revenues, or combination of the two that would result in a budget imbalance will require budget revision, rather than spending non-appropriated surpluses or designated reserves to support ongoing operations. Any year end operating surpluses will revert to the fund balance.

The Town of Blythewood’s annually accrued based budget appropriation will cover the twelve-month period beginning July 1 and ending June 30 of the following year. The proposed budget document is to be presented to the Town Council for their consideration no later than May 1st with adoption cumulating by an approved ordinance not later than June 30th. According to state law, any required public hearings will be scheduled to receive input during the development of the budget.

Budgets shall be prepared at the departmental level and collectively provide the basis for The Town’s financial management system. The adopted appropriations by fund shall constitute the maximum expenditure authorization for that fund and can be amended only by action of The Town Council. In addition to anticipating expenditures the department budget shall be developed in conjunction with performance objectives and measures with which to gauge progress towards meeting those objectives.

The following guidelines will be used in the preparation of the budget document:

1. Current appropriations in all funds are limited to the sum of available, unencumbered cash balances and estimated revenues in the current budget period.
2. General Fund expenditures and appropriations for operating and Capital Improvements Plan (CIP) projects are to be compared and balanced with current revenue sources, and dependent upon reserves or prior period cash balances only as necessary.

Financial and Accounting Policy Manual

It is the policy of the Town to maintain a fund balance of 30% of the prior year's revenues. Amounts above the calculated threshold may be re-appropriated for use in the budgeted fiscal year as a current source. If operational demands or financial conditions warrant that more of the fund balance be required, resulting in the fund balance falling below the limit above, authorization to use this source is required and can only be accomplished by a specific super-majority vote (one vote more than a simple majority) of the council.

3. Special Revenue Funds are supported by special levies and fees, grants or intergovernmental revenues. Expenditures in these funds are strictly limited to the mandates of the funding source. Special Revenue Funds are not to be used to subsidize other funds, except as required or permitted by program regulations.
4. All operations of the Enterprise Fund will be self-supporting entities. The Town will conduct an annual review of fee structures, charges for services, and other operating revenues and expenditures.
5. Multi-year operating cost projections shall be prepared and updated each year to identify the impact on resources.
6. A TEN (10) year Capital Improvements Plan (CIP) shall be prepared and updated each year. The operating impact of each project shall be identified and incorporated into annual operating budgets. Capital assets shall be purchased and maintained on a regular schedule, the Town Administrator will annually issue a schedule of when specific types of equipment can be purchased, and cash flow is a "real issue" early in any fiscal year and is the only motive for this policy. Within legal limits and the constraints of operating budgets, debt shall be issued for the purchase of capital assets, including major renovations and the Town Administrator, in collaboration with the affected department head, will authorize the start of the projects to coincide with the issue date of the financing/lease instrument.
7. For purposes of this policy, the cash basis of accounting will be used in defining revenues and expenditures.
8. The Town Administrator is tasked to take the appropriate action(s) to balance the budget if adjustments are needed in the course of a fiscal period.

The Town will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

The Town will operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior years.

The Town shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue "trend extending and re-estimates" results are such that an operating deficit is projected at year-end. Corrective actions are outlined separately within these policies.

Financial and Accounting Policy Manual

The Town Administrator is charged with performing periodic staff and third-party conducted reviews of Town programs for both efficiency and effectiveness. Privatization and contracting (IGA) with other governmental agencies will be evaluated as alternatives to service delivery. Programs that are determined to be inefficient and/or ineffective are to be reduced in scope or eliminated.

The Town of Blythewood makes every effort to maximize any discounts offered by creditors and vendors. Staff shall also use competitive bidding to attain the best possible price on goods and services.

The Town Administrator will provide to the Town Council a report on the operating results of the Town's financial activities .

All revenues collected by The Town of Blythewood are to be incorporated into the budgeted revenue figure of a specific revenue category for each fiscal reporting period must be reported to Town Council.

Likewise, all individual expenditures that exceed the projected budget expense in excess of \$5,000 on a departmental level must be reported to Council in writing, by The Town Administrator, not later than the next scheduled Council meeting. Expenditures that would cause an increase above the \$5,000 cap on a departmental level cannot be made without prior approval of Council.

Cost savings that may occur within a specific line-item can be utilized for like expenditures (operating saving for other operating expenditures, not capital purchases or personnel expenses) within that particular department; however, this cost savings cannot be transferred to another FUND without prior approval of Council, such approval shall be documented by ordinance.

The Town will develop practices to guide the financial actions it will take in the event of emergencies, natural disasters, or other unexpected events.

When emergencies or unexpected events occur, having a policy that can be applied, or at least serve as a starting point, for financial decisions and actions improves the ability The Town to take timely action and facilitates the overall management of such situations. Policies on contingency planning are used as a general guide when an emergency or unexpected event occurs. A set of actions and strategies are identified for each type of situation. Examples of financial emergencies that require contingency plans are sudden and severe decreases in locally collected revenues or intergovernmental aid, and unexpected major capital maintenance requirements. Development of a financial contingency plan, in advance of such situations, may be viewed positively by the rating agencies when evaluating The Town's credit quality. This can also help expedite relief efforts when an emergency does occur and allow the recovery of funds more quickly or more effectively in the event of a natural disaster.

Financial and Accounting Policy Manual

The following is a summary of the operational condition classifications and the corresponding actions to be taken:

Alert. An anticipated net reduction in available reserves or reduction in major revenue source(s) from 1% up to 9%. The actions associated with this condition would best be described as delaying or eliminating the “nice to” expenditures where reasonably possible, while maintaining the "Same Level" of service. Each department will be responsible for monitoring its individual budgets to ensure that only essential expenditures are made.

Minor. A known reduction in reserves or revenue stream in excess of 9%, but less than 23% has been identified. The objective, at this operation condition continues to maintain "Same Level" of service where possible. Actions associated with this level would be:

- a. Implementing the previously determined "Same Level" Budget.
- b. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures including capital improvements.
- c. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible.

Moderate. A reduction in reserves in excess of 23%, but less than 50% has been calculated and immediate action is required. Initiating cuts of service levels by:

- a. Requiring greater justification for large expenditures.
- b. Deferring capital expenditures.
- c. Reducing CIP appropriations from the affected fund.
- d. Hiring to fill vacant positions only with special justification and authorization from The Town Administrator.
- e. Closely monitoring and reducing expenditures for travel, seminars, retreats and bonuses.

Major. A reduction in reserves of 50% to 100% is known and immediate action is necessary and will be monitored directly by the Town Administrator. Implementation of major service cuts:

- a. Instituting a hiring freeze.
- b. Reducing the temporary work force.
- c. Deferring merit wage increases.
- d. Further reducing capital expenditures.
- e. Preparing a strategy for reduction in force.

Crisis Condition. The Reserves have been depleted and potential for having a deficit is eminent, immediate action is required and will be directly monitored by the Town Administrator in close collaboration with the Mayor.

- a. Implementing reduction in force or other personnel cost-reduction strategies.
- b. Eliminating programs.
- c. Eliminating capital improvements.

In the event that an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will become part of the next fiscal budgetary plan.

Financial and Accounting Policy Manual

Budget Preparation

In compliance with Financial Condition Statement – Bud 1

“The Town will annually adopt a Balanced Operating Budget”

The following process of budget preparation is the Town’s official policy and will be followed by all departments under the jurisdiction of the Town Administrator:

Budgeting is the allocation of scarce resources to unlimited demands and is one of the most important actions taken by any government. The budget is a financial plan for carrying out the various Town government services and programs during a fiscal year. It represents the policy making process which determines the *quality and quantity of services* to be furnished to the community to which, the final budget includes:

1. Goals and objectives for the various activities of Town government for the fiscal year (i.e., Strategic Plan);
2. Resources available to The Town for financing the operating plan (revenue);
3. Allocation of those resources among expenditure requirements (including personnel, operating, debt service and CIP) to put the plan into operation; and,

Ultimately, the budget reflects the Town’s commitment to eliminate unnecessary programs, maintain necessary services, and improve services where possible while keeping the impact of taxes and fees to citizens and customers at a reasonable level.

Budget Process

While many people view budgeting as strictly a financial process that occurs only part of the year, in reality it is much more. It is a management process, which allocates resources to accomplish specific and identifiable objectives.

The National Advisory Council on State and Local Budgeting defines the budget process as the following:

“Good budgeting is a broadly defined process that has political, Administratorial, planning, communication and financial dimensions. The budget process consists of activities that encompass the development, implementation and evaluation of a plan for the provision of services and capital assets. A good budget process:

- Incorporates a long-term perspective,
- Establishes linkages to broad organizational goals,
- Focuses budget decisions on results and outcomes,
- Involves and promotes effective communication with stakeholders, and
- Provides incentives to government management and employees”

“Each budget request becomes a part of the overall plan, therefore, it is imperative that you carefully analyze your activities and make your appropriation request a realistic appraisal of what is needed and what can be accomplished in the coming year.”

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Budgeting for Results

Budgeting will associate resource requests with performance goals and program results. This association will provide support and documentations for request of the necessary funding, staffing, and equipment to achieve departmental and program goals and objectives.

Performance Management: *“What gets measured gets done.”*

Performance measurement is quantitative or qualitative indication of the extent to which objectives are being met. However, performance measurement is not an end to itself. Fundamentally, *performance management* involves the use of performance feedback to influence operations.

The purpose of performance management is to help evaluate if goals and objectives are being met; plan the appropriate activities to accomplish goals and objectives; allocate resources to the activities; monitor and evaluate results to determine if progress is being made and to modify activities to enhance performance.

By fiscal year 2013 the Town will develop both an activity work plan (based upon the Strategic Plan) and a performance measurement system.

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Chapter Five Investment Policy

Investment Objectives

To invest 90% of available cash balances in all funds, in high-quality debt obligations in order to achieve the maximum yield consistent with safety principal and maintenance of liquidity. Liquidity and preservation of capital are the primary considerations. Yield is important, but secondary to these objectives. All investments must be collateralized. The remaining 10% to be held in an interest bearing account at the Town's transaction bank.

Approved Instruments

The following are approved investment vehicles with attached limitations:

- U.S. government and agency securities: No limits
- Money market funds: Up to \$500,000 may be invested; no limit if collateralized
- Certificates of deposit: No value limits, but investments must be to an FDIC insured bank, preferably within the greater Columbia area, if competitive.

Other Constraints

Risk-credit Quality: All CDs must be domestic and rated the equivalent of AA or higher

Maturity: The portfolio should have a distribution of maturities, with at least 50% of the portfolio in short-term investments, having no longer than 90 day maturity, up to 25% of the portfolio in mid-term investments, having no longer than 180 day maturity and no single investment having a maturity of more than one year.

Safekeeping: Securities purchased by the Town are to be collateralized and documentation schedule of such collateral delivered to the town.

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Chapter Six Travel and Subsistence Allowance

Policy Statement: *Employees are to be reimbursed their cost of travel and subsistence when out of town on official town business*

Basic Principles and Standards:

When employees of the Town are required to travel on official business, the Town pays reasonable amounts for transportation, meals and lodging subject to the Town Administrator's approval. All overnight travel must be documented on the appropriate form during the budget approval process and any changes or substitutions must be approved by the Town Administrator.

6.1 Transportation Allowance

The Town may purchase tickets in advance for employees traveling by common carrier. All employees travel in tourist class whenever possible.

Employees who, with proper authorization, use their personal vehicles for official business when a Town vehicle is not available may be reimbursed at the allowable federal mileage reimbursement rate.

Employees may be reimbursed upon proper receipt for all ferry, bridge, road and parking tolls. Receipts for taxi fares are not required; however, taxi expenses must be itemized.

6.2 Meal Allowance

Employees may be reimbursed for actual meal expenses incurred while traveling. Meal reimbursements should not routinely exceed these daily total levels: (1) Non resort areas = \$35.00 per day; (2) Resort or metropolitan areas = \$42.00 per day. Receipts for meal expenses are required and must reflect reasonable charges incurred by the employee in the conduct of Town business.

Employees are generally reimbursed for meals when the travel requires the employee to be out-of-town on Town business overnight or for a period of 4 or more hours that extends through a normal meal period.

6.3 Lodging Allowance

When lodging is required, employees are expected to utilize standard, medium priced hotels and motels whenever possible. If an employee is to attend a formal, organized meeting or convention, he/she may stay at the hotel where the meeting is to be held. Receipts must be presented for all lodging.

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6.4 Travel Advances

Travel advances to cover anticipated travel expenses must be authorized by the Town Administrator. Travel advances must be requested at least 14 days in advance of the travel date and must be reconciled within 3 business days of the travel event. All expenses must be supported by submission of the Travel Expense Report Form (Find same on the Shared Drive/Forms/Expense Report Forms).

6.5 Ineligible Expenses

Items which are not eligible for reimbursement include:

- a. Alcohol
- b. Spouse and/or guest expenses
- c. Incidental expenses including, but not limited to, snacks, medicine, long distance telephone calls, laundry services, movie rentals, and other expenses deemed inappropriate for reimbursement by the Town Administrator.

6.6 Expense Report

A Travel Expense Report Form must be signed and filed by each employee in order for the employee to be reimbursed for travel related expenses.

Financial and Accounting Policy Manual

Chapter Seven Chart of Accounts

Policy Statement: *“A place for everything and everything in its place” - Ben Franklin*

Basic Principles and Standards: All governmental transactions are categorized in such a manner that same may be easily retrieved and compared against the category’s budget. In most governments, more than one fund, (a set of self-balancing accounts) is required, as the sources of revenues often has restriction as to their uses. The Town of Blythewood, although small, is no different. Below is a narrative of the Town’s funds, major categories and detailed accounts. The purposeful arrangement of these units of identification is made for each revenue collected and expenditure made by the town.

Funds of the Town of Blythewood

Fund: A fiscal and accounting entity that has a set of self-balancing accounts to record cash and other financial resources, together with all related liabilities and residual equities and balances, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

General Fund: The principal operating fund of the Town that accounts for all financial resources **not** accounted for in other funds.

Special Fund: A fund used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specified purposes.

Accommodations Tax Fund-State: To account for the collection of a percentage of gross revenues from business entities that offer room for rent. The entity is responsible for reporting gross rents, calculating the tax, and remitting it directly to the SC Department of Revenue.

Accommodations Tax Fund-Local: To account for the collection of a percentage of gross revenues from business entities that offer room for rent. The entity is responsible for reporting gross rents, calculating the tax, and remitting it directly to the Town of Blythewood.

Hospitality Tax Fund: This fund is used to account for the revenue collected from a 2% tax levied upon the sales of prepared meals and beverages within the Town of Blythewood and the restricted expenditures thereof.

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Revenues

Major Categories

Taxes: An assessment of tax percentage to a certain value or transaction which results in an income to the authority affixing the levy.

Fees: Charges levied by the Town on certain transactions and activities within the town.

Interfund Transfer: Transfer from one fund to another within the Town's family of fund types.

Fund Balance Appropriation: The "going concern" concept occasionally finds revenues exceeding expenditures; creating a fund balance. The "use" of this fund balance must be "appropriated" in the FY if it is intended to be expended.

Detail Accounts

Insurance Tax Collection Program: Centralizes the licensing procedures for insurance companies and standardizes the collection rates, dates and distributions to the town.

Telecommunication Tax Collection Program: Centralizes the business license tax collection due municipalities from telecommunication companies.

Property Tax Program: Although the town does not currently have an ad valorem tax, it has in the past and occasionally, a delinquent tax or a "roll-back" tax is collected by the County Treasurer and same is remitted to the Town.

Local Option Sales Tax: A special-purpose tax implemented and levied at the city or county level. A local option sales tax is often used as a means of raising funds for specific local or area projects, such as improving area streets and roads, or refurbishing a community's downtown area.

State Aid to Subdivisions: SC shares a portion of the taxes collected from multiple sources within the state; the allocation is population based.

Developments Permits & Plan Review Fees: The fees assessed upon developers to offset the expense of reviewing their plans and the potential adverse impacts their development may have upon the citizens of the Town of Blythewood.

Building Permit Fees: Based upon the cost of the building project a schedule of fees is charged and collected.

In Town/Out of Town Business License Fees: Based upon a fee schedule, businesses pay a "privilege fee" for doing business within the Town; it is based upon gross receipts.

Utility Franchise Fees: A fee is assessed against 'utility companies', both public and private that serve within the Town and utilized the right of ways within the town for the placement of poles, pipes and sundry other apparatus.

Community Center Rental Fees: Rental and cleaning fees for use of the Community Center.

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Accommodation Tax to General Fund: SC statutes enable the first \$25,000, and 5% of the remainder after deduction of the \$25,000, of all accommodation tax collected, to be placed into the Town's General Fund to offset cost associated with "visitation" caused by the advertising and promotions required by the laws controlling expenditures.

Interest Income: All fund balances not required for current transactional purposes are invested in accordance with the Town's Investment Policy.

Miscellaneous Revenue: Those revenues that are 'nonrecurring' and do not fit into an established category.

Sewer Capacity Unit Repayment: Circa 1996, the Town invested with Wildwood Utilities, a private sewer collection and processing company, to facilitate the provision of sewer in the business district of the Town. In FY 2008, a portion was repaid.

Hospitality Tax: A tax charged against gross receipt of businesses serving prepared foods and drinks within the Town of Blythewood.

Accommodation Tax: A tax charged upon gross revenues from business entities that offer room for rent; the Town has both a local and SC accommodation tax in affect.

Expenditures

Major Categories

Personnel: The full costs associated with compensating the Mayor and employees for their services, to include the costs of training, travel, and similar expenses.

Operating: Amounts paid to maintain the town hall, grounds, legal fees, promotions of the Town, utilities, and other administrative cost.

Debt Service: The principal and interest payments required by note or other financing instrument.

Capital Improvements Plan (CIP): A ten year plan to organize, coordinate, and phase the purchase and replacement of assets of the town.

Special Initiatives: Those projects and objectives that require special handling; these accounts are established on an annual basis for a specific purpose. In most future instances, these items will be incorporated into the CIP.

Detail Accounts

Salaries: Regular wages and benefits an employee receives from an employer.

Benefits: A payment made or an entitlement available in accordance with a wage agreement, an insurance policy, or a public assistance program.

Mileage: An allowance for travel expenses established at a specified rate per mile.

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Training: the process of bringing a person to an agreed standard of proficiency by practice and instruction.

Travel: To go from place to place as an employee or agent.

Lodging: Sleeping accommodations or a temporary residence.

Advertising: The activity of attracting public attention to a product, business or event, as by paid announcements in the print, broadcast, or electronic media.

Dues: A charge or fee for membership, as in an organization like MASC.

Audit: An examination of the Town's accounting records and books conducted by an outside professional in order to determine whether the entity is maintaining fund records according to generally accepted accounting principles.

Accounting: The bookkeeping methods involved in making a financial record of transactions and in preparing statements concerning the assets, liabilities, and operating results.

Allowances: The cost associated with employee benefits for a specific purpose (auto).

Ordinance Codification: Quarterly fees charged by AmLegal to codify our ordinances, provide printed pages for our Code and 'host' our ordinances on line.

Insurance: Coverage by a contract binding a party to indemnify another against specified loss in return for premiums paid; General, Health & Liability.

Office supplies: Office materials, supplies and provisions stored and dispensed when needed.

Legal Services: The work performed by a lawyer for a client.

Planning & Development Services: An out-sourced program, or method for the accomplishment of an objective, and the determination of the best techniques for applying a new device or process to meet these goals.

Municipal Court: Richland County charges the town a small fee to provide our access to the Magistrate's Court.

Professional Services: Payment to outsourced experts, to assist in those tasks that exceed employee competency and skill set.

Promotions: Advertising or publicity that promotes a plan, policy, or event.

Signage: The design or use of signs and symbols.

Internet & Webpage: Fees and utility charges to maintain the current WiFi system and our webpage, including domain fees.

Repairs & renovations: To restore to sound condition after damage or injury; or to extend the life of an asset.

Engineering: The cost paid to professionals in the business of the application of scientific and mathematical principles to practical ends such as the design, manufacture, and operation of efficient and economical structures, machines, processes, and systems.

Furniture & Fixtures: The movable articles in a room or a building that make it fit and efficient for working.

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Town Maintenance: The work of keeping things in proper operating condition and the upkeep of appearances.

Telephone: The cost paid to companies, so the town staff may make a telephone connection or transmit (a text message, for example) by telephone.

Utilities: A commodity or service, such as electricity, water, or sewer services, that is provided by both public and private utilities.

Mortgage: A loan payment secured by the collateral of some specified real estate property (Hoffman House) which obliges the Town to make a predetermined series of payments.

Note: A written promise to pay a specific sum of money on a certain date for fixed time.

Transfer to Operating Reserve: The excess of revenues less expenditures.

Tourism Related Activities: The cost of providing activities that are planned to result in greater tourism and visitation to the Town.

Construction-Capital Improvements: The cost associated with building structures or adding on to physical assets of the Town (i.e., the Park features, streetscape assets, etc.).

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Chapter Eight Capitalization Policy for Capital Assets

A capital asset is a piece of property that meets all of the following requirements:

1. The asset is tangible and complete.
2. The asset is used in the operation of the town's activities.
3. The asset has a useful life of longer than the current fiscal year.
4. The asset is of significant value, as listed below.

The following significant values will be used for different classes of assets:

<u>Class of Capital Asset</u>	<u>Significant Value</u>
Machinery and Equipment	\$ 1,000 or more
Buildings & Building Improvements	\$ 10,000 or more
Land Improvements	\$ 10,000 or more
Land	Any amount

Capital assets may be acquired through donation, purchase or may be self-constructed. The asset value for donations will be the fair market value at the time of the donation. The asset value, when purchased, will be the initial cost plus the net 'book' value of any old asset given up, plus all costs related to placing the asset into operation. The cost of self-constructed assets will include all costs of construction.

Land

- Land acquired by purchase is recorded at cost to include the amount paid for the land itself and all incidental costs.
- Land acquired by gift or bequest is recorded at the fair market value at the date of the acquisition.
- When land is acquired with buildings erected thereon, total cost is allocated between the two in reasonable proportion at the date of acquisition. If the transfer document does not show the allocation, other sources of the information may be used such as an expert appraisal or the real estate tax assessment records.
- Land is not depreciable.

Land Improvements

- This category will include parking lots, outdoor lighting, covered walkways, fences, tennis courts, running tracks, and grandstands, etc.
- The Town does not capitalize landscaping.
- Land Improvements will be depreciated over their estimated useful lives.

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Buildings

- Buildings will be recorded at either their acquisition cost or construction cost. If a building is acquired by purchase, the capitalized cost should include the purchase price and other incidental expenses at the time of acquisition.
- If a building is constructed, the capitalized cost should include all construction costs. The constructed building will be capitalized upon completion of the project. For the first year, all the component units of the building, such as HVAC, plumbing system, sprinkler systems, elevators, etc will be included in the capitalized cost of the building.

Building Additions

- Building additions will be recorded at their construction cost.
- Building additions will be capitalized separately and depreciated over their useful life.

Building Improvements

A. Component Units – (HVAC, plumbing systems, sprinkler systems, elevators, etc.)

When building component units are replaced, the new component unit will be capitalized separately, and the old component (subsequent to original construction) will be removed from the property report. However, if the original component unit was included in the original construction, it will not be removed since it was not a separately valued component. The new component unit will be depreciated over the remaining useful life of the building.

B. Major Renovations or Alterations – Improvements considered major are those with costs above the threshold limit which extends the life of the structure.

Any major renovations or alterations to, or within, an existing building (above the threshold amount) will be added to the cost of the original building. These renovations/alterations will be depreciated over the remaining life of the building/structure.

Construction in Progress

- This includes all projects for buildings or land improvements construction that are not completed at the end of the fiscal year.

Machinery & Equipment

- Expenditures for machinery, equipment or furnishings costing \$ 1,000 or more per item and have an estimated life of more than one year will be capitalized.

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DEPRECIATION POLICY

The “straight line” method of depreciation should be utilized to depreciate capital assets, except for land, over the estimated useful lives of the related assets principally as follows:

Buildings:

Permanent Buildings	50 years
Building Additions	Remaining Useful Life up to 50 years
Building Improvements	Remaining Useful Life up to 50 years

Machinery & Equipment:

Vehicles (trucks, vans, tractors, forklifts, etc)	5 to 10 years
Kitchen Equipment	5 to 15 years
Computer Hardware	3 to 5 years
Outdoor Equipment	15 to 25 years
Miscellaneous Equipment	as approved by IRS

Land Improvements	20 to 50 years
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DISPOSITION OF ASSETS

When capital assets are sold or otherwise disposed of, the inventory of Capital Assets should be relieved of the cost of the asset and the associated accumulated depreciation. Assets will be removed on an annual basis in conjunction with the annual budget. The appropriate depreciation will be taken for the year of disposal.

DISPOSITION OF FULLY DEPRECIATED ASSETS

When capital assets are fully depreciated, the inventory of Capital Assets should be relieved of the cost of the asset and the associated accumulated depreciation. Assets will be removed from Balance Sheet on an annual basis in conjunction with the annual budget.

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Chapter 9 Debt

Debt Policy Statement - One: *The Town will adhere to a policy that ensures that debt is issued and managed prudently in order to maintain a sound fiscal position and protect credit quality*

Issuing debt commits the Town's revenues several years into the future, and may limit the Town's flexibility to respond to changing service priorities, revenue inflows, or cost structures. A debt policy sets forth the parameters for issuing debt and managing outstanding debt, if any, and provides guidance to decision makers regarding the timing and purposes for which debt may be issued, types and amounts of permissible debt, method of sale that may be used and structural features that may be incorporated.

This debt policy recognizes a binding commitment to full and timely repayment of all debt as an intrinsic requirement for entry into the capital markets. Adherence to a debt policy helps to ensure that the Town maintains a sound debt position and that credit quality is protected. At the creation of this policy the Town has a Standard & Poor's "AA-" credit rating. Components of the debt policy are summarized below:

Overarching: The Town will confine its long-term borrowing to capital improvements and follow a policy of full disclosure on every financial report and bond prospectus. In no case will General Obligation (GO) debt be used for self-supporting enterprise activity. If debt becomes an issue the Town will use the current capacity of the 8% of assessed value statutory limit for GO debt to fund general-purpose public improvements, or other financial instruments or methods enabled and authorized by the SC General Assembly.

Capital Improvements Plan (CIP): The Town will have an annual capital improvements planning process, supervised by the Planning Commission that outlines major projected capital expenditures of future years. The capital budget identifies capital expenditures and projects this information for each of the years. This information is updated annually.

Financing Team: The key players in the Town's financing transactions include its Mayor, the Town Administrator, bond counsel, financial advisor, and the Town attorney. The Town may need to augment the team with other outside specialist or firms, such as those providing paying agent/registrar, trustee, credit enhancement, auditing, assist in developing a bond issuance strategy, preparing bond documents and/or marketing the bonds to investors or printing services, are retained as required. The financing team will meet at least annually to review the overall financing strategy of the Town and make recommendations to the Mayor.

Term of Debt Repayment: Borrowings by the Town shall mature over a term that does not exceed the economic life of the improvements that they finance. General Obligation Bonds shall be issued with a term not to exceed 25 years; Revenue Bonds with a term not to exceed 30 years; and municipal improvement (MID) or tax increment (TIF) bonds with a term not to exceed 25 years. The Town does not finance improvements with a probable useful life less than twenty years, using pay-as-you-go funding for such needs.

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Debt service structure: Although the Town finances its long-lived municipal improvements over a 20-30 year term, the Town will, whenever possible, structure the principal repayments on a rapid amortization schedule so as to result in public improvement debt being repaid within ten to fifteen years. This policy minimizes the interest payments made over time, and causes the rating agencies to look more favorably on the Town's debt structure. The Town will seek to use this practice, unless general fund revenues are projected to be insufficient to provide adequately for debt service payments on necessary debt.

Interest rates: In most cases, the Town will use fixed-rate debt to finance its capital needs; however, the Town may issue up to 25% of its total debt portfolio in variable rate debt.

Method of Sale: Upon the recommendations of the financing team, the Town will select a method of sale that is the most appropriate in light of financial, market, transaction-specific and issuer-related conditions.

Refinancing: The Town may undertake the refinancing of an outstanding debt under the following circumstances:

- **Debt Service Savings.** The Town may refinance outstanding long-term debt when such refinancing allows the Town to realize significant debt service savings without lengthening the term of refinanced debt and without consideration to an increase in debt service of any subsequent fiscal year.
- **Defeasance.** The Town may refinance outstanding debt, either by advance refunding to the first call or by defeasance to maturity, when the public policy benefits of replacing such debt outweigh the costs associated with new issuance as well as any increase in annual debt service.

Credit Ratings

Rating Agency Relationships: The Town Administrator is responsible for maintaining relationships with the rating agencies that assign ratings to the Town's debt obligations. This effort includes providing periodic updates on the Town's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

Quality of Ratings: The Town will request a rating prior to each sale of securities from two of the major rating agencies for municipal bond issues: Moody's Investors Service and Standard & Poor's Corporation. The Town may provide a written and/or oral presentation to the rating agencies to help each credit analyst make an informed evaluation. The Town will make every reasonable effort to maintain its high quality credit ratings.

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Rebate Reporting/Covenant Compliance/Reporting Practices: The Town Administrator is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are complied with. The Town will comply with the standards of the Government Finance Officers Association for financial reporting and budget presentation and the disclosure requirements of the Securities and Exchange Commission.

Debt Policy Statement - Two: *The Town will establish thresholds for the maximum amount of debt and debt service that should be outstanding at any one time.*

Policies guiding the amount of debt that may be issued by a government help ensure that outstanding and planned debt levels do not exceed an amount that can be supported by the existing and projected tax and revenue base. Because of this, the Town has developed distinct policies for general obligation debt, debt supported by revenues of government enterprises, and MID special assessment bonds and tax increment financing (TIF) bonds.

General Obligation Debt Affordability Measures: The Town examines four statistical measures to determine debt capacity and compares these ratios to other cities & towns and rating agency standards:

1. Town's general obligation debt cannot exceed 8% of the Town's total assessed value (excluding tax anticipation notes and other indebtedness with a maturity of one year or less; bonds or other indebtedness of the Town payable from taxes levied from special taxing areas; and self-supporting bonds or other debt.)
2. Total general obligation debt as measured against the population on a per-capita basis cannot exceed the value of #1 above or \$750, whichever is less.
3. Per-capita debt measured as a percent of the jurisdiction's per-capita personal income cannot exceed 3.5%.
4. Annual Debt service, as a percent of the previous year's actual revenues cannot exceed the sum of 7.5% of G/F, 50% of Hospitality and 35% of Accommodation Tax.

Revenue Bond Debt Affordability Measures: The Town's Revenue debt level shall not exceed a debt service coverage ratio of 1.20 times of the annual net pledged revenues to annual debt service. In addition, any additional bonds issued should not have a negative impact on the Town's overall credit ratings.

Special Financial Instrument Debt Affordability Measures: The Town's MID and/or TIF debt level shall not exceed the current available revenues or revenues reasonably and conservatively projected within the district.