

2020

CITY OF MYRTLE BEACH



Annual Budget &
Financial Plans



FY 2019-20 ANNUAL BUDGET & FINANCIAL PLANS

MAYOR

Brenda Bethune

MAYOR PRO TEMPORE

Michael Chestnut

CITY COUNCIL

Mary Jeffcoat

Clyde H. "Mike" Lowder

Philip N. Render, DMD

Gregg Smith

Jackie Vereen

City of Myrtle Beach



OFFICIALS and DIRECTORS

OFFICIALS

- ◇City Manager, John G. Pedersen
- ◇Deputy City Manager, Jonathan "Fox" Simons
- ◇Chief Financial Officer, Michael W. Shelton
- ◇Assistant City Manager, Lisa Wallace
- ◇City Attorney, William A. Bryan, Jr.
- ◇City Clerk, Jennifer Stanford

CITY DEPARTMENT HEADS

- ◇Financial Management & Reporting Director, Michelle B. Shumpert
- ◇Financial Services Director, Mary C. McDowell
- ◇Insurance and Risk Services Director, Val Rosser
- ◇Human Resources Director, Angela Kegler
- ◇Public Information, Mark Kruea
- ◇Construction Services Director, Chris Lee
- ◇Planning & Zoning Director, Kenneth May
- ◇Capital Projects, Jay Hood
- ◇General Manager, Myrtle Beach Convention Center, Brian Monroe
- ◇Chief of Police, Amy Prock
- ◇Fire Chief, Tom Gwyer
- ◇Recreation Services Director, Dustin Jordan
- ◇Sports Tourism Director, Timothy Huber
- ◇Public Works Director, Janet Curry

Special Thanks to the Financial Management & Reporting Staff

- ◇Diana Farrell, Assistant Director of Financial Management & Reporting
- ◇Michael D. Price, Financial Analyst, Senior
- ◇Lori Frishmuth, Financial Analyst, Senior



OUR VISION

FIRST IN SERVICE

We believe that the employees of the city are collectively among the most talented and dedicated to be found in any work force. Through the efforts of these employees, the City of Myrtle Beach serves the public in an outstanding manner, providing needed services efficiently and courteously.

We believe that we can learn from the collective experiences of this work force to focus our efforts, provide even better service to the public, and improve the satisfaction experienced by all employees for the contributions they make.

- S**afety -- Comes First
- E**xcellence -- Constantly Improving
- R**espect -- For Ourselves and Others
- V**alue -- The Individual and the Organization
- I**ntegrity -- Fairness and Honesty
- C**ommunication and Courtesy -- To All
- E**ducation -- Knowledge to Help



OUR STRATEGIC INITIATIVES

Create an unparalleled quality of Life for our residents through:

Crime Prevention

Infrastructure

Communication

Economic Development

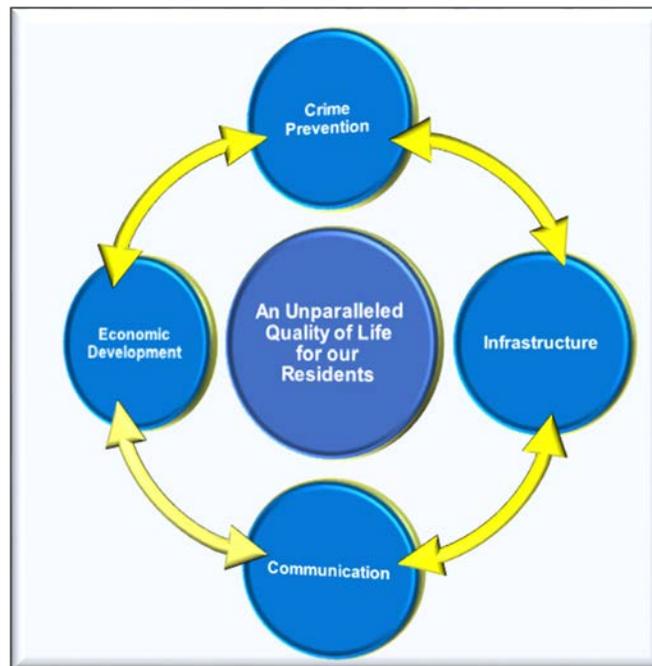




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Introduction

Budget Introduction

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Transmittal Letter

City Structure and Services

Organizational Chart

Operating Environment: Property Taxes

Operating Environment: User Fees

Buying Power of a Typical Household

Community Improvements

Financial Policies



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Budget Introduction



WELCOME to the City of Myrtle Beach 2019-20 Budget. This document has been designed to illustrate who we are as a community and as an organization, including our financial standing and our priorities for this upcoming year. We in the Office of Financial Management & Reporting hope this document provides a sense of the annual operations of our city, how they are financed and the manner in which we serve.

Sincerely,

Michael Shelton, CGFO
Chief Financial Officer

Michelle Shumpert, CPA
Director of Financial Management
& Reporting

Diana Farrell, CPA
Assistant Director of Financial
Management & Reporting

Michael Price, CGFO
Financial Analyst, Senior

Lori Frishmuth, CPA
Financial Analyst, Senior

The City Structure

The City of Myrtle Beach operates under a council-manager form of government, which was adopted by voters in 1973. Council is the legislative body of government, comprising seven elected members including the Mayor, each serving four-year teams. The Mayor and three Council Members stand for election in one year and two years later the remaining three Council seats are up for election. The Council determines the city's policy direction by enacting ordinances and resolutions as well as approving the annual budget. A professional City Manager is appointed by Council, and serves at the pleasure of the Council on a contractual basis. The Manager administers the daily operations of the City through appointed executive staff members and department heads.

Named for native wax myrtle trees growing wild along the shores, Myrtle Beach was incorporated as a town in 1938 and as a city in 1957. It is the largest city in Horry County as well as the Myrtle Beach-Conway MSA. Situated largely on a barrier island between the Atlantic Intracoastal Waterway and the Atlantic Ocean, Myrtle Beach is home to over nine miles of recreational beachfront area and some of the world's cleanest stretches of white sandy beach. The community offers a wide variety of cultural entertainment, attracting 20.4 million visitors annually, Myrtle Beach is a major U.S. tourist center continually receiving accolades from regional and national publications.



The City is committed to being “First in Service,” providing an unparalleled quality of life for our residents and visitors. This commitment, along with the City’s ideal oceanfront location, combine to position Myrtle Beach among the best resort, business, and residential locations on the East Coast. Public amenities within the City include:

- 6 fire stations and full Emergency Medical Services.
- 3 Police stations-including the main headquarters, the police annex, and the joint use of Fire Station #4 on the Air Force Base.
- 1.2-mile Oceanfront Boardwalk featuring shops, cafes, and an oceanfront park.
- 12.5-miles of Greenway Bike Pathways.
- 37 City Parks, three full-service recreation centers and 9.25-miles of beaches, including 141 public beach accesses.
- 18-hole, championship Whispering Pines Golf Course.
- Myrtle Beach Convention Center with 100,000 square feet of meeting space.
- The 402-room Sheraton Myrtle Beach Convention Center Hotel, carrying ratings of 4-star by Forbes and Northstar and 3-diamond by AAA.
- Water and Sewer System serving over 17,000 commercial and residential customers.
- Full Solid Waste residential and recycling services, as well as limited service for shared compactors along Ocean Boulevard.
- Myrtle Beach Colored School, Charlie’s Place, and the Train Depot historical sites and community centers.
- Chapin Memorial Library, owned and operated by the City.
- The Myrtle Beach Sports Center, a 100,000 Square foot Indoor Sports Complex opened in FY15 and is located on the Myrtle Beach Convention Center Campus.

Myrtle Beach Facts

<i>Population (2010):</i>	27,109
<i>Myrtle Beach MSA (2010):</i>	269,291
<i>Median Home Price (2017):</i>	\$178,300
<i>Largest Private Employer:</i>	Wal-Mart
<i>Median Income (2017):</i>	\$39,006
<i>Number of Rooms for Rent:</i>	157,000
<i>Estimated Unrestricted * True Value of Taxable Property (Tax Yr 2018):</i>	\$7,691,065,397
<i>Average High Temperature:</i>	63F
<i>Annual Precipitation:</i>	53.27"
<i>Sister Cities:</i>	Burlington, Canada Pinamar, Argentina Bradford-Keighley, UK Killarney, Ireland Tiberias, Israel Xia Men & Quing Dao, China

Unrestricted values represent those giving rise to tax revenue that is available for General Fund operations.



FY 2019-20 Annual Budget Calendar



PHASE I - POLICY FORMATION & BUDGET DEVELOPMENT

October - November 2018

Budget Development—Establish Current Level Benchmarks

- Identify Council Priorities
- Develop pay and benefit recommendations
- Develop Current Level projections
- Provide update of economic & financial

December 2018

Departmental Budget Development—Current Level

- Formulate SWOT Analysis
- Develop preliminary revenue estimates
- Complete Current Level requests

January 2019

Budget Development—Service Level Changes

- City Council Retreat – Formulation of Strategic Objectives
- Provide update of economic & financial environment, status of major initiatives, budget calendar
- Departments prepare budget proposals
- Planning Commission reviews new capital projects and makes recommendations

February – March 2019

Senior Management Review

- Debt Plan
- Capital Improvement Plan Review and Adjustment
- Departmental Operating Budgets
- Financial Partners and Outside Agency requests

City Council Review

- Financial Partners and Outside Agency requests

CFO & Financial Management & Reporting Office

- Prepare Enterprise and Special Revenue Funds
- Capital Improvement Budget & Five-Year Plan
- Present proposals for balancing General Fund
- Review recommendations with City departments

March 2019

Preparation of Balanced Budget

- Property Tax and Hospitality-related revenue updates
- CFO reviews any adjustments with Manager
- Financial Management & Reporting Office coordinates departmental preparation of budget presentations for City Council Budget Retreat

April 2019

Presentation of City Manager’s Recommended FY 2019-20 Budget and 2020-2024 Capital Improvements Plan

- Budget Retreat
- Budget Workshops, if necessary
- Public Hearing Notice

May 2019

- Budget Retreat Follow up Workshops
- Public Hearing and First Reading of the Budget

June 2019

- Second Reading and Adoption

PHASE II – BUDGET REVIEW AND ADOPTION



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FY 2019-20 Transmittal Letter

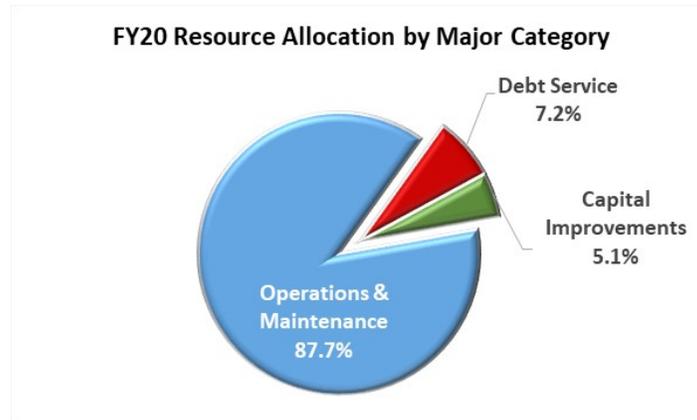


Honorable Mayor Brenda Bethune and Members of City Council:

On behalf of the City Manager, I am pleased to present the Municipal Budget for Fiscal Year 2019-20 (FY 2020), and the 2020-24 Capital Improvements Plan (CIP). Total expenditures/expenses for the fiscal year, net of interfund transfers, are approximately \$202.0 million, up from the \$199.1 million authorized in Fiscal Year 2018-19 by \$2.9 million or 1.5%.

	FY2017-18 Actual	FY2018-19 Rev. Budget	FY2019-20 Budget	% Δ
Governmental Operations	\$ 172,254,452	\$ 175,353,812	\$ 177,475,764	1.2%
Enterprise Operations	41,501,035	41,060,832	41,631,921	1.4%
Total Operating Budget	<u>213,755,487</u>	<u>216,414,644</u>	<u>219,107,685</u>	1.2%
Governmental Capital Projects	<u>13,525,642</u>	<u>11,744,126</u>	<u>7,903,057</u>	-32.7%
Reconciling Items				
Enterprise Capital Projects	<u>2,355,700</u>	<u>2,605,700</u>	<u>3,799,300</u>	45.8%
Total Reconciling Items	<u>2,355,700</u>	<u>2,605,700</u>	<u>3,799,300</u>	45.8%
Less: Interfund Transfers	<u>(40,102,672)</u>	<u>(31,652,452)</u>	<u>(28,788,404)</u>	-9.0%
Grand Total Appropriations	<u>\$ 189,534,157</u>	<u>\$ 199,112,018</u>	<u>\$ 202,021,638</u>	1.5%

Before interfund transfers are backed out of the total, expenditures for operations and maintenance of general government responsibilities and of City enterprises are estimated at \$202.5 million (92% of total). Debt service expenditures/expenses equal \$16.7 million (7.6% of total). New capital improvement appropriations for FY 2020 have been authorized in the amount of \$11.7 million (5.1% of total).



This budget includes a 3 mill increase in the *ad valorem* tax rate, however South Carolina law mandates that counties conduct a reassessment of all real properties every five years and 2019 is a reassessment year for Horry County, inclusive of the City of Myrtle Beach. Reassessing the real property values every five years assures that taxes are levied fairly on the current value of the property. In other words, the tax burden is more fairly distributed to properties based on their current value, rather than an old value which may be greater or lesser than the property's true current value. In a reassessment year, governments must adjust millage rates so that they collect no more than one percent over what they would have collected from taxes before the reassessment. The result of the 2019 reassessment was a reduction of 4.6 mills for operating, leaving a total millage rate for FY20 of 78.9 mills. The millage is comprised of 72.9 mills for operating, inclusive of the 3 mill increase, and 6 mills for debt service.

No changes in business license or permitting fees have been made in this budget.

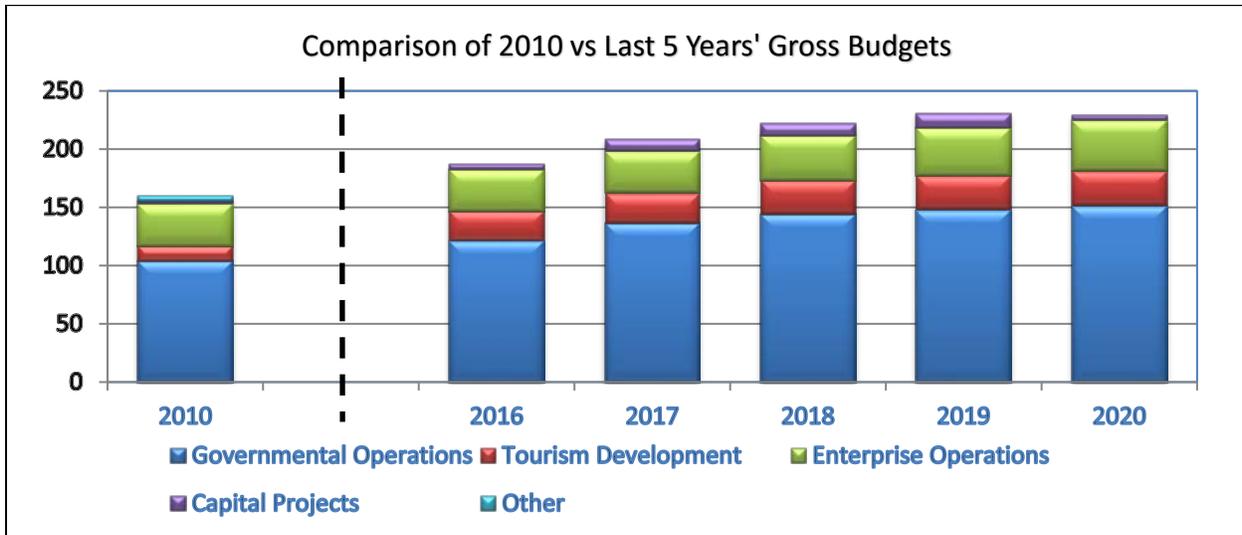
In the City's various special revenue and enterprise funds, fees and charges were increased as follows:

- *Water and Sewer Fund*—A blended increase of 5.9%, depending upon usage. The increase amounts to \$2.90 per month for a residential user on an average of 7,500 gallons per month.
- *Solid Waste Management Fund*— A monthly rate increase of \$4.75 for a Residential customer, \$2.00 for a Commercial (Rollout) customer, and \$7.25 for a Commercial (8 cubic yard container) customer.



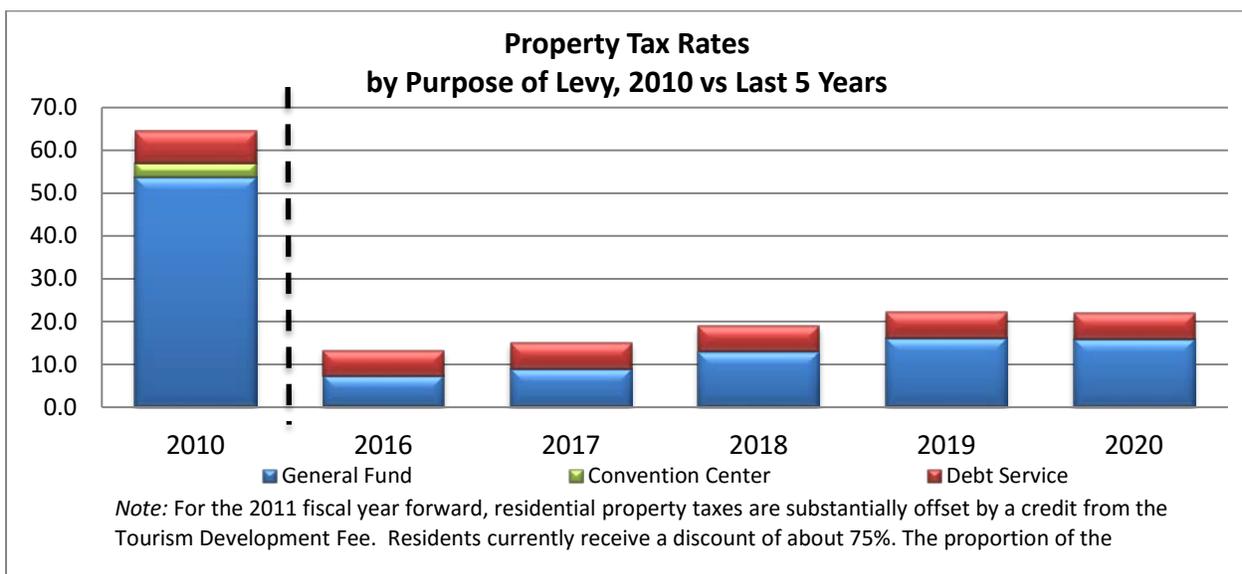
Budget Comparisons and Costs of City Services

As the following graphs show, while the costs of city services have risen over the past ten years, the full impact of that rise has been spared to residential taxpayers inside the City.

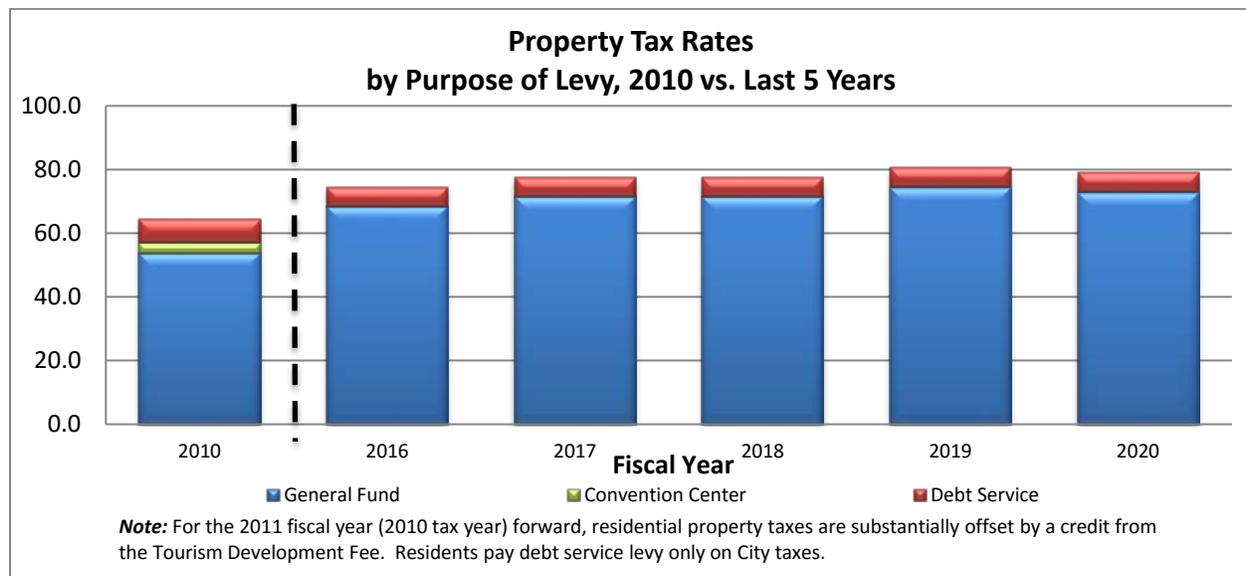


The Tourism Development Fee statute, §4-10-970(A)(2)(a), provides that at least twenty percent of the collections not required to be spent for out-of-state advertising by a local direct marketing organization, or 4% of total revenue, may be used to provide a credit against the property tax liability of owner-occupied residential units.

The City has elected to use far more than the amount required, in recent years employing as much as 16.7% of total revenue for the purpose of granting the credit against property tax liabilities for owner-occupied units.

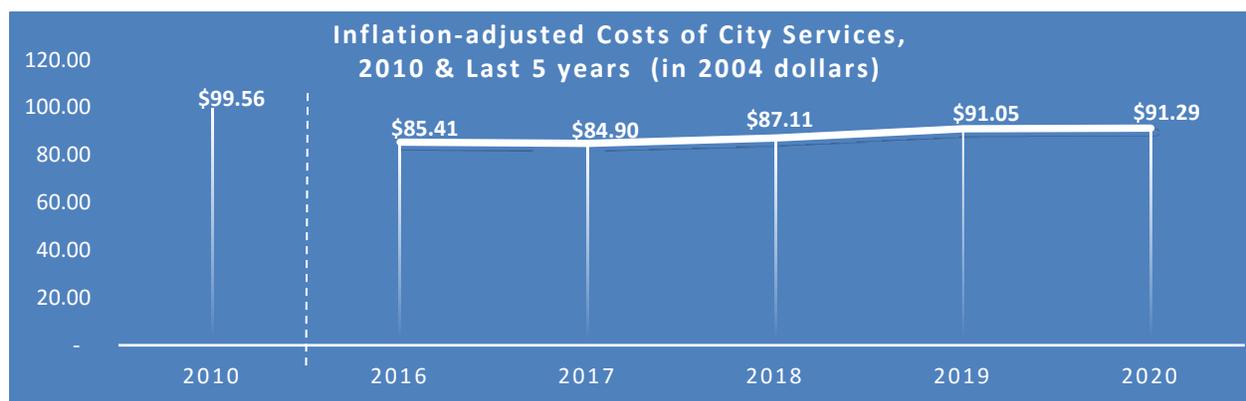


Council elected to use a significant amount of the TDF money, about \$3.1 million per year at 2012 levels, to establish a credit against the operating millage for all owner-occupied residences. That amount has grown to over \$5.2 million in the 2020 budget.



The following graph shows the net property tax rates that residents living in their own homes have paid for fiscal years for the last five fiscal years. Fiscal Year 2010 has been shown for comparison's sake, so that the effect of the TDF credits are not lost on the reader.

The net cost of all City services to an average Myrtle Beach resident, when all regular taxes, fees and service charges are considered, is estimated to be about \$133.21, less than a typical power bill or the cost of phone, internet and cable TV service. When the effects of inflation are accounted for, the costs of service have actually fallen by about \$5.21 between fiscal years 2010 and 2020.¹



¹ Analysis assumes median-priced home ranging from \$215,000 market value in 2010 to \$235,000 in 2019; vehicles valued at \$28,000; average water consumption of 7,500 gallons; taxable expenditures of \$2,000 per month; standard residential storm water and solid waste service. Inflation adjustments computed per CPI-U for June of each year (U.S. Department of Labor, Bureau of Labor Statistics).

Budget Planning and Strategic Initiative Development



Beginning in October of 2018, FY20 the financial planning process commenced with a series of budget workshop sessions at which City Council participated in in-depth discussions of Council focus areas and priorities for the coming fiscal year. Following the October Council workshop, Senior Management and Department Heads held a staff workshop to discuss Council priorities, participate in an informal organization-wide SWOT analysis, and establish a foundation for the development of departmental budget proposals for FY20. Through the process, Council identified the goal of fostering an unparalleled overall quality of life for our residents, visitors, and business owners and identified four major strategic initiatives to further their goal. The strategic initiatives identified are Public Safety, Community and Economic Development, Infrastructure/Equipment, and Communication. All of Council's focus areas are incorporated into a clearly defined set of strategic initiatives and incorporated in the annual financial plan for the fiscal year ended June 30, 2020.

Strategic Initiatives 2019-20

The City will strive to offer an unparalleled overall quality of life for our residents, visitors, and business owners through efforts to promote and maintain the community's natural beauty and recreational opportunities, optimization of public safety and health, supporting community building and growth, and fostering an environment in which economic activity can be expanded so that more of our citizens can enjoy what the community has to offer.

- **Public Safety Initiative** to continue to implement the Police recruitment and retention plan, increase the utilization of technological tools in the Police and Fire departments, maintain Emergency Service presence on our beaches, activate parks and open spaces, and encourage development in underutilized areas of the City.
- **Community and Economic Development Initiative** to foster an environment in which economic activity can be expanded so that all our citizens have an opportunity to enjoy what the community has to offer and to address quality of life issues in center city neighborhoods by facilitating community watch groups, aggressive code enforcement, promoting affordable and workforce housing, and multi-year CDBG programming.
- **Infrastructure/Equipment Initiative** to ensure continuation of service and access to the City's resources by acquiring and maintaining the equipment, facilities, and infrastructure necessary to meet our stakeholder needs.
- **Communication Initiative** to be open and transparent in deliberations and decision-making, welcome public input and involvement, and continue to remain responsive to our community.

The adopted budget includes measures to address these initiatives. In all, a total of \$2.5 million in service level changes were added utilizing a mix of general revenues and grant funding. The service level changes include authorization for 19 new full time positions for Fiscal Year 2020. The new positions include:

- 10 Police Officers
- 6 Solid Waste Residential Collection Crew Members
- 2 Solid Waste Enforcement and Collection Crew Members
- 1 Building Maintenance Office Assistant

In addition to the service level changes included in the budget, the City will implement a reorganization in FY20. The reorganization involves a redistribution of departmental functions to create a Parks, Recreation, and Tourism (PRT) division, transitioning certain positions to create a Community and Economic Development Director and Business Support position, and the consolidation of Information Systems, Building Maintenance, Human Resources Labor Pool, and, to a degree, Fleet Services.

Capital Improvements

A total of \$81 million in capital improvements are planned over the five-year term.

The 2020-24 Capital Improvements Plan (CIP) includes \$10.4 million of new projects for the first year of the plan. The FY20 appropriations of \$10.4 million include pay-as-you-go projects for recreational facilities, public safety facilities, street and sidewalk improvements, transportation system improvements, storm water improvements, water and sewer maintenance and extension, as well as renewal and replacement of other City facilities.

Conclusion

We look forward to working with Council to review the City's strategic initiatives this fall and to fashion a budget for 2021 that will continue to advance the City as a premier resort community with an unparalleled quality of life for our residents and visitors alike.

On behalf of the City Manager, I would like to thank the Departmental Management team and, indeed, the entire work force for the positive manner in which they have taken ownership of the strategic initiatives funded in this budget. We would also like to thank City Council for its direction and its stalwart support. And for all of my colleagues in the Financial Management Group, you are a very special group of people—without you, the delivery of quality services in Myrtle Beach would be impossible.

This City works well because its people work together.

Sincerely,



Michael W. Shelton, CGFO

Chief Financial Officer



Myrtle Beach Structure and Services

Local Government Powers

Myrtle Beach is a municipal corporation of the state of South Carolina and, as such, possesses all the general powers granted to municipalities by the state's constitution and general statutes. In 1972, as part of a general revision of South Carolina's 1895 Constitution, voters approved a new Article VIII on local government. The key passage in Section 17 of that article states that:

"The provisions of this Constitution and all laws concerning local governments shall be liberally construed in their favor. Powers, duties and responsibilities granted local government subdivisions by this Constitution and by law shall include those fairly implied and not prohibited by this Constitution."

This constitutional amendment and the State of South Carolina, Local Government Act (1975), have established South Carolina as a 'home rule' state. The constitution requires that courts interpret the statutes liberally in favor of local government. Though political and legal challenges continue to arise from time to time, a number of state court decisions in the intervening years have reaffirmed the home rule doctrine in many respects but, arguably, have eroded it in others—especially with regards to financial home rule.

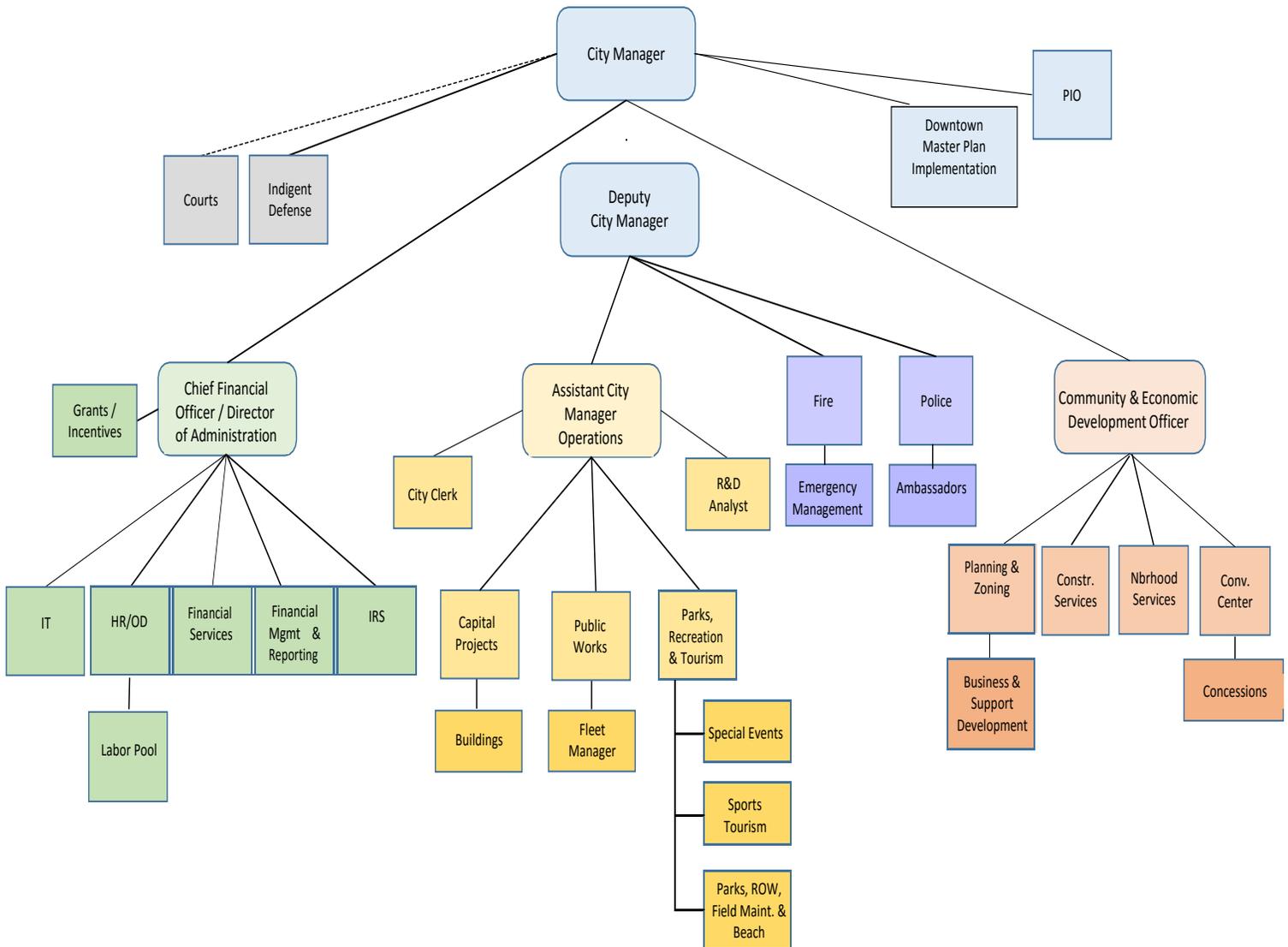
Government Services

The City is a public agency. It is also a multimillion-dollar corporation offering a diverse line of services and products. Residents and visitors receive traditional municipal services such as police protection, fire prevention and protection, well-maintained public parks and rights-of-ways, recreation facilities and programs, sanitation and street maintenance, and community development assistance including planning, zoning, and building code enforcement.

Citizen Participation and Voluntarism

The City considers citizen participation vital to the successful fulfillment of its mission. Citizen input is sought in order to help reveal and clarify the true needs of City customers, provide efficacious access for citizens to their local government, and allow council and staff to receive timely and insightful information regarding the potential impacts of public policy decisions upon different sectors of the community. Most members of boards and commissions are appointed by Council and open to the public at-large.

Organizational Chart





Operating Environment: Property Tax

Operating and Debt Service Millage

Property tax reform legislation adopted in 2006 limits the City's annual ability to raise millage rates to an amount equal to the annual increase in the Consumer Price index (CPI) plus the population growth rate based on U.S. Census estimates. Other increases are allowed only in specific circumstances, such as requiring a 2/3 majority vote. For tax year 2019, fiscal year 2019-20, the City's limit for increasing its operating millage is 6.03%. Given that the City has used only 4.02% of its millage increase capacity for the three prior years, the cumulative increase allowed by law is 16.15%. The adopted budget imposes a pre-reassessment increase of 3.87%, or 3 mills, leaving 12.28% available going into FY20. Combined with the increase, reassessment of operating millage results in a 4.6 mill decrease for a total millage rate of 78.9 mills. The adjacent chart compares Myrtle Beach tax millage to those of nine other South Carolina cities. Myrtle Beach, Charleston and North Augusta are the lowest of the ten cities in terms of City millage.

South Carolina Operating Millage Rates

City	City Millage
Myrtle Beach ¹	78.9
Charleston	79.6
North Augusta	73.5
Orangeburg	98.0
Greenville	85.3
North Charleston	97.0
Rock Hill	93.5
Spartanburg	107.4
Columbia	98.1
Anderson	116.0

¹ Total Tax Levy in the city of Myrtle Beach is 78.9 mills. The City applies a tax credit to offset the majority of the millage for operations—63 mills or 79.8%—on owner-occupied residential property, thanks to the implementation of a 1% Tourism Development Fee. Thus the resident pays a net rate of 15 mills, of which 6.0 mills are for debt service.

Property Tax Burden Based on Median Home Price

The chart below compares the property tax burden in Myrtle Beach with that of other cities in the state. This chart does not compare additional local taxes or fees.

Property Tax Burden Comparison Chart

	Myrtle Beach	Greenville	Spartanburg	Charleston	North Charleston	Columbia
Median Home Price (2017)	\$178,300	\$255,600	\$118,600	\$286,200	\$155,900	\$168,800
Household Median Income (2017 - Adj. For Inflation)	\$39,006	\$48,984	\$37,369	\$61,367	\$39,944	\$43,650
Personal Real Estate Tax Burden based on Median Price (see note 1 above)	\$563 (520) \$ 43	\$872	\$507	\$911	\$560	\$662
Real Property Tax Burden as % of Median Income	0.11%	1.78%	1.36%	1.49%	1.40%	1.5%

Sources: US Census Bureau, 2013-2017 American Community Survey; Office of Financial Management & Reporting.



Operating Environment: User Fees

Myrtle Beach is a transient, oceanfront resort with a population ranging from 3 to 12 times the size of its permanent population depending upon the season. While the need for capacity to serve peak rather than average population creates upward pressure on water and sewer rates, Myrtle Beach has managed to keep its user fees reasonable to residents. The following chart compares the City to other selected South Carolina cities in terms of water and sewer rates. The chart compares each city's rate based on 7,500 gallons of consumption and demonstrates that Myrtle Beach rates are well below most of the other in-state communities surveyed.

City	Water	Sewer	Total
North Charleston	56.86	61.46	118.32
Charleston	27.49	92.94	120.43
Spartanburg	36.30	56.33	92.63
Anderson	32.20	54.22	86.42
Rock Hill	26.09	50.53	76.62
Greenville	17.81	55.45	73.76
Columbia	33.96	46.98	80.94
North Augusta	18.01	34.35	52.36
Myrtle Beach	19.72	32.62	52.34
Orangeburg	18.17	29.69	47.86

Source: Myrtle Beach Office of Financial Management & Reporting, Survey of South Carolina Water and Sewer Systems, July 2019.



Buying Power of a Typical Household's Taxes and Fees

Household:

Based upon a house valued at \$235,000, two cars valued at \$28,000, and monthly household water consumption of 7,500 gallons, a typical Myrtle Beach household will pay the City's General Government a total of \$1,598.56 this year. This includes:



City Taxes	\$282.01
Water and Sewer charges	631.95
Storm Water Fees	75.00
Solid Waste Fees	369.60
Tourism Development Fee	240.00
Annual Total	\$1,598.56



If you are the typical City resident, your \$1,598.56 will buy any one of these things:



- Two bullet-proof vests or a gun and body camera for one Police Officer
- One Level-A Hazardous Material Suit for a Fire Fighter or 300 ft. of fire hose
- About 4.5 days' salary and benefits for an entry-level Police Officer or Firefighter
- 79 linear feet of new paving, 17 street signs, or 70 linear feet of sidewalk
- 96 children's books, 32 reference books, or 3 IPAD Air (available for loan) for Chapin Library.
- 100 cubic yards of mulch for landscaped medians and parks
- Outfit 10 children for youth football with a helmet, shoulder pads, pants and pads, and a jersey.



What Can You Buy per month for \$133.21? *

City Services:

- ✓ 24-hour police protection
- ✓ Criminal Investigation
- ✓ Traffic Enforcement
- ✓ Crime Prevention Programs
- ✓ School Resource Officer's Program
- ✓ 24-hour fire protection
- ✓ Fire Prevention Services
- ✓ 24-hour Emergency Medical Response
- ✓ Hazardous Materials Response
- ✓ Street Construction and Maintenance
- ✓ Traffic Signals and Street Lighting
- ✓ Street Cleaning
- ✓ Drainage System Maintenance
- ✓ Drainage Improvements
- ✓ Parks and Recreation Facilities and Programs
- ✓ Street Tree Planting and Maintenance
- ✓ Community Planning, Zoning, and Development Review
- ✓ Neighborhood Services
- ✓ Construction Services
- ✓ Municipal Court
- ✓ Various Economic Development Services
- ✓ All Municipal Legislative, Management, and Support Services



One evening out for two with dinner and a movie:

\$ 140.25

Based upon entrée' price of \$24.95, including two drinks, taxes, tips, and refreshments at the theater.



**Total Cost of City Services:
\$133.21 Per Month**

Three tanks of mid-grade gasoline to fill your family's mid-sized sedan:

\$141.75

Based upon 21.0-gallon fuel capacity at \$2.25 per gallon.

Compare with:



One month's subscription to basic cable TV and high speed internet access:

\$145.99



One week's moderate cost grocery bill for a family of 4:

\$ 206.30

Based upon USDA Official Food Plan update April 2019.



Community Improvements

Since the Comprehensive Plan was enacted in 2000, great changes have come to the City of Myrtle Beach. Many of the Comprehensive Plan elements below have been accomplished by the City.

- Revitalization of the downtown area through the construction of a 1.4-mile-long oceanfront boardwalk that meanders along the dunes. The central section of the boardwalk parallels Plyler Park and a variety of oceanfront businesses. The southern section is a broad promenade with lush landscaping and a great beach view.
- Transformation at the former Air Force Base with the opening of the Market Common, the renovation of Crabtree Gym and Thunderbolt Park, completion of miles of new walking and biking trails, extensive landscaping and lighting of public spaces, construction of a new multi-field sports complex at Grand Park, and installation of Savannah's Playground, an enabling playground for all children.
- Joint development of the new International Technology and Aerospace Park, or ITAP, covering nearly 400 acres at the former Air Force Base. The property, ready and waiting for new industry, is being marketed by Horry County and the Myrtle Beach Regional Economic Development Corporation. Located off Farrow Parkway, the park is literally next door to the runway at Myrtle Beach International Airport and just down the street from The Market Common.
- Preservation of the natural resources by maintaining ocean dunes in their natural state and enhancing accessibility to afford all people the opportunity to enjoy the beaches.
- New roadways such as Harrelson Boulevard, Grissom Parkway, the Carolina Bays Parkway, Pine Island Drive, the 82nd Parkway extension, Farrow Parkway, Burroughs and Chapin Boulevard, and the construction of the Fantasy Harbor bridge to improve access to and within the city.
- Extensive community outreach programs such as the Canal/Nance Revitalization project, neighborhood watch groups, and new community meeting/event facilities such as the Myrtle Beach Colored School and the Train Depot.
- Provision of affordable housing options through Waccamaw Housing, Grand Strand, and other groups. Plan for Unity Village, a consolidated homeless housing, health care, and job placement center. Master plan to rehabilitate housing in target areas of the city. Implementation of a .25% surcharge on Construction Permits in excess of \$100,000 for Affordable Housing projects.
- Citywide street lighting plan and improvements. Burying of utility lines in the Downtown area and along the main thoroughfares. Aesthetic enhancements in landscaping along main thoroughfares and commercial areas such as Kings Highway, Coastal Grand Mall, and the Market Common development.
- Eliminating visual clutter citywide by zoning ordinances as well as the underground utility improvements. Continuous recipient of the "Tree City USA" distinction for amount of trees and shrubs planted in city rights-of-way.



Financial Policies

Elements of Financial Planning in the City of Myrtle Beach

(1) ***Mix of Available Resources***

Objectives:

- ✓ Use a balanced mix of revenues that will ensure reasonable stability for operation at continuous service levels through economic cycles, but will provide the economic sensitivity suitable for responding to increased service demand in a rapid-growth environment.
- ✓ Evaluate the characteristics of major resources and apply them to the types of expenditures for which they are best suited, e.g., recurring revenues for operating expenditures, one-time revenues for capital investment.

(2) ***Balanced Budget with Competitive Rate Structures***

Objectives:

- ✓ Maintain operating expenditures within the City's ability to raise revenues while keeping tax and rate structures competitive.
- ✓ Maintain strong prospects of structural balance over the long term.

(3) ***Adequate Liquidity to Retire Operating Obligations***

Objective:

- ✓ Ensure continuity of service without the use of interim borrowing.

(4) ***Access to Capital Markets***

Objective:

- ✓ Adequate capital financing sources and low costs of borrowing by managing to ensure the City's credit worthiness.

The policies on the following pages are consistent with the objectives stated above. While policies are long-standing in nature, they are reviewed and evaluated as to their appropriateness at the beginning of each annual budget process. Policies are intended to guide the organization in observing best practices of prudent financial management. Their function is to facilitate—not to hamstring—the operation of City government. To that end, it is expected that the City will exercise a certain amount of flexibility where necessary in order to keep a balance between best financial practices and optimum service delivery.

Balanced Budget

- The South Carolina Constitution and Code of Laws require that local governments adopt balanced budgets.

- A balanced budget provides for sufficient revenues and other financing sources to offset expenditures authorized for a fiscal period. The resources used to balance the budget may include judicious use of fund balance and may include the use of long-term debt for financing capital projects.
- The City adopts balanced budgets for each year and attempts to maintain structural balance between revenues and expenditures in each operating fund over the long term.

Long Term Financial Planning

- The Financial Management & Reporting Department maintains and annually updates financial plans with a five-year planning horizon.
- Five-year plans for operating funds incorporate the effects of absorbing the operating costs of capital projects in the Capital Improvements Program, the Debt Management Plan, and Comprehensive Plan implementation.
- Long-term plans help to ensure structural balance of financing sources and uses by allowing the evaluation of long-term impacts of current decisions. Where structural deficits are found, the plans provide recommendations for corrective actions to restore structural balance in a timely fashion.

Revenues and Expenditures

- The City utilizes formal historic trend analysis to establish baseline estimates of major revenues and expenditures. The Financial Management & Reporting Department updates both mathematical specifications of trends and their resulting long-term projections each year.
- Updates are formed by study of economic projections of Waccamaw Regional Council and Charleston Southern University. This information helps to identify trends in independent variables in the deterministic models of City revenues and expenditures and to anticipate the likelihood and direction of short-term deviations from long-term trends.
- Revenue estimates are formulated so as to assume reasonable risk, but avoid overly optimistic projections.
- The City maintains operating expenditures within its ability to raise revenues. Annually recurring revenues must equal or exceed annually recurring expenditures.
- The City utilizes a mix of operating revenues characterized by (1) some sources that offer reasonable stability to support operation at continuous service levels and (2) others that provide the elasticity necessary for responding quickly to the challenges of a rapid growth environment. Toward that end, the City will:
 - use more economically sensitive revenues, such as business license fees, in the General Fund to allow more timely response to increased service demands during high-growth periods, and to ease the immediate burden on the ad valorem tax rate;

- stabilize the revenue base for payment of debt service and capital leases by utilizing a portion of the property tax levy for this purpose;
- avoid the use of non-recurring revenues to fund operations, using them instead to accumulate reserves or to fund capital improvements;
- use more volatile sources (such as building permits) to fund pay-as-you-go capital improvements.

Capital Improvements

- The capital improvements program will not fund all community needs, but will fund high priority community growth projects in a variety of program areas.
- Existing infrastructure will be maintained and replaced as needed. The City will maintain or increase the use of pay-as-you-go funding, and will avoid the use of long-term debt for small projects (generally those under \$250,000) or those with a useful life of less than 20 years.
- Proceeds of new funding sources for the capital improvements program will be used for capital acquisition or to establish reserves for the renewal and replacement of existing capital assets.
- The first year of the five-year CIP will be the basis of formal fiscal year appropriations during the annual budget process.
- A projects monitoring team, chaired by a representative of the City Manager's office and including all project managers for active projects, will periodically review progress, issue progress reports, and coordinate new project resolutions and ordinances with the Department of Financial Management & Reporting during the year.

Contingencies and Strategies to Manage Certain Volatile Expenditures

- In formulating the annual budget, the City appropriates contingency accounts in major operating funds equal to one and one-half per cent (1.5%) of annual operating revenues.
- A disaster recovery reserve is maintained in the Self-Insurance Fund to provide additional cash flow in disaster response situations pending the receipt of FEMA assistance. When reimbursements are received into the City treasury, they are used to replenish the reserve.
- The City maintains a sinking fund for the timely replacement of rolling stock with a value exceeding \$10,000. It is funded by annual lease payments from the users. Additions to the fleet are acquired with an initial capital outlay from grants or fund equities of the appropriate funds.

Budget Amendments and Updates

- Budget-to-actual reports are provided monthly. The Financial Management & Reporting Department completes budget reviews and re-projections quarterly and includes recommendations for corrective action as necessary.

- Budget amendments are processed as necessary, but are considered no less frequently than quarterly.

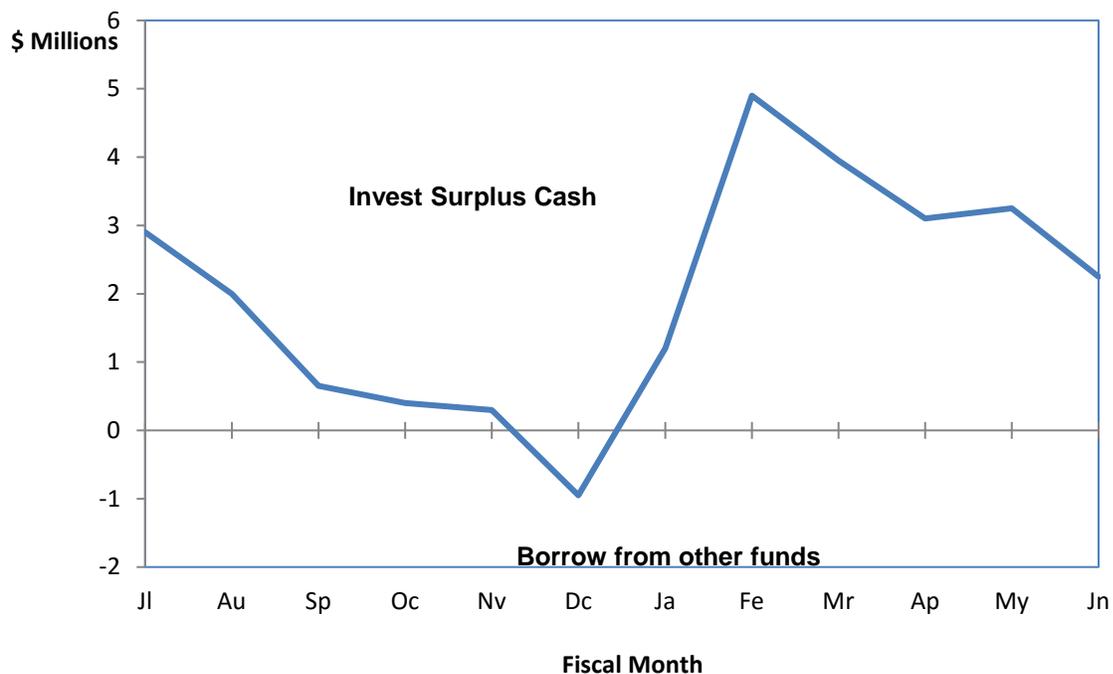
Working Capital

- The City regularly evaluates the need and the availability of sufficient working capital to finance operations without interruption and without having to resort to short-term borrowing for operations.
- Working capital recommendations take into account the city's particular risk characteristics and are based upon an inventory model to plan for adequate inventories of unrestricted cash throughout the year.
- Recommended working capital levels are set based upon projections of cash flow patterns, which are well synchronized in some funds—especially enterprise funds—but asynchronous in most governmental funds. In the General Fund, the recommended level is normally about 20% of recurring expenditures based upon the City's historical cash flows and the asynchronous nature of cash inflows and outflows. The City should retain sufficient working capital to provide some cushion against possible interruption of cash inflows in the event of a natural disaster.
- The City will not issue revenue or tax anticipation notes. To avoid such interim borrowing, the City will;
 - maintain unreserved and undesignated fund balances in governmental funds which are sufficient to avoid interim borrowing or service interruptions under normal operating conditions. The target range in the General Fund is between 15% and 20% of recurring expenditures.
 - maintain current ratios of at least 2:1 in each City enterprise fund. (The current ratio is the ratio of unrestricted current assets to current liabilities other than the current liability for servicing long-term debt.)
- Generally, fund balances are allowed to accumulate for designated purposes or for the retention of sufficient working capital to retire routine operating obligations, given the expected cash flows of those funds. Excess fund balance amounts (in excess of the 20% threshold) in the General Fund may be appropriated for non-recurring expenditures such as capital acquisitions or capital improvements.
- Myrtle Beach invests excess cash in short-term treasuries, fully collateralized certificates of deposit and repurchase agreements, and the South Carolina Local Government Investment Pool administered by the State Treasurer's Office. For periods when the demand for cash exceeds receipts from revenues and other financing sources, these investments are partially liquidated in order to meet current financial obligations. Interfund loans from pooled cash and investments are occasionally used to offset temporary cash shortages in individual funds during the fiscal year. Interfund loans of this type must be satisfied within one year's time. The Cash Management Strategy Graph in the following section illustrates this policy.

Interfund Transfers

- The City does not use interfund transfers from enterprise or special revenue funds to subsidize the costs of City services provided by the General Fund.
- Interfund Transfers are allowed for direct or indirect cost allocation for services rendered by administrative and support service departments to enterprise or special revenue funds.
- Interfund Borrowing during the year is allowed in a manner compliant with the Moderate Working Capital policy described above, where the interfund borrowing is not prohibited by legal or contractual provisions. It is anticipated that any fund may have a balance “due to” other funds on its balance sheet some time during the year. However, interfund borrowing is an interim arrangement and interfund loans normally should not have a life beyond 90-180 days.
- Interfund Borrowing that cannot be repaid in such a timely manner may be indicative of a structural imbalance in the borrowing fund. If that is the case, the Financial Management & Reporting Department will provide the Manager with recommendations for correcting the imbalance.
- An enterprise or special revenue fund may be required to make payments in lieu of taxes to the General Fund, provided that the enterprise or special revenue program charges its regular rates for any service provided to General Fund departments that are accounted for in the General Fund.

Cash Management Strategy, General Fund



Moderate Working Capital Policy

Because cash inflows and outflows are asynchronous in governmental funds, the cash positions in those funds can vary widely over the fiscal year. Conservative working capital policy would require the City to keep larger fund balances in order to avoid cash deficits at any time, thus requiring higher tax and fee rates. The opposite extreme would make liberal use of interim borrowing for ongoing operations, likewise requiring higher taxes and fees to support interest payments. The City's policy is to seek a reasonable balance by controlling projected cash deficits to levels that are manageable within limited interfund loan guidelines.

Capital Formation and Debt Management

Capital Formation

- Funding dedicated to General Capital Improvements on a pay-as-you-go basis includes:
 - all non-current ad valorem taxes,
 - one-time revenues and highly volatile revenues,
 - share of the accommodations tax for beach monitoring, and
 - share of the hospitality fee.
- Enterprise fund impact fees are used for expansion of distribution system capacity, and all other improvements to municipal enterprises are funded from fund equity, system revenues, or debt secured by a pledge of the enterprise's revenues.
- To the extent that the unreserved general fund balance exceeds amounts needed for working capital, the City may draw upon that balance to provide pay-as-you-go financing for (a) capital outlay to support service delivery, and (b) general capital improvements.

Debt Management

- The City issues debt only to finance capital improvements for which the project's useful life is expected to equal or exceed the term of the debt issue.
- The City seeks to maintain investment grade credit ratings by managing the timing of debt issuances so as to sustain moderate debt ratios and ensure the affordability of debt before preparing an issue for market.
- The Debt Management Plan will provide for the issuance of new debt at reasonable time intervals in order to avoid erratic impacts upon the ad valorem tax rate or water and sewer utility rates.
- Enterprise Fund projects are formulated and undertaken on a self-sustaining basis.

Public Funds Management

Allowable Investments

The City's funds management activity is governed by state law and by local policy. Allowable investment instruments include, and are limited to, U. S. Treasury or Agency securities; bonds of the State of South Carolina; bonds of South Carolina municipalities with an investment grade credit rating; insured or fully collateralized Certificates of Deposit; money market mutual funds backed by short-term U.S. Government securities for reserves or construction funds held in connection with a bond issue by a trustee under a trust agreement; guaranteed investment contracts for reserve funds in connection with a bond issue, when the contract is collateralized by U.S. Treasuries or Agencies of suitable maturities; other investment arrangements for proceeds of bond issues as may be negotiated, provided they meet the policy objectives identified herein.

In addition to these guidelines, the City has set for itself the following investment objectives, in order of priority:

a) *Preservation of capital.* The first interest of the City is to safeguard against the risk of loss. To that end, it is the City's policy to observe State laws that protect against credit risk. The City also attempts to limit market risk by investing operating cash balances (or working capital) in cash equivalents and marketable securities with maturities of less than one year.

b) *Liquidity appropriate to the demand for the funds.* The City accumulates and maintains unrestricted fund balances for working capital to meet routine operating cash flow needs. The City does not, as a matter of policy, adopt tax or fee structures sufficient to generate excess balances to be made available for investment over an indefinite term. Furthermore, Council may from time to time desire to appropriate from fund balances for public purposes.

It is the City's intent to avoid the risk of suffering losses due to the need to liquidate investments prior to maturity. Therefore, all investments of working capital funds will have a final maturity of one year or less, and the City will attempt to maintain no less than seventy-five per cent (75%) of such short-term funds in arrangements offering daily liquidity.

Exceptions to this rule are permitted only for the investment of balances designated for funded depreciation in an enterprise fund, for the future replacement of rolling stock according to the Vehicle Replacement Plan, or for Debt Service Reserve funds governed by their respective bond ordinances. In any event, however, the maturity schedules of the invested funds will match the schedules according to which the funds are reasonably expected to come into demand.

c) Reasonable, not maximum, yield. The City will attempt to achieve reasonable returns on its investments. In no event should safety or liquidity be sacrificed in favor of above market yields.

Custodial Arrangements

GASB Statement 3 Rules Apply. The City shall comply with GASB Statement 3 rules on custodial arrangements with a designated risk level of Category 1 or 2.

Safekeeping Agent and Requirements. Securities belonging to the City of Myrtle Beach are held in safekeeping by a designated third-party agency, normally a bank's trust or safekeeping department. Securities will be fully registered in the name of the City of Myrtle Beach, and the safekeeping agent will supply receipts documenting the City's ownership of or pledged interest in the securities, stating (1) the name of the issuer and a description of the security, (2) the par amount, (3) the final maturity date, (4) the CUSIP number, (5) the date of the transaction, and (6) the safekeeping receipt number.

Delivery versus Payment Basis of Transfer. The City requires that all transfers of securities, or of cash as payment for securities, be completed on the basis of delivery versus payment (DVP).

Segregation of selling and safekeeping responsibilities. In no event will the bank or broker/dealer from whom a security was purchased be allowed to safe-keep the security.

Special Topics

Unsolicited Business. The City does not entertain unsolicited trade proposals.

Eligibility of Firms to Respond to Requests for Investment Proposals. Any firm requesting eligibility to respond to requests for investment proposals of the City of Myrtle Beach will be furnished a copy of this policy. Such firm will agree to be bound by the terms of this policy, and will certify such agreement by filing a written statement to that effect. Said statement will be written on the firm's letterhead and will be signed by an officer of the firm and accompanied by documentation certifying the officer's authorization to pledge securities of the firm's portfolio for any depository accounts in the City's name, or his/her license to sell on the firm's behalf any deliverable and registrable securities to the City of Myrtle Beach.

Trading Programs. Many firms offer securities trading programs and many local governments participate in them. While these programs may be designed to observe the letter of the law of South Carolina with regard to legal investments, they are often designed to evade its intent. The City will not entertain such proposals.

Bond Mutual Funds. Many bond funds are marketed as being "government guaranteed." Except for money market funds, however, their underlying portfolios often consist of securities with long maturities, allowing them to quote high yields. They are not suitable for short-term investments. It is the City's interpretation that these are not legal investments for municipalities in the state of South Carolina.

The single exception to this rule is for money market funds with allowable underlying securities when invested by the trustee for a bond issue as outlined in state code.

Derivative, or "Exotic" Products. These products come in such a wide variety, it would be impossible to cover them all. Use of any product that derives its value from the performance of an underlying security is inconsistent with the City's objectives for investment of working capital funds. Such products should be avoided.

Leveraging. Leveraging of assets of the City of Myrtle Beach for investment purposes is strictly prohibited. This prohibition specifically includes reverse repurchase agreements.



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Total Budget Summary

2019-20 Budget Summary & Comparison

City Staffing

Departmental Budgets

Capital Improvement Budget & 5-year Plan

Debt Management



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City of Myrtle Beach

FY19-20 Budget Summary & Comparison

	FY2017-18 Actual	FY2018-19 Rev. Budget	FY2019-20 Budget	% Δ
Governmental Operations	\$ 172,254,452	\$ 175,353,812	\$ 177,475,764	1.2%
Enterprise Operations	41,501,035	41,060,832	41,631,921	1.4%
Total Operating Budget	<u>213,755,487</u>	<u>216,414,644</u>	<u>219,107,685</u>	1.2%
Governmental Capital Projects	<u>13,525,642</u>	<u>11,744,126</u>	<u>7,903,057</u>	-32.7%
Reconciling Items				
Enterprise Capital Projects	<u>2,355,700</u>	<u>2,605,700</u>	<u>3,799,300</u>	45.8%
Total Reconciling Items	<u>2,355,700</u>	<u>2,605,700</u>	<u>3,799,300</u>	45.8%
Less: Interfund Transfers	<u>(40,102,672)</u>	<u>(31,652,452)</u>	<u>(28,788,404)</u>	-9.0%
Grand Total Appropriations	<u>\$ 189,534,157</u>	<u>\$ 199,112,018</u>	<u>\$ 202,021,638</u>	1.5%

FY20 Budget Statement of Revenues, Expenditures, & Changes in Fund Balance/Equity

	Governmental Operating Budget	Enterprise Operating Budget
<u>Revenues and Other Financing Sources</u>		
Property Taxes	\$ 38,129,000	\$ -
Licenses and Permits	51,922,323	-
Fines and Forfeitures	1,152,000	-
Local Option Tourism Fees	29,707,500	-
Intergovernmental Revenue	14,829,700	-
Charges for Current Services	10,894,967	37,000,921
Miscellaneous Revenue	7,002,100	131,000
Proceeds of Long-term Obligations	-	-
Transfers from Other Funds	27,595,674	250,000
Capital Contributions	-	4,250,000
Net Use of Fund Balances	-	-
	\$ 181,233,264	\$ 41,631,921
<u>Expenditures/Expenses</u>		
General Government	\$ 13,778,283	\$ -
Public Safety	51,758,021	-
Transportation	7,885,749	-
Community and Economic Development	36,334,111	-
Culture and Recreation	14,148,099	-
Public Works	9,289,567	38,463,593
Capital Improvements & Acquisitions	4,064,993	-
Principal Retirement	8,837,412	-
Interest and Fiscal Charges	6,460,994	1,353,659
Bond Issuance Costs	-	-
Transfers to Other Funds	27,266,904	1,521,500
Increase in Fund Net Assets	1,409,131	293,169
	\$ 181,233,264	\$ 41,631,921
<u>Add items previously appropriated and non-expense items</u>		
Enterprise Capital Projects	-	3,799,300
<u>Less Interfund Transfers</u>	(27,266,904)	(1,521,500)
 Grand Total FY2020 Recommended Budget	 \$ 153,966,360	 \$ 43,909,721

Total Operating Budget	General Capital Improvements Budget	Total Manager's Recommended Budget
\$ 38,129,000	\$ 510,000	\$ 38,639,000
51,922,323	1,100,000	53,022,323
1,152,000	-	1,152,000
29,707,500	-	29,707,500
14,829,700	762,000	15,591,700
47,895,888	-	47,895,888
7,133,100	830,827	7,963,927
-	-	-
27,845,674	942,730	28,788,404
4,250,000	-	4,250,000
-	-	-
<u>\$ 222,865,185</u>	<u>\$ 4,145,557</u>	<u>\$ 227,010,742</u>
\$ 13,778,283	\$ 1,047,827	\$ 14,826,110
51,758,021	-	51,758,021
7,885,749	-	7,885,749
36,334,111	-	36,334,111
14,148,099	-	14,148,099
47,753,160	-	47,753,160
4,064,993	2,808,900	6,873,893
8,837,412	-	8,837,412
7,814,653	-	7,814,653
-	-	-
28,788,404	-	28,788,404
1,702,300	288,830	1,991,130
<u>\$ 222,865,185</u>	<u>\$ 4,145,557</u>	<u>\$ 227,010,742</u>
		-
3,799,300	-	3,799,300
(28,788,404)	-	(28,788,404)
<u>\$ 197,876,081</u>	<u>\$ 4,145,557</u>	<u>\$ 202,021,638</u>



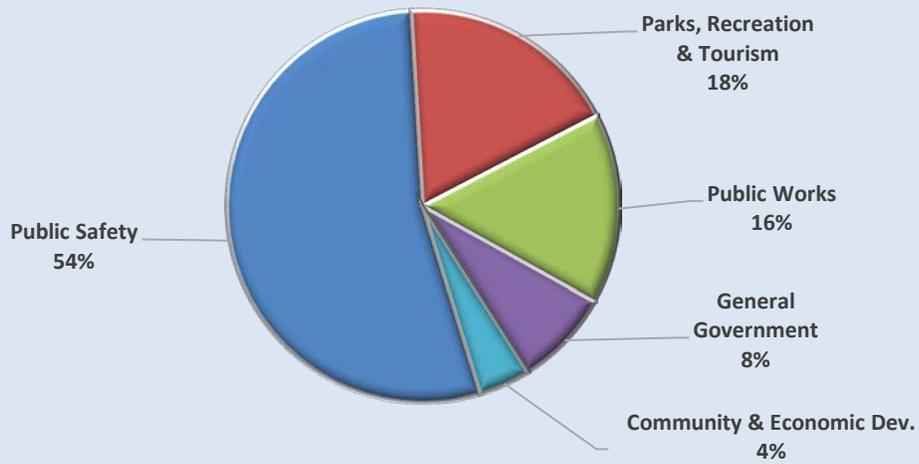
City of Myrtle Beach Staffing

A significant part of the operating budget, nearly 40%, is funding for employees who provide services to the citizenry. The charts accompanying this section identify full-time position allocations by department.

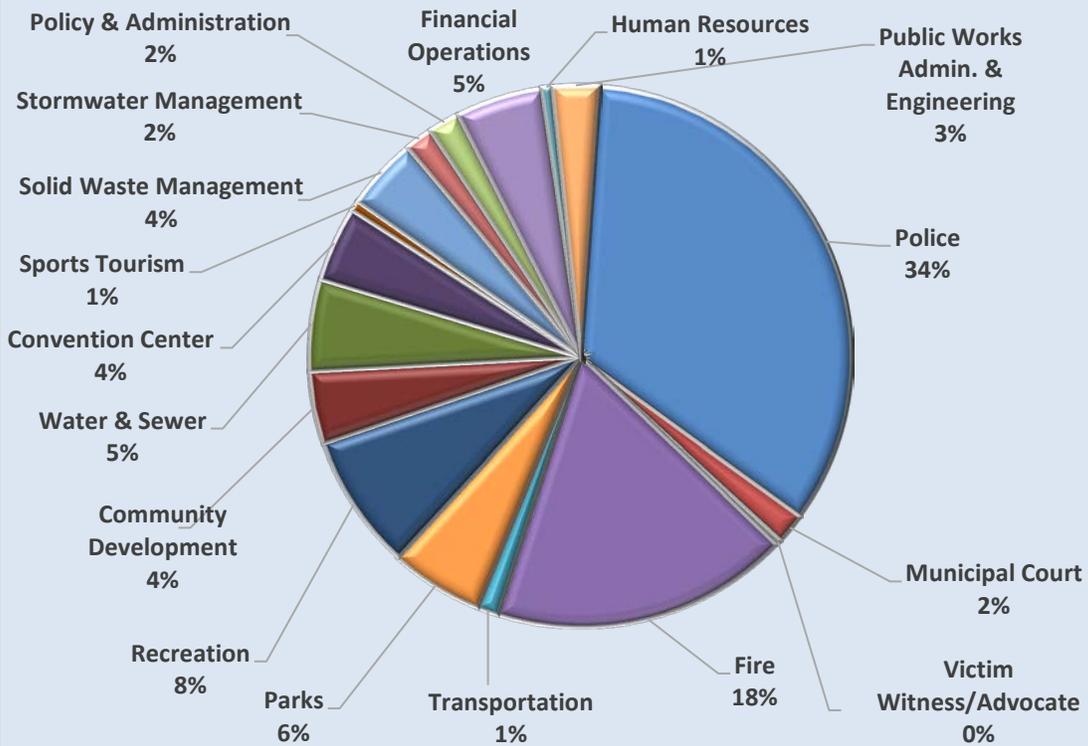
	2017-18	2018-19	2019-20	Net Change
<u>Community Services</u>				
Police	308	316	328	12
Municipal Court	16	18	18	-
Victim Witness/Advocate	3	3	3	-
Fire	170	172	172	-
Transportation	10	12	12	-
Parks	54	54	54	-
Recreation	77	77	78	1
Community Development	40	42	42	-
Water & Sewer	53	53	53	-
Convention Center	42	42	43	1
Golf Course	-			-
Sports Tourism	8	9	6	-3
Solid Waste Management	34	34	42	8
Stormwater Management	<u>17</u>	<u>16</u>	<u>16</u>	<u>-</u>
Total Community Services	832	848	867	19
<u>Support Services</u>				
Policy & Administration	15	17	18	1
Financial Operations	46	48	50	2
Human Resources	5	5	6	1
Public Works Administration & Engineering*	<u>29</u>	<u>30</u>	<u>27</u>	<u>-3</u>
Total Support Services	<u>95</u>	<u>100</u>	<u>101</u>	<u>1</u>
Total Authorized Positions	927	948	968	20

* Includes 9 staff members from the Fleet Service Internal Service Fund

Position Allocations FY20



2020 Staffing by Department





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Departmental Budgets

Departmental budgets are presented in a manner reflective of the City's organizational structure as follows:

Policy & Management Division – The Policy & Management Division offers professional leadership and direction in the management of the City and execution of City Council policies, provides administrative support to the City Council, legal guidance to the City, grants administration, provides for the municipal court, victim advocacy, and acts as the liaison with other governmental agencies, citizens, businesses, community groups, and the media.

Administrative Division – The Administrative Division provides city-wide accounting services that include payroll, accounts payable, revenue collection, financial reporting and accounting, and capital assets tracking. The division also manages the annual financial plan, the capital improvements plan, debt service, business licensing, utility billing, risk management, and human resources and organization development.

Community Services & Economic Development Division – The Community Services & Economic Development Division involves both organizational and community development and encompasses Planning and Zoning, Construction Services, Neighborhood Services, and the Myrtle Beach Convention Center.

Public Safety Division - Public Safety encompasses police, fire, and emergency services.

Operations Division – The Operations Division is responsible for operating and managing the City's parks and right-of-ways, library, recreational facilities and programming, and the promotion of sports tourism. The division also includes the administration, planning, maintenance, construction management, and technical engineering of the city's infrastructure including buildings and grounds, transportation systems, storm water collection systems, water and sewer distribution systems, solid waste collection, and fleet maintenance.



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Policy & Management Division



City Council
City Manager
City Attorney
Victims Advocate
Public Information
Municipal Court
Public Defender

Policy & Management



Mission: To provide policy guidance in the formulation of community vision, goals and objectives, and to manage their direction.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
<p>City Council Provides leadership and develops the strategic vision for the City of Myrtle Beach.</p>	\$558,615 8	\$599,612 8	\$565,780 8
<p>City Manager Responsible for implementing Council's policy decisions, providing vision and leadership to the organization, and facilitating and directing the daily operations of City Government.</p>	\$1,348,552 7	\$1,282,796 9	\$1,642,462 10
<p>City Attorney Legal representation or procurement of representation for the City of Myrtle Beach.</p>	\$984,300 4	\$958,006 4	\$1,169,383 4
<p>Victims Advocate Provides information, support, and advocacy for victims of crime throughout the criminal justice process.</p>	\$270,724 3	\$300,606 3	\$269,595 3

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Public Information	\$281,892	\$337,171	\$332,611
Responsible for communication with the press, compliance with FOIA regulations, and general dissemination of information to the public.	3	3	3
Municipal Court	\$1,191,453	\$1,323,478	\$1,342,949
Operation of the Municipal Court for the City of Myrtle Beach.	16	16	16
Public Defender	\$1,989	\$189,000	\$241,573
Court appointed legal representation for defendants who cannot afford to hire an attorney.	-	2	2
Capital Outlay	\$0	\$33,000	\$35,000
Total Policy & Management	\$4,637,525	\$5,023,669	\$5,599,353
	41	45	46



Policy & Management Budget Formation

The Policy & Management budget increased by 11.5% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A \$19,000 increase in the City Council budget for the 2019 election.
- A \$369,000 net increase in Personal Services in the City Manager's budget, which includes a position transfer for a new research analyst, a position transferred from the Convention Center to create a new economic development position, and a position transferred from Planning & Zoning to create a new grants manager position; and to create efficiencies, two Building Ambassador positions were transferred to the Police Department Administrative Division.
- A \$200,000 increase in Professional Fees in the City Attorney's budget.
- A \$35,000 increase in Capital Outlays in the Public Information budget for new TVs, computer monitors, and a sound system for City Council Chambers to improve visual and audio transmission for both the Council and public.
- The \$53,000 increase in the Public Defender's budget to reflect the full year costs of operations for the department, which was added in FY19.

Budget Decreases:

- Capital Outlays decreased by \$33,000 in the City Administration budget.
- A \$21,000 decrease in Personal Services in the Victims Advocate budget due to attrition.

Strategic Emphasis for 2019-20:

Public Information

- Continue to share information with the public about the city's plans and accomplishments using all available resources.
- Continue a thoughtful, positive, and judicious approach to social media.
- Provide more educational story-telling through the use of video, especially on social media.
- Provide newcomers to Myrtle Beach with helpful information about their new home.

Victims Advocate

- Routinely discuss crime reduction procedures with crime victims and other agencies, make referrals to other agencies, and work with law enforcement in victim cases.
- Provide information and support to victims of crime through court notification and personal contact. Continue to provide a high level of service and assistance to crime victims in an effort to reduce the impact of victimization. Be compassionate, informative, and responsive to the needs of all crime victims whether they are visitors to the City or residents of Myrtle Beach.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Public Information					
Facebook Posts	N/A	805	1,353	1,627	1,523
News Releases	166	183	184	180	191
FOIA Requests					326
Proclamations	58	57	62	66	61
E-mails (PIO)	8,800	11,200	13,100	12,365	13,853
30 Minute Radio Shows	52	52	52	52	52
Inside Voice Newsletter			6	2	
Senior News Newsletter			Quarterly	Quarterly	3
Progress Report					
Newsletter			Quarterly	Quarterly	Quarterly
Municipal Court					
Cases Filed	27,669	25,107	25,084	28,180	27,838
Arrest Warrants Issued	2,809	2,070	3,374	3,663	4,112
Victims Advocate					
Cases Opened	2,457	2,490	2,373	2,294	1,996
Bond Hearings Attended	1,105	1,194	1,324	1,292	1,112
Bench Trials Attended	490	499	465	415	466
Pre-Trial Conf., Jury Trial	159	164	140	134	131



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Administrative Division



Financial Management & Reporting
Financial Services
Human Resources & Organization Development
Insurance & Risk Services

Financial Management & Reporting



Mission: To coordinate and manage the budget process and capital improvement plan, serve as the lead agency in the management of the City's debt portfolio, and provide accurate accounting and financial reporting on the City's financial position.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Financial Management & Reporting Responsible for financial management, reporting, coordination and monitoring of the City's budget, debt planning and compliance, general accounting services, and management of information system services.	\$596,256 5	\$649,428 5	\$683,435 5
Information Systems Responsible for hardware, software, infrastructure, and telecommunication for the data systems of the City and its users. Provides support, training, installation, and maintenance for systems city-wide.	\$1,026,506 8	1,292,452 9	1,559,437 11
Accounting Provides general accounting services, including general ledger maintenance, authorization and documentation for payment of the City's liabilities, distributing accounts payable checks, payroll, and related reporting.	\$457,263 6	\$496,112 6	\$513,103 6
Capital Outlay	\$0	\$19,650	\$60,000
Total Financial Management & Reporting	\$2,080,025 19	\$2,457,642 20	\$2,815,975 22

Financial Management & Reporting Budget Formation

The Financial Management & Reporting budget increased by 14.6% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A \$50,000 increase in Temporary Wages in Financial Management & Reporting budget for enterprise resource planning software implementation.
- An increase of \$186,000 in the Information Systems (IS) budget to facilitate the centralization of the Information System division. The consolidation involved the transfer of Information Systems positions from the Library and Public Works Administration to the Information Systems department.
- A \$38,000 increase in Software Maintenance and Licensing Fees in the IS division.
- A \$60,000 Capital Outlay for a server for the Police Department.

Service Delivery Highlights and Challenges:

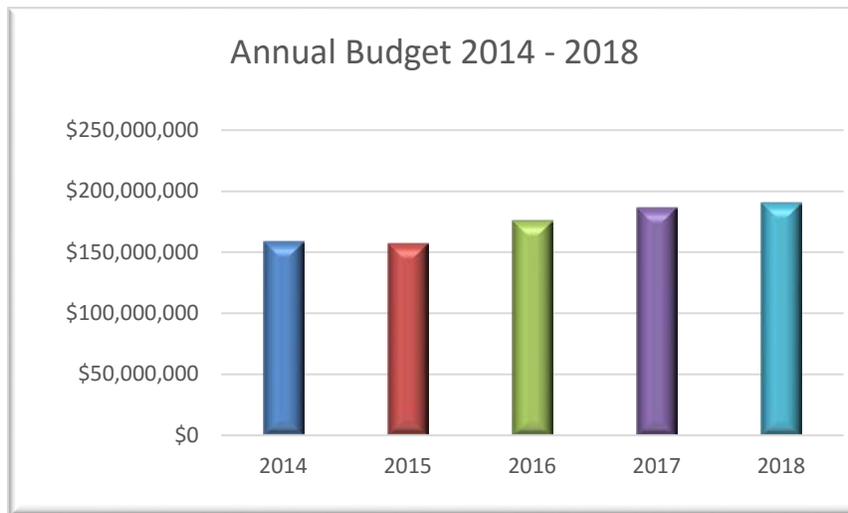
- Focus on financial stability, cost control, cybersecurity, reporting and transparency, compliance and control, and ERP system replacement in the coming fiscal year. Addressing those priorities will require an investment in staff and infrastructure.
- Maintaining and updating the organization's financial reporting system, typically referred to as its Enterprise Resource Planning (ERP) infrastructure is an integral component of accurate financial reporting and financial management. In FY18, the department began the process of identifying needs and specifications for a new ERP system to replace the 20-year-old legacy system currently in place. It is expected that a new ERP system will contain opportunities for greater transparency and delivery of information both internally and externally.
- The number and types of technological devices utilized has changed dramatically over the last decade and the complexity of that technology has expanded. The information services function and the acquisition of technology devices has become decentralized. In order to secure the technology environment and maintain an accurate inventory of the technology infrastructure the IS function should be centralized in the IS Department.
- Not only is Information Services centralization important for the management of infrastructure inventory, it is crucial to maintain a secure environment. Maintaining a secure technological environment will require a higher level of training, monitoring, planning, and testing.

Strategic Emphasis for 2019-20:

- Promote financial planning that ensures the sustainability of our organization.
- Monitor revenues and expenditures for variances from the adopted budget and recommend corrective courses of action when needed.
- Implement accounting policies and procedures that safeguard the City's assets and ensure compliance with all applicable laws and accepted accounting practices.
- Work with the Fleet Maintenance Department to centralize fleet management and implement policies and procedures designed to create an efficient and cost effective program of vehicle maintenance and replacement.
- Actively engage in continuing education and relevant training to stay ahead of changing standards, laws, and potential threats.
- Cross-train staff members to ensure continuity of service.
- Enhance Information Systems staffing to increase awareness of cybersecurity and bolster overall system security.
- Explore opportunities to utilize GIS in different ways to enhance transparency and accessibility.
- Implement a new ERP system best suited for the City's financial reporting and planning needs.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Accounts Payable Checks	12,547	13,609	13,607	13,281	14,650
Payroll Direct Deposit/Checks	28,200	27,726	28,164	29,998	31,797
Journal Entries Processed	9,119	8,390	9,475	9,350	9,788
Budget Adjustments	39	47	28	37	36
Annual Adopted Budget	\$158,521,827	\$156,881,776	\$175,924,329	\$186,441,281	\$190,593,398



Financial Services



Mission: To provide for revenue collections and the procurement of goods and services.

Service	Budget / Positions		
	FY 2017-18 <i>Actual</i>	FY 2018-19 <i>Budget</i>	FY 2019-20 <i>Budget</i>
Financial Services Responsible for the management of finance services including the City's general revenue collection services, overseeing and coordinating utility billing, business license, hospitality, and managing the procurement function.	\$227,171 2	\$312,240 2	\$324,455 2
Business License Enforce business license, hospitality, and local accommodations ordinances; and ensure efficient collection of these fees.	\$375,877 6	\$413,277 6	\$424,517 6
Purchasing To provide for the fair and equitable treatment for the purchase of supplies, materials, equipment, and contractual services required by all stakeholders, to maximize the purchasing value of public funds and to provide safeguards for maintaining a procurement system of quality and integrity.	\$512,589 7	\$546,285 7	\$584,060 7

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Revenue Billing	\$659,279	\$713,979	\$737,623
Responsible for the billing, collection, and deposit of all City monies for water/sewer, storm water, solid waste billing, and collection services.	8	8	8
Capital Outlay	\$0	\$13,299	\$0
Total Financial Services	\$1,774,916	\$1,999,080	\$2,070,655
	23	23	23

Financial Services Budget Formation

The Financial Services budget increased by 3.6% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- Increases in Other Services of \$8,000 in each department, Purchasing, Business License, and Revenue Division for additional labor to assist with the enterprise resource planning software implementation.

Service Delivery Highlights and Challenges:

- Issued 10,281 business licenses in FY 2019; business license revenue is the second largest revenue source for the general fund. FY 2019 collections exceeded \$25.4 million.
- In FY 2019, the city serviced more than 1,450 Hospitality Fee and Local Accommodations Tax accounts.
- The Municipal Association of South Carolina is preparing to release an online business license renewal/payment portal in the near future that will be free to all member cities. The portal is being developed by VC3, a Columbia, SC technology firm. In order to offer the portal, the city must be on the uniform business license year. Portal users will be charged a convenience fee for the online payment. The cities will receive 100% of the business license renewal fees paid through the portal.
- Purchasing processed more than 550 purchase orders and the warehouse processed more than 6,800 transactions consisting of receiving and issuing inventory in FY 2019.
- The automation of the requisition process was completed in FY 2017 which enables the requesting department and buyer to follow the purchase from inception to receipt. Departments are required to submit requisition requests to purchasing for purchases in excess of \$7,500.
- An amendment to the purchasing code allows department leaders to make purchases up to \$7,500 without having to use a formal solicitation process, but the department leader is responsible to obtain competition. Purchases over \$7,500 and up to \$25,000 require a purchase requisition and may be procured after obtaining a minimum of three verbal and/or written quotes. Purchases in excess of \$25,000 require a formal solicitation process. The change in purchasing

threshold amounts provides more efficiency and reduces the time to make those purchases that are routine in nature.

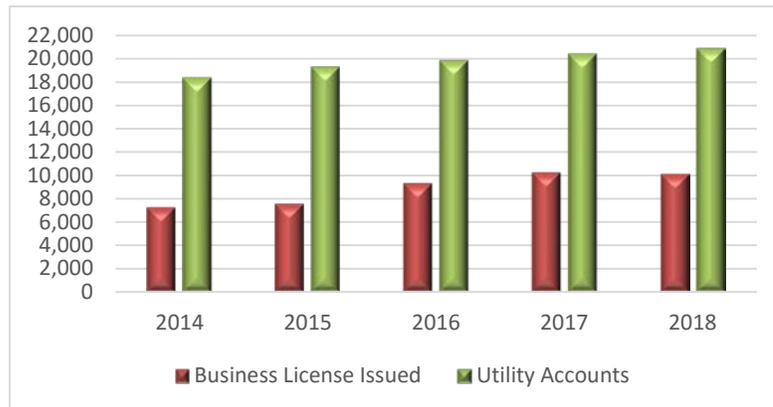
- Serviced an average of 21,388 utility accounts for FY 2019.
- The city continues to experience growth with residential customers on both the southern and northern portions of the city. At the onset of FY 2019, The City began phase 1 of the automated meter information (AMI) system in order to receive meter readings electronically. The first phase focuses on existing commercial accounts; however, any new water meters installed will be equipped with the electronic reading mechanism.

Strategic Emphasis for 2019-20:

- Continue working through the process of procuring a complete financial software package that will replace our current legacy system. The RFP for the software package was issued in FY 2019 and the expectation is to begin implementation in the first half of FY 2020. The new technology will allow the city to implement best practices and to improve our current processes and software systems. The new technology will provide enhanced services to our customers and citizens by offering more online services coupled with the improvement of processes that will create efficiencies.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Business Licenses Issued	7,261	7,567	9,318	10,242	10,097
Utility Accounts	18,348	19,280	19,823	20,390	20,863
Hospitality Monthly Accounts	1,147	1,174	1,208	1,258	1,359
Annual Purchase Orders	391	699	486	552	600



Human Resources & Organizational Development



City Health Fair, October 2018

Mission: To serve the citizens of Myrtle Beach, its employees, and elected officials with timely, efficient, and accurate employee and labor relations services and provide city employees, retirees, and the General Public with timely, high-quality service that integrates kindness, communication, teamwork, respect, understanding, trust, confidentiality, sensitivity, and individualized attention.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Human Resources & Organizational Development	\$686,256	\$775,888	\$801,485
Provides services relating to recruitment, testing, compensation, employee relations, training, organizational development and benefits design, consulting, and management.	5	5	6
Capital Outlay	\$0	\$0	\$0
Total Human Resources & Organizational Development	\$686,256 5	\$775,888 5	\$801,485 6

Human Resources & Organization Development Budget Formation

The Human Resources & Organization Development (HR/OD) budget decreased by 3.3% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A \$65,000 increase in Personal Services for a position to oversee the part time employees, city wide. This position was transferred from Sports Tourism Concessions.
- Increases of \$2,000 in M&R Building and Grounds, \$4,800 in Utilities, and \$9,500 in Janitorial are due to the relocation of the department from City Services to City Hall in May 2019.
- Increases in Software of \$3,600, in Other Departmental Supplies of \$5,500 for labor law posters, and in Travel, Meetings, and School of \$4,300 for training and certifications.

Budget Decreases:

- A \$78,000 decrease in Personal Services due to employee attrition.
- A \$10,000 decrease in Advertising due to the implementation of NEOGOV Human Resource Management Software and the use of online advertising, instead of print.
- Education Reimbursement decreased by \$15,000.

Service Delivery Highlights and Challenges:

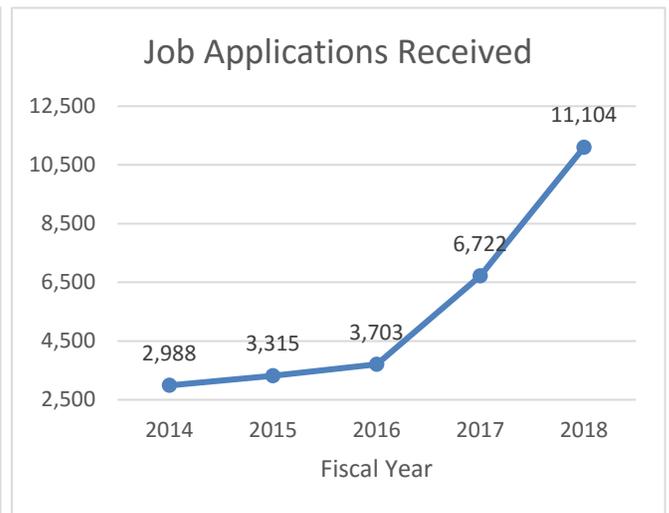
- The HR/OD team has increased its bench strength this year through professional development of the team.
- Through improved technology and growth across the City, the HR/OD team has increased the volume of productivity during 2018 exponentially without adding new staff to the department.
- Beginning in 2018, the Organizational Development offering grew to overseeing projects that had long-term strategic impact, such as the Recruitment and Retention Program, Enhanced Onboarding, Competency Modeling Project (CityELEVATE), Career Mapping, Internship Program, and Apprenticeship Program. These projects create stronger recruitment for the City, strengthen employee retention, and engage City employees in projects that enhance their skills and broaden their knowledge of the City's operations.

Strategic Emphasis for 2019-20:

- Implementation of a new ERP/HRIS will add an exciting, but challenging project to the HR/OD team in 2019-20. The new technology will serve to create efficiencies in many of the processes that the HR/OD team performs currently. However, it will take manpower from the team to effectively and efficiently implement the new system over an 18-24 month timeframe.
- Focus on enhancing the overall City training initiative to meet the needs of the City, employees, and departments based on the CityELEVATE competency model. Through departmental meetings, the HR/OD team has received input on what training needs exist throughout the City; specifically, in the areas of (a) Becoming the Best Public Servant training, (b) First-Time Supervisory training, and (c) Management & Leadership training. During the upcoming fiscal year, implementing a revised training program that satisfies these needs and is modeled around the CityELEVATE program will be a primary focus.
- While the City does not currently have a turnover challenge, the goal will be to keep this trend steady. The HR/OD team will be collaborating with various departments and the finance team to explore total rewards that are practical for the current era, budget friendly, and will continue to allow us to attract talent.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
New Hires (RF)	83	100	110	111	116
New Hires (PT)	133	157	175	213	283
Terminations (RF)	84	98	74	87	100
Terminations (PT)	118	103	129	105	163
Benefit Meetings	740	726	748	0	0
Training Classes Offered	23	22	16	23	27
Training Class Attendance	170	261	157	1587	1630
Jobs Advertised	238	366	470	597	165
Job Applications Received	2,988	3,315	3,703	6,722	11,104
Job Fairs Attended	10	11	11	33	11
Annual Turnover Rate	10.13%	11.87%	9.75%	9.80%	7.96%



Insurance & Risk Services



Mission: To protect the assets of the City against losses which might adversely affect its operation and continuity of services through a program of identifying and assessing hazards and loss exposures and by selecting the best techniques to avoid, control, assume, or transfer the risk.

Service	<i>Budget / Positions</i>		
	<i>FY 2017-18 Actual</i>	<i>FY 2018-19 Budget</i>	<i>FY 2019-20 Budget</i>
Insurance & Risk Services	\$360,166	\$437,641	\$459,476
Responsible for protecting the assets of the City against losses which might adversely affect its operation and continuity of services through a program of identifying and assessing hazards and loss exposures and by selecting the best techniques to avoid, control, assume, or transfer the risk.	4	5	5
Capital Outlay	\$28,625	\$0	\$0
Total Insurance & Risk Services	\$388,791	\$437,641	\$459,476
	4	5	5

Insurance & Risk Services Budget Formation

The Insurance & Risk Services budget increased by 5.0% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.

Service Delivery Highlights and Challenges:

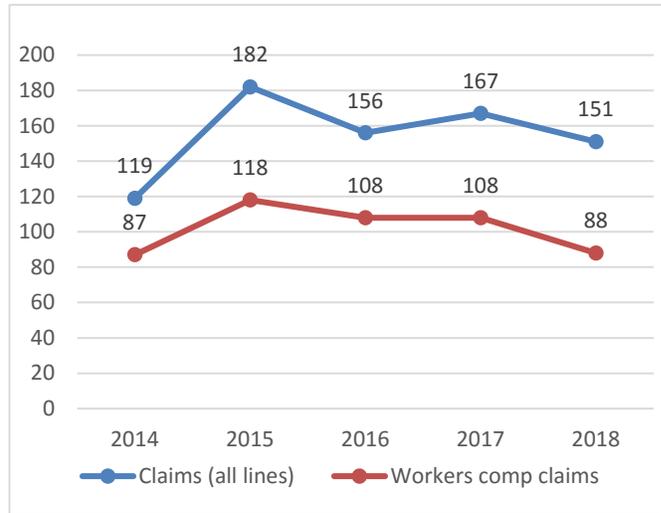
- Employee safety and training.
- Employee health and wellness.
- Monitoring loss time injuries and reduction of claim counts.
- Communicating to staff the service programs available and how to access these programs.
- Exposure identification and mitigation.

Strategic Emphasis for 2019-20:

- Identification of additional needs for in-house medical and occupational health clinics to better serve our employees.
- The department will continue to identify ways to streamline the benefit process and communicate more program benefits to employees. The implementation of a new ERP system will serve to create efficiencies in many of the processes that the IRS team performs currently by allowing employees more self-service options
- Review and restructuring of the City's health insurance options to give employees more options and more participation in the choice of their benefits.
- Increased utilization of City Learn will assist in the review of common losses and assignment and tracking of individual training.
- Identification of new exposures within the City and assessment of ways to mitigate those exposures in a cost efficient manner.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Safety Training Hours	3,699	3,013	2,491	2,458	2,487
Safety Classes Conducted	31	31	26	31	29
Claims (all lines)	119	182	156	167	151
Workers comp claims	87	118	108	108	88



Community Services & Economic Development Division



Planning & Zoning
Construction Services
Neighborhood Services
Myrtle Beach Convention Center

Planning & Zoning



Mission: To administer the City's programs for managing future development so as to provide for diversified economic base and quality environment for all residents and visitors; provide comprehensive neighborhood and corridor planning; and provide staff support to City boards and commissions.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Planning & Zoning	\$673.469	\$704,251	\$1,126,185
Provides administrative and planning services for Subdivision Administration, Zoning Annexation, Neighborhood Services Initiatives, Urban Design, and Committee Support for Planning Commission, Tourism Committee, etc.	6	6	11
Capital Outlay	\$0	\$0	\$0
Total Planning & Zoning	\$673.469 6	\$704,251 6	\$1,126,185 11

Planning & Zoning Budget Formation

The Planning & Zoning budget increased by 59.9% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- In order to increase efficiencies, Planning & Zoning was combined for FY20. Seven (7) full time positions and all related budgetary expenditures originally located in Construction Services, totaling \$602,471, were moved to Planning & Zoning.
- A \$3,000 Increase in Rentals.

Budget Decreases:

- Position transfers to the City Administration budget (a new grants manager position) and to the Building Maintenance budget (an administrative assistant) resulted in decreases of \$201,000 in Personal Services.
- Decreases of \$2,000 in M&R Building and Grounds, \$4,800 in Utilities, and \$9,500 in Janitorial are due to the relocation of the department from City Hall to City Services in May 2019.

Service Delivery Highlights and Challenges:

- Secured significant grant funding (in excess of \$450,000) to support our projects.
- Assumed the addressing function for the City of Myrtle Beach, without adding any staff or equipment.
- Supported the Downtown Redevelopment Corporation and Benchmark Planning in acquiring information and data for the Downtown Master Plan.
- The Bike and Pedestrian Committee completed a master plan for the entire city. This plan will be adopted into the Comprehensive Plan and serve as a guide for future Capital Improvement Projects.
- Continued the update of the Comprehensive Plan and began to prepare a schedule for the 10-year rewrite effort.

Strategic Emphasis for 2019-20:

- Exploration of grant options and alternative funding sources for the creation and/or implementation of plans, including a new Rails to Trails connection from the Train Depot to the Intracoastal Waterway.
- Creation of a design and plan for the implementation of wayfinding signage through consultant engagement.

- Design and identification of a funding source for the public space at 501 and 3rd Ave S.
- Partner with a graduate level program to look at potential public and green spaces as studio projects.
- Identification of development opportunities at the Myrtle Beach International Technology and Aerospace Park.
- Rewrite of the existing subdivision regulations, incorporating input from other departments including Public Works (Engineering and Stormwater).
- Identification of new zoning options that accommodate incorporation of elements of the Benchmark Study to help revitalize the Downtown Area.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Planning Commission Meetings	24	22	24	24	23
Annexations	3	8	1	1	6
Rezoning & Text Amendments	45	38	42	33	37
Encroachments	9	6	4	1	2
Bicycle and Pedestrian Committee Meetings	12	24	24	24	23
Cultural Arts Advisory Committee meetings	6	6	6	6	6
Tourism Committee Meetings	6	6	6	4	5

Construction Services



Mission: To enforce the Zoning Ordinance, Minimum Housing Codes, and Sign Regulations.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Construction Services	\$2,052,553	\$2,281,422	\$1,671,762
Administers and enforces the City's principal community development, building construction, and land use management codes, which ensure public safety and orderly community growth.	24	26	19
Capital Outlay	\$31,061	\$0	\$0
Total Construction Services	\$2,083,614	\$2,281,422	\$1,671,762
	24	26	19

Construction Services Budget Formation

The Construction Services budget decreased by 26.7% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.

Budget Decreases:

- In order to increase efficiencies, Planning & Zoning was combined for FY20. Seven (7) full time positions and all related budgetary expenditures originally located in Construction Services, totaling \$602,471, were moved to Planning & Zoning.
- Decreases in Advertising of \$3,000 and in Office Supplies and Printing of \$3,000.

Service Delivery Highlights and Challenges:

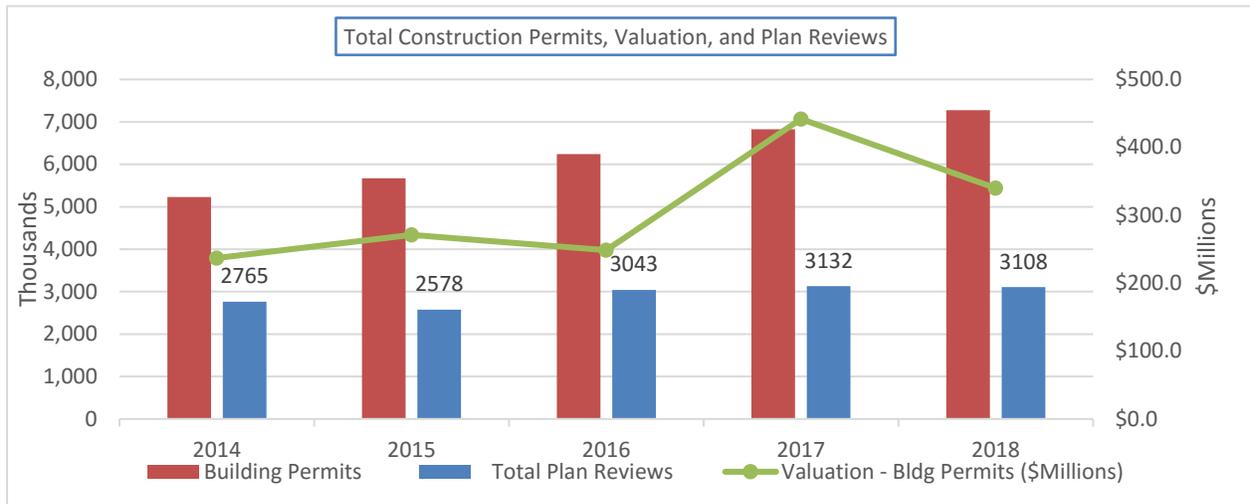
- Residential and commercial growth continues to remain at peak levels throughout the City.
- Emphasis on code enforcement and property maintenance in the downtown area to improve and aid in crime reduction, neighborhood enrichment, and economic development objectives.

Strategic Emphasis for 2019-20:

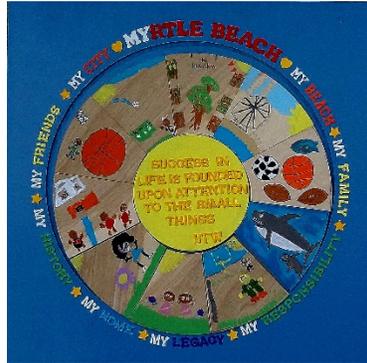
- Education and training of recently hired building inspectors to keep up with the heavy workload to increase neighborhood enrichment.
- Continuation of rigid enforcement of the property maintenance program throughout the City to improve and aid in crime reduction, neighborhood enrichment, and economic development objectives.

Demand and Performance Indicators

Measures	2014	2015	2016	2017	2018
Building Permits	5,227	5,673	6,239	6,824	7,277
Valuation - Bldg. Permits (\$Millions)	\$237.0	\$271.2	\$248.6	\$441.7	\$340.0
Building Inspections	16,231	14,902	15,286	18,422	23,126
Property Maintenance Letters	275	285	382	579	490
Abandoned Vehicles	197	164	383	518	358
Sign Applications	272	208	210	298	245
Residential Plan Reviews	779	813	1,006	1,035	1,149
Commercial Plan Reviews	721	662	774	791	633
Landscape Plan Reviews	1,265	1,103	1,263	1,306	1,326
Total Plan Reviews	2,765	2,578	3,043	3,132	3,108
Business License Reviews	1,419	1,742	1,860	2,194	2,201



Neighborhood Services



Mission: To make our neighborhoods catalysts for our future.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Neighborhood Services	\$326,567	\$367,124	\$347,529
Responsible for coordination of neighborhood outreach, community services, and the administration of the Community Development Block Grant.	3	3	3
Capital Outlay	\$0	\$0	\$0
Total Neighborhood Services	\$326,567 3	\$367,124 3	\$347,529 3

Neighborhood Services Budget Formation

The Neighborhood Services budget decreased by 5.3% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A \$9,000 increase in Other Services for supplies for programs and special events.
- A \$56,800 increase in Personal Services for a new Charlies Place position.

Budget Decreases:

- An \$80,000 decrease in Personal Services as a result of a position transfer from Neighborhood Services to Capital Projects.

Service Delivery Highlights and Challenges:

- Identification of funding opportunities to assist and partner with Community Outreach Projects.

Strategic Emphasis for 2019-20:

- Collaboration with local colleges and agencies to recruit qualified candidates to complete the Neighborhood Service Department Team.
- Partnerships with community organizations and residents to provide cultural educational opportunities within the City through events like the Jazz Festival, Gospel Festival, Jazz in the Park, Annual Tree Lighting, Juneteenth, and My Beach 101.
- Facilitate awareness programs and workshops, including the job readiness program.
- Collaboration and partnership with other agencies to address needs within neighborhoods. Targeted needs areas include homeless students and uninhabitable homes, particularly dwellings of senior citizens.
- Identification of and assistance to residents eligible for Community Development Block Grant (CDBG) housing rehabilitation funding.

Demand and Performance Indicators

Measure	2015	2016	2017	2018
Neighborhood Meetings Held	180	65	68	132
Neighborhood Initiative Grant	\$140,000	\$70,000	N/A	N/A
Housing Rehab Projects	16	8	8	5
Historic Colored School Visits	2,200	1,100	1,658	1,028
Youth Work Readiness Training	29	16	N/A	6
Summer Youth Workers	6	8	8	6
CDBG Administration	\$523,000	\$494,357	\$472,184	\$479,486
Arts/Crafts Afterschool Part.	22	18	22	22
Attendance - Free Summer Camp	22	0	22	22
Attendance - National Night Out	100+	25	100	50
Attendance - Community Resource Fair	130	330	N/A	N/A
Community Youth Engagement	6	1	16	50
MyBeach 101	N/A	40	25	31
Jazz Festival	N/A	1,000+	10,000	N/A

Myrtle Beach Convention Center



Mission: To create economic benefits for the community through the booking of events that attract out-of-town visitors and to provide a clean and safe full-service convention facility with a professional and friendly staff. The center provides a facility in which buyers and sellers exchange goods and services and provides a multi-purpose facility for locally oriented functions.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Administration	\$990,072	\$1,088,516	\$1,375,456
Responsible for the administrative services and the overall management and direction of the Myrtle Beach Convention Center facility.	3	3	3
Convention Services	\$554,713	\$594,813	\$606,994
Responsible for 24/7 security of the facility as a whole and event and show security. Operates the pay for parking program and traffic control for move in and move out of events.	6	6	6
Convention Center Sales & Marketing	\$1,268,560	\$1,253,602	\$1,215,019
Responsible for the marketing and sale of space at the convention center and the coordination of events for our clients.	8	8	7

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Convention Center Operations	\$2,621,946	\$2,806,971	\$2,801,467
Responsible for set up and breakdown of events in the exhibit halls, ballrooms, and meeting space; cleaning and maintenance of all event spaces, restrooms, offices, and outdoor areas; maintenance of mechanical and electrical systems and equipment; the planning and distribution of electrical service to shows; and operation of the HVAC system, wireless internet, and various other utilities.	21	21	21
MBCC Concessions	\$375,143	\$538,042	\$1,126,970
Operation and management of all concession services related to the Myrtle Beach Convention Center and the City's athletic fields.	4	4	6
Capital Outlay	\$2,010,230	\$0	\$104,000
Total Myrtle Beach Convention Center	\$7,820,664	\$6,281,944	\$7,229,906
	42	42	43



Myrtle Beach Convention Center Budget Formation

The Myrtle Beach Convention Center budget increased by 15.1% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- Capital outlays increased for a Sweeper/Scrubber at \$68,000, and Spalding Basketball Goals at \$36,000.
- In order to increase efficiencies, we decided to centralize all Concession activities for FY 2020. Two (2) full-time positions and all related budgetary expenditures originally located in Sports Tourism, totaling \$564,096, were transferred to the Convention Center Concessions division.

Service Delivery Highlights and Challenges:

- Completion of an exterior design, capital project in addition to the opening of B&C Boulevard and the new convention center campus entryway, accomplished a long needed facelift of the landscape and provided convenient access for event attendees in our entertainment district, which includes Broadway at the Beach.
- Hurricane evacuation coupled with damage caused by the storm and subsequent flooding resulted in event cancellations and lost revenues. Long term, event planners are looking to avoid scheduling fall conventions and tradeshow in Myrtle Beach. Convention staff is working with the convention and visitor's bureau on strategies to overcome this particular challenge.
- The concessions team is working to take advantage of a program offered by a single food provider that is expected to result in a potential 25% savings in cost of product. The entire leadership team is revenue-driven and are working together to achieve budget and identify new revenue sources.

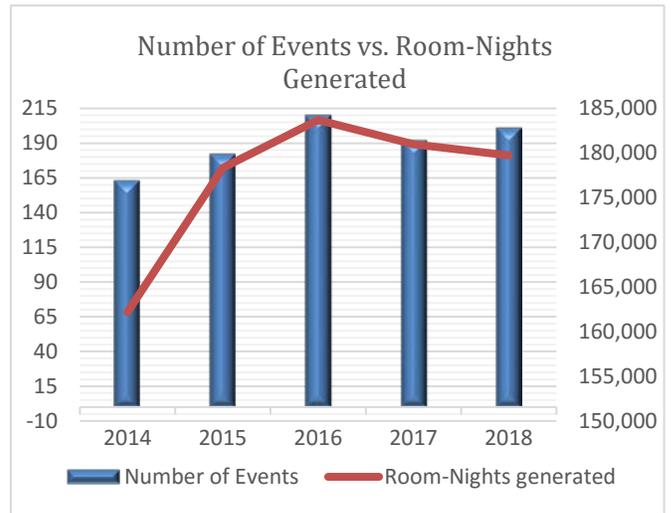
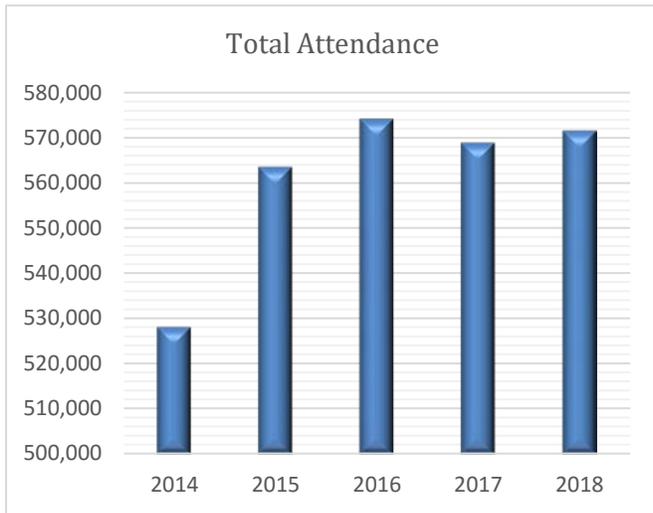
Strategic Emphasis for 2019-20:

- Continued adherence to booking policies, to insure events that maximize economic impact receive priority. Strategy includes increasing advertising by 3% and direct selling initiatives by 4.5% to keep the product competitive.
- Partnering with the Myrtle Beach Sports Center team to identify events that would require either the use of both facilities or the sports center alone, with a goal of improving the sports center's economic impact between August and January of future years.
- Implementation of the five-year capital improvement plan to restore and upgrade the convention center and replace aged or dysfunctional equipment.

- Explore options to increase revenues during peak demand periods to address the increase in operational costs during those periods, all the while adhering to the City's strategy of sustainability.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Number of Events	163	182	210	192	201
Room-Nights generated	162,200	178,350	183,700	181,000	179,725
Total Attendance	528,400	563,650	574,300	568,975	571,650
% Occupancy of the Convention Center	62%	65%	70%	65%	68%



Public Safety Division



**Police Department
Fire & Emergency Services**

Police Department



Mission: To provide residents and visitors to the city of Myrtle Beach community safety, security, and well being through crime prevention, education, enforcement, and programs that will enable an enhanced quality of life.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Administration	\$2,945,333	\$2,981,625	\$3,088,502
Provides administrative support to all levels of the organization, including training, payroll, and some ancillary regulatory services.	27	26	28
Investigations	\$3,947,918	\$4,535,855	\$4,789,430
Provides investigative support to address major crimes and prepare cases for general sessions court. This division also includes crime scene investigations.	30	42	43
Uniform Patrol	\$13,522,570	\$12,108,131	\$14,141,207
Provides uniformed patrol services in a variety of traditional and non-traditional approaches and assignments.	113	133	150
Special Operations	\$2,094,974	\$4,885,061	\$4,269,499
Plans for long-term growth and development within the organization and handles all special events planning and coordination.	72	47	35

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
May Bike Events	\$1,185,704	\$1,585,000	\$1,035,010
Supports costs relating to Memorial Day Weekend by providing funding for overtime, additional resources, equipment, and training.	-	-	-
Sports Tourism	\$45,674	\$24,242	\$35,075
Supports costs relative to sponsored sporting events at city venues by providing funding for overtime and equipment.	-	-	-
Special Events	\$157,325	\$187,443	\$132,897
Supports costs relating to sponsored special events at city venues or public property by providing funding for overtime and equipment.	-	-	-
Support Services	\$5,826,907	\$6,616,493	\$6,609,299
Provides detention and communications services in support of the police/fire operations, and supports the maintenance and upkeep of our equipment, supplies, facilities, and records.	66	68	72
Animal Control	\$192,357	\$255,000	\$255,000
Funds operating costs through contributions to the Grand Strand Humane Society for operating the animal shelter.	-	-	-
Capital Outlay	\$435,052	\$277,200	\$337,474
Total Police Department	\$30,353,814	\$33,456,050	\$34,693,393
	308	316	328

Police Department Budget Formation

The Police Department budget increased by 3.7% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase. The Police budget includes an additional 4% increase as part of a step plan instituted in 2018.
- The budget increased by \$1,036,077 due to the addition of ten police officers. \$240,000 of this amount is to fund four vehicles for the new officers.
- Capital outlay increased by \$97,474 for the replacement of portable radios that have become obsolete.
- An increase of \$139,601 in Overtime to continue concentrated policing during the busier tourist weekends and special events.
- To create efficiencies, two Building Ambassador positions were transferred into the Administrative Division. In FY19 the positions were budgeted in the City Manager's budget.

Service Delivery Highlights and Challenges

- Although there has been a reduction in the number of case files, the nature of cases and advancing technology has caused managing case files to be more time-consuming and complex.
- Partnering with the Human Resources Department to bolster recruiting and police employee retention.
- Increase the use of technology and continue equipment upgrades.
- Continue to develop partnerships and foster relationships with the community by hosting organized events and programs to engage local youth and citizens with the City's officers and employees.
- The City, in addition to the Police Department, is continuing to grow and in doing so space has become a concern. Infrastructure is aging and continues to be an issue with all of facilities.
- Expansion of training opportunities, encouraging all employees to take advantage of training.

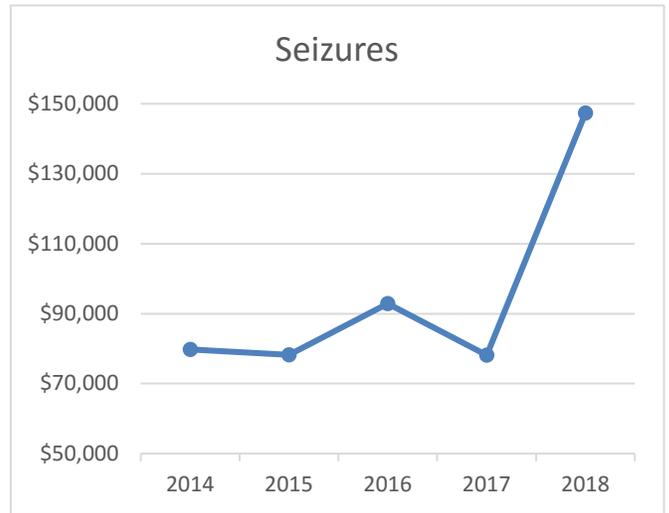
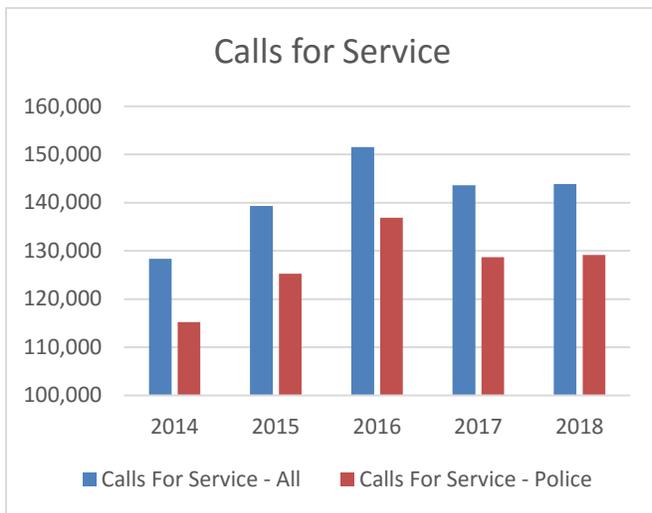
- Update the communications plan and the critical incident communications plan.
- Increase public safety awareness among community members and visitors and continue to train and partner other with local law enforcement agencies to message effectively.
- Utilize officer(s) and cross-departmental staff for the dissemination of public information to insure effectiveness in communication to the public and the team.

Strategic Emphasis for 2019-20:

- Improve retention of employees by addressing workload issues and efficiencies, accelerating early promotional opportunities, providing hiring incentives for recruitments, continuing the new salary base with step program, and ongoing improvements in training to include advanced specialty courses.
- Improve officers' effectiveness by continuing the enhanced use of technology, improving the use of crime data, increasing departmental communication, and cooperating with other agencies and interagency task forces.
- Crime Prevention Through Environmental Design (CPTED) to reduce crime, improve our community, and improve partnerships. A media campaign will include information funneled through social media, media outlets and CPTED brochures. CPTED certified team members and the Nuisance Abatement Officer will meet with the community to discuss expectations of the community and crime prevention approach and nuisance abatement procedures. The law enforcement and code enforcement teams will address chronic properties that fail to come into compliance through city ordinance violation and state code violations.
- Community outreach, involvement, and communication through policing strategies by continuing programs & activities for youth and community members and further improve neighborhood watch efforts and business community outreach.
- Continuation of the proactive domestic violence program, human trafficking case involvement and training, implementation of substance abuse interdiction and prevention strategies, and behavior mitigation efforts associated with special events and community violence.
- Develop and implement partnerships with educational and support agencies by taking a proactive approach to working with our mental health population, working with the opioid epidemic, and open-source intelligence analysis.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Traffic Fatalities	2	10	7	9	12
Traffic Collision Investigated	3,746	4,133	4,071	3,851	2,740
Animals Picked Up	736	764	610	569	565
Calls For Service - All	128,336	139,300	151,517	143,613	143,885
Calls For Service - Police	115,233	125,241	136,860	128,665	129,182
Arrest Totals (Including Tickets)	24,639	23,815	22,633	25,728	26,876
Seizures	\$79,736	\$78,259	\$92,888	\$78,127	\$147,341
Part I Crimes	4,435	3,809	4,033	4,742	4,002
Homicides	8	8	6	4	4
Investigative Case Files	3,851	3,408	3,532	3,567	3,226



Fire & Emergency Services



Mission: To reduce the loss of life and property to the community through an aggressive emergency response system including firefighting, emergency medical services, and hazardous materials response and by providing fire prevention programs which include both education and inspection activities.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Administration	\$1,011,809	\$955,004	\$1,165,402
Provides administrative support, direction, and policy development for the emergency services and technical services functions.	8	9	9
Emergency Services	\$13,642,330	\$14,645,599	\$15,049,124
Provides fire suppression, first responder medical service, EMS transport, hazardous materials mitigation, technical rescue, building preplanning, and building inspections throughout the City.	154	154	154
Technical Services	\$1,017,180	\$1,145,933	\$1,027,536
Responsible for fire code enforcement processes, public education, fire investigations, and Public Information; Provides fire training, EMS training, and Specialty rescue training to the Fire Department.	8	9	8
Emergency Management	\$0	\$0	\$160,040
Responsible for developing emergency response plans and taking a lead role in the coordination of those plans during an emergency.	-	-	1

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Capital Outlay	\$94,553	\$30,000	\$0
Total Fire & Emergency Services	\$15,765,872 170	\$16,776,536 172	\$17,402,102 172

Fire & Emergency Services Budget Formation

The Fire & Emergency Services budget increased by 3.7% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- Other Budgetary allocations increased due to the creation of the Emergency Management Division. The increase included \$540 for Membership & Dues, and \$16,025 in Small Tools & Equipment.

Service Delivery Highlights and Challenges:

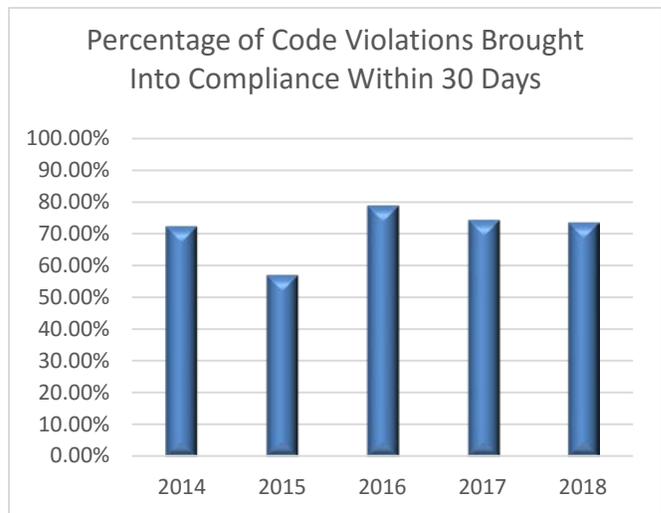
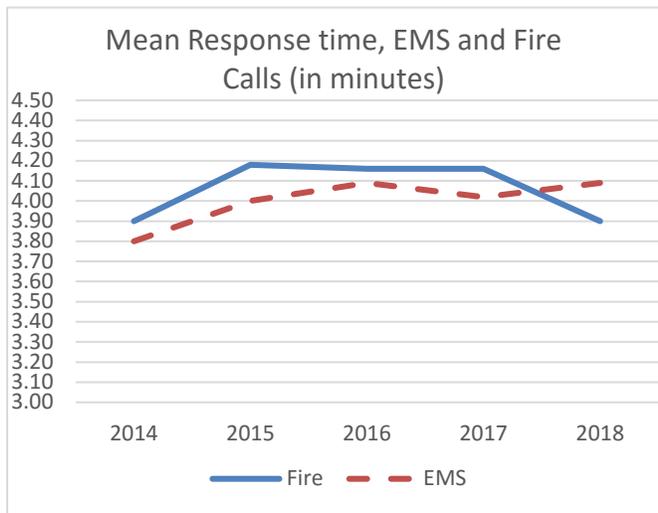
- Emergency responses remain high, averaging just over 40 per day, or one emergency every 36 minutes.
- Implementation of the beach rescue program as the lead agency. The team amassed 5,028 contacts for this season, deployed a rescue swimmer 33 times, and completed 1,420.5 training hours.
- In October 2018, the department received recertification as an ISO Class 1 department.
- The newly created Emergency Manger position has been extremely successful and allowed for revisions to emergency plans, introduction of unified command city-wide, and improved Emergency Operation Command (EOC).

Strategic Emphasis for 2019-20:

- Increase outreach and relationships throughout the community by participating in neighborhood watches, offering a Citizens Fire Academy, operating the "Firefighter for the Day" camp in the summer months, producing videos and PSAs, and utilizing social media to reach visitors and residents.
- Embrace technology to enhance efficiency in service delivery. Examples include upgrading scheduling & notification software; using dispatchers and CAD to optimize response; implementing traffic signal preemption to lower risk and travel time in route to emergencies; and access Hansen software to streamline facility maintenance.
- Develop a cost-effective, sustainable operational deployment plan to meet the year-round and peak-season service demands, while still meeting ISO requirements and accepted industry standards.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Fire Calls / Company	392.73	400	447.55	494.09	492.8
EMS Calls / Company	640.77	677.08	686.77	745.85	829.10
Mean Response Time for Fire Calls (in minutes)	3.9	4.18	4.16	4.16	3.9
Mean Response Time for EMS Calls (in minutes)	3.8	4.0	4.1	4.0	4.1
Fire Code Inspections Conducted	3,985	4,453	3,951	3,969	4,201
Code Violations Discovered Through Inspection	3,206	3,661	2,143	2,290	2,808
Code Violations Brought Into Compliance Within 30 days	2,316	2,083	1,687	1,700	2,062
Percentage of Code Violations Brought Into Compliance Within 30 Days	72.24%	56.89%	78.72%	74.23%	73.43%



Operations Division



Parks

Recreation

Chapin Memorial Library

Sports Tourism

Capital Projects

Public Works

Parks Division



Mission: To provide clean, attractive, functional facilities that are accommodating and memorable for residents and visitors alike through regular maintenance, upkeep, and repair to City landscapes, medians, right of ways, parks, and beaches.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Special Events	\$231,144	\$344,978	\$351,179
To account for parks division related cost associated with festivals and special events. Special events include, but are not limited to, the Myrtle Beach Marathon, Mini Marathon, organized runs/races, downtown festivals, car shows, parades, Military Appreciation Days, and numerous civic and non-civic events and ceremonies.	3	3	3
Right-of-Way and Beach Maintenance	\$2,372,548	\$2,697,175	\$2,811,001
Right of Way maintenance services include the mowing of all road shoulders and most medians within the City; tree care, planting, trimming, and removal; oversight of median maintenance contracting; and highway median beautification and landscape maintenance. Beach maintenance services involve beach raking and cleaning, beach litter collection, and maintenance of beach accesses and sand dunes.	17	18	18

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Litter Control	\$544,032	\$629,319	\$628,484
Removal and disposal of litter and other small debris found within City maintained streets, rights-of-way, and the Oceanfront Boardwalk. Manual debris removal is managed by crews utilizing litter picking tools, bags, and trucks. Service is provided on a recurring and as needed basis.	9	9	9
Grounds Maintenance	\$1,800,526	\$2,100,443	\$2,203,219
Management of landscape beautification and maintenance services for City parks, dog parks, playgrounds, facility grounds, landscaped medians, and most irrigation systems and fountains. Additional services include the management of picnic shelters and park reservations.	22	21	21
Cemetery	\$225,139	\$248,364	\$253,227
Operation and maintenance of the City owned Ocean Woods Cemetery as an attractive, dignified, and appropriate burial ground. The cemetery consists of traditional burial sites, columbaria, and a pet cemetery.	3	3	3
Capital Outlay	\$56,981	\$234,037	\$20,000
Total Parks Division	\$5,230,370	\$6,254,316	\$6,267,110
	54	54	54

Parks Division Budget Formation

The Parks Division budget increased by 0.2% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A capital outlay request of \$20,000 for two Zero Turn Radius Mowers.

Service Delivery Highlights and Challenges:

- Growth in the number of special events has created staffing challenges for a number of departments. Resources are often redirected from their core duties to produce and work events. The consolidation of the labor pool for FY20 is expected to address these challenges.
- Irrigation is a critical component of maintenance of public landscaped areas. The development of a proactive irrigation system master plan would allow for effective management and delivery of water to landscaped areas throughout the City.
- The City actively supports the management and expansion of trees within the public space. The implementation of a public tree management program would allow for a proactive approach to maintenance and planning for tree care and placement.
- The creation of master landscape plans within development districts, neighborhood entryways, and gateway corridors would allow for thoughtful planning and design for those spaces as well as budget appropriation for associated long-term maintenance costs.
- Expanded beautification efforts, park and playground spaces, and growing development districts directly impacts the workload of our existing staff resources.

Strategic Emphasis for 2019-20:

- Succession planning will be important pending the retirement of the Parks Maintenance Superintendent in the Fall of 2019.
- Beautification efforts along three major gateway entry corridors will continue to be a priority. Work on Hwy 501 from the Intracoastal Waterway to Broadway St, Phase 2 of the Backgate/Bellamy Interchange beautification project, and the Highway 17 beautification project near Seagate Village should be completed by the end FY 20.
- The change of focus and direction for the Special Events team will require coordination among various City Departments.
- Completion of the long awaited federal beach renourishment project will place a greater demand on our beach crews and existing beach rakes this 2019 summer season. The recently purchased beach rake will assist with removing shell/debris

and the beach crews will care for the newly installed sand fencing and dune grasses.

- o Development of a proactive public tree management program. Our community is a member of Tree City USA and actively supports the management and expansion of trees within public space.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
City Parks Maintained	50	50	51	51	51
Park Rentals (days)	204	181	195	175	177
Picnic Shelter Rentals (days)	96	118	101	109	52
Miles of Right-of-Way	99	101	102	102	102
Number of City Trees Maint.	27,275	27,544	*28,000	*28,000	28,398
Trees Planted by Staff	306	269	185	257	398
Miles of Beaches Cleaned	9.25	9.25	9.25	9.25	9.25
Miles of Median Maintained	48	49	49	49.5	49.5
Special Events Staffed	29	24	34	38	35
Special Events Staff Hours	2,715	2,432	3,477	5,184	6,600
Cost of Servicing Sp. Events	\$89,685	**100,824	\$128,115	\$220,746	\$326,419

* Does not include Hurricane Matthew

** Does not include Memorial Day

(Special Events Costing is strictly salary - does not include benefits)

Recreation



Mission: *To create community through people, parks, and programs.*

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
<p>Administration Manages Recreation Division, supervises departmental management staff, provides administrative support for Recreation and Convention Center, monitors departmental budgets, and makes presentations and reports to Senior Management.</p>	\$441,044 3	\$355,226 3	\$712,994 6
<p>Historic Colored School Museum and Education Center staffed by former students who volunteer to welcome visitors. Artifacts from the school and the era are on display, and a reference library of African American History is available to the public.</p>	\$15,905 -	\$22,999 -	\$23,990 -
<p>Historic Train Depot Listed on the National Register of Historic Places, the Train Depot was built in 1937. In 2004 the depot was restored and reopened as a space available to rent for events and gatherings.</p>	\$42,769 -	\$49,764 -	\$66,291 -

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Myrtle's Market	\$6,930	\$11,050	\$11,050
Myrtle's Market is a farmer's market located in the heart of Myrtle Beach across from City Hall offering a selection of seasonal fresh fruits and vegetables from local growers and providers.	-	-	-
Recreation	\$6,374,856	\$6,441,134	\$6,499,654
Provides personal and group health and fitness activities, programs, events, sports, lessons, and recreation opportunities by offering quality customer service to all ages. Provides maintenance and operation of four Recreation Centers, two athletic field complexes, one tennis center, two indoor swimming pools, sports leagues, aquatics programs, after school programs, and youth summer sports programs.	61	62	61
Baseball Stadium	\$45,548	\$232,820	\$323,036
Pelicans Ballpark is home to the Myrtle Beach Pelicans, a class A Advanced Affiliate of the Chicago Cubs.	-	-	-
Whispering Pines Golf Course	\$51,476	\$56,933	\$73,503
An 18-hole championship golf course that provides reasonably priced rounds of golf with excellent customer service.	-	-	-
Capital Outlay	\$252,436	\$9,265	\$50,710
Total Recreation	\$7,230,964	\$7,179,191	\$7,761,228
	64	65	67

Recreation Budget Formation

The Recreation budget increased by 8.1% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A \$17,500 increase in Professional Fees in the Administration division to develop a Recreation Master Plan.
- A \$39,731 increase in temporary wages for additional staffing at Crabtree Gym due to increased field usage, and higher wages for lifeguards and swim instructors.
- A \$29,500 increase in rentals in the Field Maintenance division and at the Tennis Center for additional Port-A-John rentals required to meet public demand at special events.

Budget Decreases:

- A \$30,504 decrease in Janitorial based on historical expenditure levels.
- Although capital outlays decreased by \$35,439, the FY20 budget includes funding of \$13,080 to replace two treadmills and \$7,630 for a storage shed for aquatics equipment.

Service Delivery Highlights and Challenges:

- Growth in memberships, daily use, program participation, and rentals continues as a result of the growing population, demand, value, and quality of offerings.
- Facility challenges related to aging infrastructure, limited space, and scheduling conflicts exist among recreation centers and ballfields requiring high levels of collaboration, flexibility, and prioritization.
- Provision of strong customer service accompanied with beneficial recreation opportunities encompassing a wide variety of services for all ages including programs, sports, group fitness, camps, cultural activities, special events, and community services.
- Procurement of specialized staff such as lifeguards, contracted officials, and volunteer coaches is becoming a challenge.
- Renovations to Mary C. Canty Recreation Center, Matt Hughes Skate Park, and Myrtle's Market have proven to be valuable upgrades serving our community. Ongoing commitment towards venues like Chapin Memorial Library as well as Grand Park and the Ned Donkle Athletic Complexes will continue to add considerable value to our city.

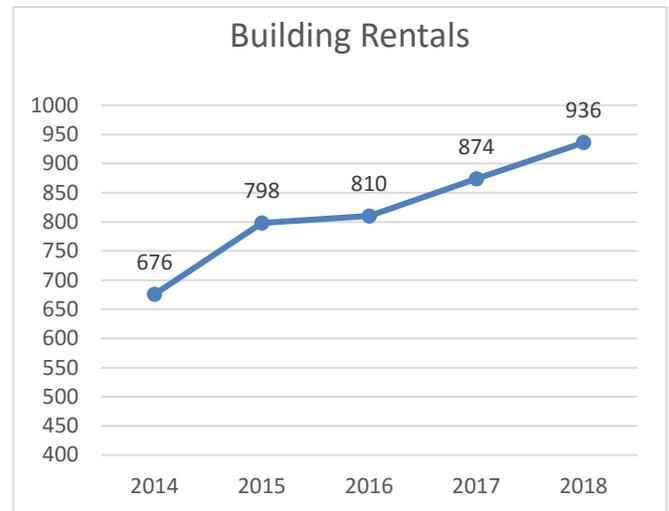
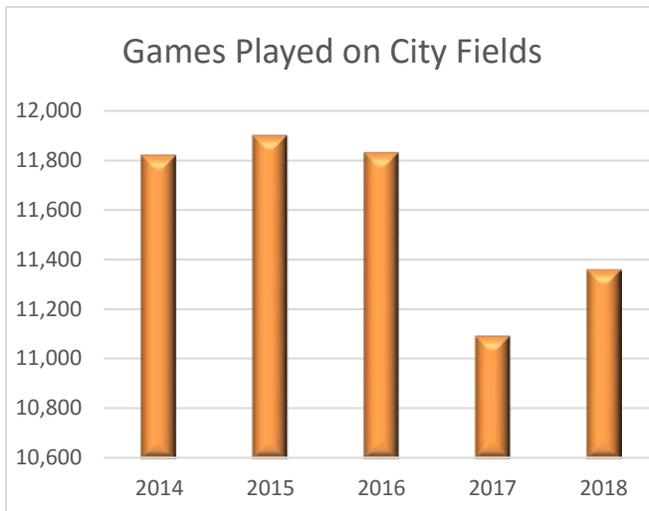
Strategic Emphasis for 2019-20:

- Apply strong customer service skills, diverse offerings of services, and programs by a skilled and friendly staff to further our goal of enhancing the overall quality of life for citizens and visitors.
- The addition of the labor pool and improved communication throughout all departments will make activities more efficient and address scheduling demands for competing space.
- Incorporate life skills training into youth and teen programming, sports, and other activities.
- Continue facility renovations and equipment upgrades to offer safe and functional recreational spaces for our residents and guests.
- Create community by providing services for all ages including fitness, programs, sports, rentals, cultural activities, camps, special events, and community enrichment outreach.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Building Rentals	676	798	810	874	936
Aquatics (Lessons, Laps & Open)	46,609	45,620	48,115	45,353	40,046
Adult Sports	3,462	3,407	3,665	3,435	3,453
Youth Sports	1,972	2,044	2,481	2,263	2,403
Games Played on City Fields	11,821	11,901	11,832	11,097	11,362
Programs (Camps & After School)	457	470	508	535	488
Tennis Center	16,370	16,402	18,076	24,560	25,855
Daily Center Use*	202,226	209,113	252,221	275,551	290,786

*Members, Walk-in & Fitness Class



Chapin Memorial Library



Mission: To enrich lives by fostering lifelong learning and by ensuring that every member of the community has access to a vast array of ideas and information.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Chapin Memorial Library	\$1,300,157	\$1,329,939	\$1,301,292
The Chapin Memorial Library provides traditional library offerings and youth services for those from birth to age seventeen with materials and programming, business center functions, adult programming, access to computers, technology loans, online digital and reference resources, and local history and genealogy assistance.	12	12	11
Capital Outlay Requests	\$0	\$0	\$14,110
Total Chapin Memorial Library	\$1,300,157	\$1,329,939	\$1,315,402
	12	12	11

Chapin Memorial Library Budget Formation

The Chapin Memorial Library budget decreased by 1.1% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A capital outlay request of \$14,110 for a new Microfilm Reader.
- A \$15,000 increase in Books & Periodicals due to an increase in demand for digital resources that are more expensive than traditional print materials.
- A \$5,635 increase in Software License Fees due to price increases and the funding of language software previously paid for by the SC State Library.
- A \$4,580 increase in Other Special Departmental Supplies for library cards and barcodes, printer cartridges for the public color printer, and shelving for reference materials.
- A \$2,615 increase in Office Supplies & Printing for additional summer reading promotional materials for Myrtle Beach schools and parking passes.

Budget Decreases:

- In order to increase efficiencies and cyber security the Information System (IS) department was centralized for FY20. The library system analyst position was transferred from the Library Department to the (IS) Department.
- A decrease of \$19,310 in Computers due to a large computer replacement being completed in FY19.

Service Delivery Highlights and Challenges:

- Strong numbers for program attendance, collection usage, library card holders, and annual door count reflect our growing population and the value patrons have for library services.
- Knowledgeable, professional staff provide quality customer service, engaging programs, and a diverse library collection responsive to interest and need.
- Updated website provides a secure, organized, and visually appealing experience.
- Community collaborations with other organizations enhance library services and improve community impact. Improved literacy leads to school readiness, school success, better job qualifications, and reduced crime.
- Digital library resources are more expensive than traditional print resources.

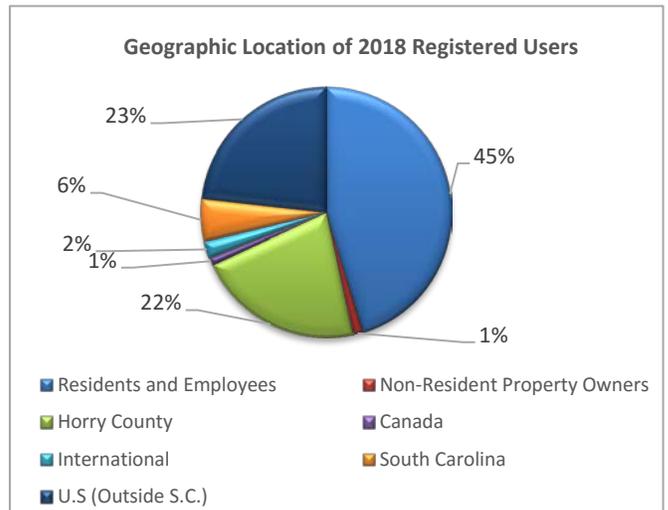
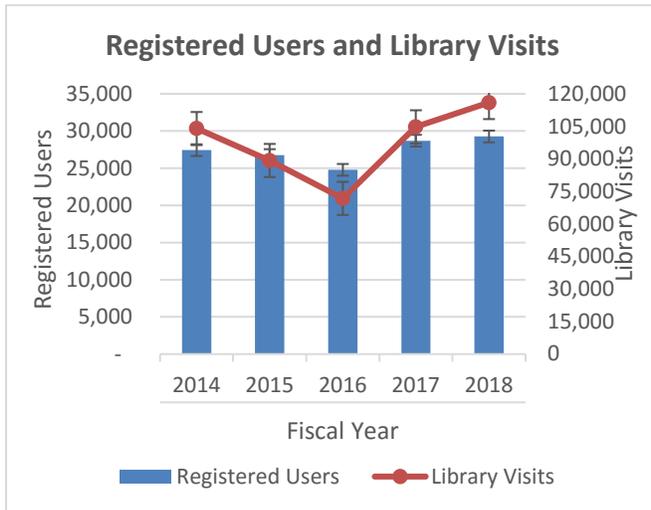
- The retirement of a tenured, knowledgeable staff member (fall FY20) will present challenges.

Strategic Emphasis for 2019-20:

- Curate a collection that reflects the interests and needs of the community.
- Offer dynamic, cultural, recreational, and educational programs for residents and visitors. Library staff will collaborate with local agencies to enrich, promote, and strengthen our community.
- Expand technology lending (Wi-Fi hotspots) to bridge the digital divide in our community.
- Supplement educational resources geared toward the technology field to enhance technology skills throughout the community to foster local growth and economic diversification.
- Facilitate use of local history archives by updating the technology used to access the resource.
- Continue to offer programs and resources that inform citizens about protection of life and property and combat crime related issues in our community (drug takebacks, human trafficking, domestic abuse, and addiction). Support the local non-profits utilizing the library for meetings and public awareness.
- Continue maintenance and repair efforts to the existing library facility to protect library assets.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Registered Users	27,426	26,768	24,779	28,703	29,266
Library Visits	103,986	89,267	71,768	104,788	115,982
Sessions on Public Computers	36,574	28,539	33,583	31,837	23,621
Annual Number of Wireless Sessions	10,832	5,136	N/A	N/A	33,040
Total Physical Circulation	178,800	147,783	147,252	176,976	178,360
Summer Reading Participation	2,767	2,874	2,307	2,053	2,649
Support from Horry County	35,000	35,000	35,000	17,500	0
Support from Other Sources	73,571	1,000	24,769	144,000	83,000



Sports Tourism



Mission: To identify, solicit, and facilitate amateur sporting events which enhance the local economy.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Sports Tourism	\$1,549,217	\$1,878,602	\$1,937,186
Support sports tourism through working with event owners on scheduling and contractual considerations; communication with other city departments and local agencies to provide resources and support; monitor venues for policy compliance; and provide a positive guest experience.	5	6	6
Concessions	\$370,640	\$557,476	\$0
Operation of concession services at Grand Park, Ashley Booth, and Ned Donkle sports complexes.	3	3	-
Myrtle Beach Sports Center	\$566,764	\$530,405	\$538,681
Marketing, management, and operation of the Myrtle Beach Sports Center.	-	-	-
Capital Outlay	\$0	\$0	\$0
Total Sports Tourism	\$2,486,621	\$2,966,483	\$2,475,867
	8	9	6

Sports Tourism Budget Formation

The Sports Tourism budget decreased by 16.5% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- A \$58,700 increase in Other Services for stipends and lodging for officials at City sponsored events.

Budget Decreases:

- In order to increase efficiencies, the Concessions divisions were centralized for FY20. The two full-time positions and expenses were transferred to the Myrtle Beach Convention Center Concessions division.
- One full-time position was transferred to the Human Resources/Organizational Development department to create a position to oversee the Labor Pool.

Service Delivery Highlights and Challenges:

- Provision of memorable guest experiences through engagement by well trained, enthusiastic team members.
- Engagement of sponsors in a manner that results in positive scenarios for guests, local businesses, and department.
- Balance staff time spent on tourism return on investment versus community use of facilities.
- Continue to increase departmental revenues, while maintaining departmental expenses, to foster long-term sustainability.

Strategic Emphasis for 2019-20:

- Proposing new partner relationship with World Fastpitch Connection.
- Recruit, hire, and train additional front line guest service team members to adequately staff ticketing, sponsorship fulfillment, economic impact data collection, event operations, and guest services.
- Utilizing GrandParkLive.com, Myrtlebeachspringtraining.org, and Myrtlebeachsportsevents.com to drive incremental revenue through increased viewership and the addition of new products in conjunction with BlueFrame/Musco.
- Leverage departmental concessions operations to provide hospitality functions during city owned events.

Demand and Performance Indicators

Measure (Venue)	2014	2015	2016	2017	2018
MB Convention Center	\$55,542,062	\$51,970,900	\$70,084,762	\$42,050,623	\$22,429,488
Grand Park Athletics Complex	\$44,686,152	\$48,820,128	\$46,367,968	\$44,424,899	\$41,054,061
Streets & Roads	\$6,861,540	\$6,856,712	\$5,331,808	\$5,569,296	\$2,728,627
Doug Shaw Memorial Stadium	\$3,518,797	\$3,380,372	\$4,077,360	\$584,780	\$4,045,090
City Gymnasiums	\$2,680,161	Incl w/ MBSC	Incl w/ MBSC	Incl w/ MBSC	\$286,913
City Pools	\$155,944	\$257,468	\$205,862	\$0	\$0
Beach	\$126,504	\$108,102	\$0	\$0	\$0
MB Sports Center	N/A	\$22,207,500	\$31,338,453	\$23,740,842	\$20,899,429
Non-City Venues	\$38,011,001	\$33,498,614	\$30,129,281	\$41,763,239	\$45,506,105
Measure (Sport)	2014	2015	2016	2017	2018
Archery	\$0	\$0	\$7,273,456	\$0	\$0
Baseball	\$49,997,837	\$51,113,352	\$43,225,670	\$50,386,292	\$49,190,804
Basketball	\$11,032,974	\$19,845,306	\$20,211,180	\$14,857,981	\$15,813,336
Body Building	\$0	\$0	\$0	\$0	\$192,813
Cheer	\$19,725,183	\$26,694,026	\$21,389,752	\$7,744,253	\$8,225,857
Dance	\$30,470,309	\$22,165,915	\$44,003,286	\$30,799,410	\$10,264,754
E-sports	\$0	\$0	\$326,345	\$0	\$0
Extreme Sports	\$0	\$0	\$0	\$0	\$376,308
Fastpitch	\$14,705,467	\$21,421,178	\$21,496,688	\$22,815,470	\$23,350,021
Football	\$980,569	\$1,820,022	\$2,294,623	\$448,489	\$1,720,813
Gymnastics	\$396,264	\$611,897	\$1,615,187	\$4,679,511	\$2,942,876
Handball	\$0	\$0	\$0	\$250,263	\$308,509
Kickball	\$0	\$0	\$0	\$0	\$273,817
Lacrosse	\$549,603	\$249,450	\$404,529	\$136,291	\$0
Martial Arts	\$1,169,700	\$1,349,600	\$1,476,547	\$540,029	\$0
Pickleball	\$39,594	\$52,448	\$41,959	\$59,761	\$222,066
Running	\$10,982,032	\$6,856,712	\$5,364,035	\$5,569,296	\$2,728,627
Slowpitch	\$4,420,539	\$5,729,827	\$5,994,562	\$7,305,951	\$6,616,279
Soccer	\$4,027,129	\$4,053,174	\$5,107,502	\$5,046,966	\$4,549,476
Special Olympics	\$0	\$0	\$0	\$0	\$616,195
Swimming	\$85,224	\$257,458	\$205,862	\$0	\$0
Track & Field	\$1,790,732	\$1,548,031	\$1,628,111	\$0	\$2,324,277
Twirling	\$175,455	\$389,697	\$389,697	\$453,495	\$453,495
Volleyball	\$2,486,733	\$3,567,699	\$5,088,866	\$6,810,054	\$6,373,752
Wrestling	\$0	\$0	\$0	\$230,167	\$405,638

Capital Projects



Mission: Responsible for the provision of City facilities that are attractive, inviting, clean, functional, and secure for our citizens, visitors, and City staff, and providing a lead role in project management, while being proactive with the regular maintenance, upkeep, and repair of the City’s capital assets.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Capital Projects	\$0	\$0	\$164,619
Coordinates and manages the vertical capital improvement projects.	-	-	2
Building Maintenance	\$706,520	\$775,845	\$830,502
Manages the maintenance, repair, and painting, of City buildings and facilities, sports complexes, parks, playgrounds, fountains, the Oceanfront Boardwalk, and multiple electrical systems, both indoor and outdoor.	7	7	7
Capital Outlay	\$32,380	\$12,500	\$0
Total Capital Projects	\$738,900	\$788,345	\$995,121
	7	7	9

Capital Projects Budget Formation

The Capital Projects budget increased by 26.2% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- The Capital Projects department was added in the FY20 budget to centralize management of vertical capital projects and building maintenance citywide. Positions were transferred to the new department from both Building Maintenance and Neighborhood Services.
- The budget increased by \$57,000 as a result of a position transfer from Planning.

Service Delivery Highlights and Challenges:

- City facilities are in need of a maintenance program due to the aging of many of the buildings.
- Development of a comprehensive maintenance and repair budget for all city facilities through consolidation in the Capital Projects department and prioritization of the needs of each facility.

Strategic Emphasis for 2019-20:

- Continuation of the Roof Maintenance Program (PMP) to improve the maintenance of our public facilities.
- Continuation of the LED electrical lighting program.
- Continuation of the HVAC Replacement Program established for the City's aging HVAC systems.
- Continuation of the existing facility condition assessment program and development of a facility maintenance checklist to allow for a more proactive approach to infrastructure renovation and maintenance.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
City Buildings Maintained	97	97	97	100	102
City Parks' Buildings	37	39	39	39	39
Boardwalk & Withers Swash (Miles)	1.5	1.5	1.5	1.9	2.1
Dune Walkovers	125	125	125	125	123
Street Median Lighting	90	90	90	90	90
Bridges, Docks, & Lighting				2	2

Public Works



Administration, Engineering, & Transportation

Water & Sewer Utility

Solid Waste Management

Storm Water Management

Public Works - Administration, Engineering, & Transportation



Mission: To direct the operation of public works' programs including Solid Waste Management, Street Maintenance, Traffic Engineering, and Water and Sewer Public Service.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Administration	\$1,039,614	\$1,042,318	\$758,837
Manages and directs all of the divisions of Public Works, provides customer service as first point of contact and manages Capital Improvement Projects for the City.	11	10	7
Engineering	\$662,046	\$781,346	\$759,674
Responsible for development plan reviews, issuing various permits, inspection services on construction projects, in-house project design, and provides guidance and coordination with developers, engineers, and the public.	7	8	8
Street Maintenance	\$977,655	\$1,179,013	\$1,141,334
Coordinates the paving schedule and contractual paving arrangements for new City streets and resurfacing for existing City streets, and repairs existing roadways damaged due to normal wear, accidents, or utility cuts.	6	8	8

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Infrastructure Projects	\$315,195	\$302,013	\$314,288
Coordinates and manages infrastructure projects.	3	3	3
Traffic Engineering	\$3,341,528	\$3,591,808	\$3,820,642
Provides for the design, installation, and maintenance of traffic signs, roadway markings of all public streets and parking lots, signalized intersections, and streetlights. The department also installs and removes all festival decorations and Special Event banners.	4	4	4
Capital Outlay	\$54,178	\$45,400	\$6,199
Total Administration, Engineering, & Transportation	\$6,390,216	\$6,941,898	\$6,800,974
	31	33	30



Public Works - Administration, Engineering, & Transportation Budget Formation

The Public Works - Administration, Engineering & Transportation budget decreased by 2.0% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.

Budget Decreases:

- In order to increase efficiencies and enhance cyber security, the FY 2020 Information System (IS), budget now reflects centralization of all IS positions. The information systems analyst position originally located in Public Works Administration was transferred to the (IS) Division.

Service Delivery Highlights and Challenges:

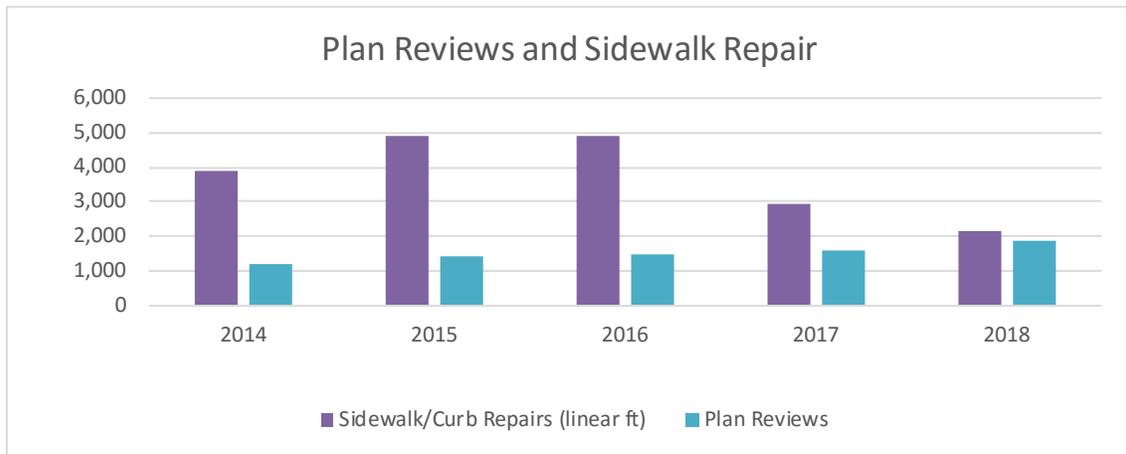
- Development of a proactive traffic-sign preventative maintenance program and the establishment of a dedicated team to conduct a citywide sign inventory would allow for better maintenance and upkeep signage infrastructure.
- Development of a proactive, systematic pavement maintenance plan, and a sidewalk inspection and maintenance plan to reduce exposure and provide a safe pedestrian walkway system.
- Resources are needed for management and maintenance of streetlights in new developments, roadway intersections, and along roadways dedicated to the City. to address public safety concerns. In addition to the need for additional staffing, street light rental and utility costs are steadily increasing.

Strategic Emphasis for 2019-20:

- Focus on major thoroughfares in the City to coordinate traffic signal timing that will ensure sufficient traffic flow and pedestrian safety.
- Perform non-signalized intersection inspections to ensure sufficient traffic flow and pedestrian safety.
- Initiate the inspection and repair of roads and sidewalks using a proactive, systematic maintenance approach, while recording this information to prevent costly litigation.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Road Resurfacing (Square Yards)	39,480	37,319	47,927	36,315	39,283
Asphalt Repairs (tons)	427	322	184	224	190
Sidewalk/Curb Repairs (linear ft)	3,880	4,879	4,879	2,943	2,130
Plan Reviews	1,225	1,399	1,463	1,615	1,880
Traffic Control Devices	69	73	79	79	80
PUPS locate tickets				13,972	13,123



Water & Sewer Utility



Mission: To provide potable water to its customers, ensure availability of fire flows, and treat and dispose of wastewater according to standards that meet or exceed State and regulatory requirements and consumer demand.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Administration	\$3,800,470	\$4,099,487	\$3,747,339
General administration costs associated with delivery of potable water and transmission and disposal of wastewater.	-	-	-
Utility Location	\$149,704	\$158,040	\$165,739
Responsible for utility location in conjunction with infrastructure projects, both City and Non-City.	2	2	2
Construction Division	\$815,170	\$685,177	\$719,069
Construction of new water and sewer line extensions, repair of major water and sewer mains, installation of fire hydrants, and assists all divisions of Public Works as requested.	6	6	6

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Water	\$13,193,890	\$13,406,026	\$14,014,809
Provides adequate water flows and pressures throughout the service area for domestic consumption and firefighting purposes, and maintains and repairs all water lines and appurtenances.	25	25	25
Sewer	\$11,821,450	\$12,825,804	\$12,571,546
Collection and transmission of all wastewater within the service area, and responsible for the maintenance and operation of the system and for all system expansions.	20	20	20
Capital Outlay	\$0	\$10,000	\$0
Total Water & Sewer Utility	\$29,780,684	\$31,184,534	\$31,218,502
	53	53	53

Water & Sewer Utility Budget Formation

The Water & Sewer Utility budget increased 0.1% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- Increases in the Water Division include an additional \$48,600 for software maintenance and \$98,000 in construction and maintenance costs, driven by inflationary increases.

Budget Decreases:

- A decrease in the Sewer Division for utilities based on historical data.

Service Delivery Highlights and Challenges:

- Development of a multi-year phased approach for utility redundancy through the installation of back-up pumping systems at critical sanitary sewer pump stations to aid pumping operations during times of power outages is necessary.
- Development of a dedicated, systematic water/sewer utility structural condition assessment and evaluation program. Combining inspection techniques and observed/recorded data analysis of system performance, maintenance history, age, materials, and structural risk analysis, would provide the ability to increase accuracy in planning and prioritizing repairs, rehabilitation, and/or replacement projects.
- Sanitary Sewer Loss Prevention is essential to maintaining aging infrastructure. Annual inflow and infiltration maintenance activities, such as root control treatment and manhole/pipeline relining allow for continuous improvement of the sanitary sewer system aiding mitigation of sanitary sewer loss.

Strategic Emphasis for 2019-20:

- Continued implementation of Advanced Metering Infrastructure (AMI) technology automated meter read project, beginning with large commercial meters.
- Continuation NASSCO training to allow for standardization and consistency in sewer and stormwater asset evaluation.
- Continuation of efforts to secure disaster mitigation and recovery grants that support the installation of stand-alone pumping systems at critical sanitary sewer pump stations.

- o Development of a multi-year phased water distribution system and sanitary sewer system assessment plan within five years using internal and external resources.

Demand and Performance Indicators

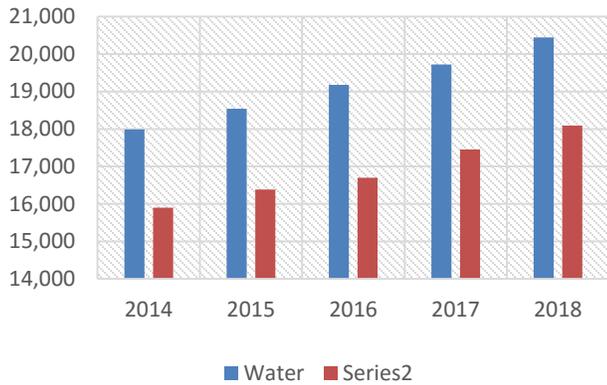
Measure	2014	2015	2016	2017	2018
Total No. of Water Customers	17,987	18,538	19,180	19,721	20,439
Total No. of Sewer Customers	15,904	16,382	16,697	17,451	18,090
Average Daily Water Flows (MGD)	15	15.0	15.7	16.3	16.4
Peak Day Water Flows (MGD)	25.1	25	24.6	27.2	26.2
New Water Meters Installed	503	537	517	597	625
Water Lines Installed (linear ft.)	12,603	9994	16,039	*19,970	21,736
Water Valves Installed	199	181	232	322	436
Fire Hydrants Maintained	2,488	2,509	2,554	2,584	2,642
Water Service Calls Completed	3,807	2849	2,567	2,126	2,823
Sewer Service Calls	255	460	582	497	542
Sewer Lines Cleaned (feet)	338,391	300,000	268,890	**240,000	113,377
Sewer Lines Chk'd by Camera (feet)	291,617	185,000	**68,867	168,000	**159,813
Sewer Lines Upgrades (feet)	3,466	2,174	***700	***1,817	300
Water Lines Upgrades (feet)	2,290	2,230	400	2,080	0
Zero consumption meters corrected		229	195	289	258
Sewer Line Smoke Testing (feet)					159,813
Manhole Inspections					885

* New water lines accepted in Living Dunes and Market Common areas

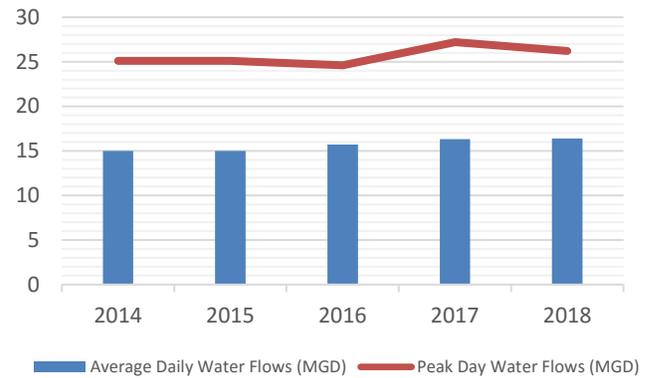
** 2016 an employee was on an extended light duty, new employees & aging equipment. For 2018, there were 19,849 feet of sewer lines checked by camera, due to camera truck and vac truck being out of service for months. Smoke testing performed instead.

*** Special projects - dog pound, bus shelter, Briarcliffe Grinders

Customer Base



Water Flows



Water Quality Report

City of Myrtle Beach July 2019

Myrtle Beach water meets or exceeds all drinking water standards!

Why am I Getting this Report?
The U.S. Environmental Protection Agency (EPA) requires all water suppliers to provide annual drinking water quality reports to their customers. This requirement was adopted in the 1996 Amendments to the Safe Drinking Water Act. These reports give customers valuable information to make personal health-based decisions regarding their drinking water consumption. So, look for these reports on an annual basis.

Where has my water been?
The Grand Strand Water and Sewer Authority (GSWSA) Myrtle Beach Surface Water Treatment Facility withdraws and treats water from the Atlantic Intracoastal Waterway. Two major rivers, the Waccamaw and the Pee Dee River, offer an abundance of water very near the Treatment Facility, creating a totally fresh water source.

The illustration below should assist in understanding the process by which your water is treated. The treatment plant is permitted to treat up to 40 million gallons of water daily.

The City of Myrtle Beach is an active member of the American Water Works Association (AWWA), Water Environment Association of South Carolina (WEASCO), and the Water Environment Federation (WEF). Through these memberships, our staff is able to stay abreast of current and future issues and regulations to provide a safe supply of drinking water.

Water Treatment Process:
 1. **Intake:** Water is drawn from the Atlantic Intracoastal Waterway.
 2. **Coagulation:** Chemicals are added to the water to help remove suspended particles.
 3. **Flocculation:** The water is slowly mixed to allow particles to clump together.
 4. **Sedimentation:** The water is allowed to sit so that the heavy particles settle to the bottom.
 5. **Filtration:** Water is passed through a series of filters to remove any remaining particles.
 6. **Disinfection:** Chlorine is added to the water to kill any remaining bacteria and viruses.
 7. **Storage:** The treated water is stored in a reservoir before being distributed to homes and businesses.

Quality Control:
 - **Monitoring:** The water is continuously monitored for quality.
 - **Testing:** The water is tested for various contaminants.
 - **Reporting:** The results of the testing are reported to the public.

Solid Waste



Mission: To contribute to a safe and healthy living environment in the community by collecting and disposing of waste in a timely manner and encouraging environmental sensitivity and waste reduction opportunities by facilitating recycling.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Administration	\$763,468	\$856,023	\$911,095
Manages the day-to-day operation of Solid Waste collection and disposal, maintenance of records for waste collection, recycling, and disposal, and communicates with public regarding solid waste issues.	2	2	2
Residential Collection	\$1,795,108	\$1,808,473	\$2,284,866
Provides weekly curbside collection of containerized refuse, small yard waste clippings, and commingled recyclable materials.	17	17	23
Special Services	\$551,936	\$540,776	\$681,824
Collection of litter receptacles located on ocean front street ends along Ocean Boulevard.	5	5	7

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Commercial Collection	\$552,143	\$609,846	\$651,248
Commercial collections service is provided for large dumpster units at City Facilities, townhomes and apartment complexes, and compactor units at motels and businesses in the compactor zone.	4	4	4
Transfer Station	\$1,627,416	\$1,725,413	\$1,770,663
Serves as a central location where all waste collected by City forces is weighed and packed into transfer trailers for transport to the Horry County Solid Waste Landfill for Disposal. The division also handles the processing of scrap metals.	4	4	4
Alert Crew	\$133,352	\$113,452	\$123,395
Responds to all after hours calls during weekdays and weekends related to Public Works; and assist Police with various activities.	2	2	2
Capital Outlay	\$0	\$260,000	\$1,165,000
Total Solid Waste	\$5,423,423	\$5,913,983	\$7,588,091
	34	34	42

Solid Waste Budget Formation

The Solid Waste budget increased by 28.3% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.
- An increase of \$1,211,003 for the addition of a new collection crew to service the residential base. The new crew includes four Equipment Operators, two Solid Waste Workers, two rear loaders, and two knucklebooms.
- An increase of \$169,545 to implement an Enforcement & Collection Program to address orphaned trash and illegal dumping. The program includes one Equipment Operator Senior, one Code Enforcement Officer, and one truck.

Service Delivery Highlights and Challenges:

- The Solid Waste Collection customer base continues to expand each year with the City's rapid residential growth.
- Aging equipment is a challenge for the division and has resulted in higher maintenance costs, increased overtime expenditures as a result of equipment downtime, and service interruptions to the customer base.
- Clear and concise policies and procedures for illegal dumping are needed. Illegally dumped waste materials continues to have a significant impact of the operational budget as well as the appearance of the community.
- Continuous growth of the customer base requires continual adjustment of routing methodologies and practices. Technology exists to enhance routing development, monitoring, and maintenance to assist in identifying operational savings and enhanced customer service delivery.
- Limited transfer station staging capacity and transfer trailers affect service delivery. Continued compliance with SCDHEC operating permits will require additional resources.
- Expansion of recycling and other waste diversion programs are important in support of environmental stewardship (Green City), SCDHEC recycling goals for waste diversion and the development of beneficial re-use markets.

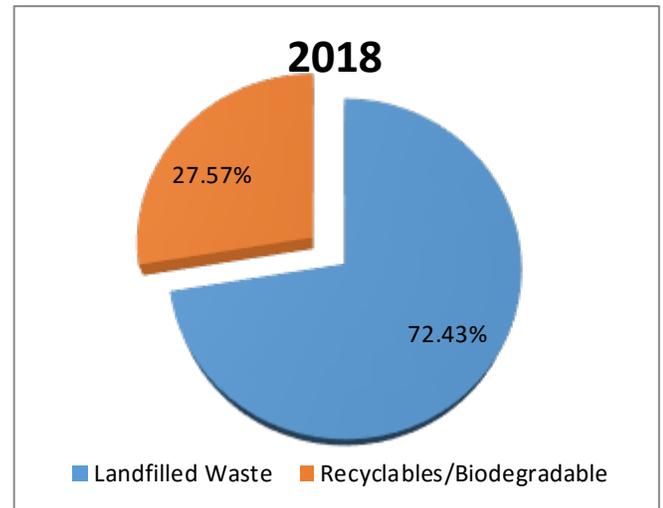
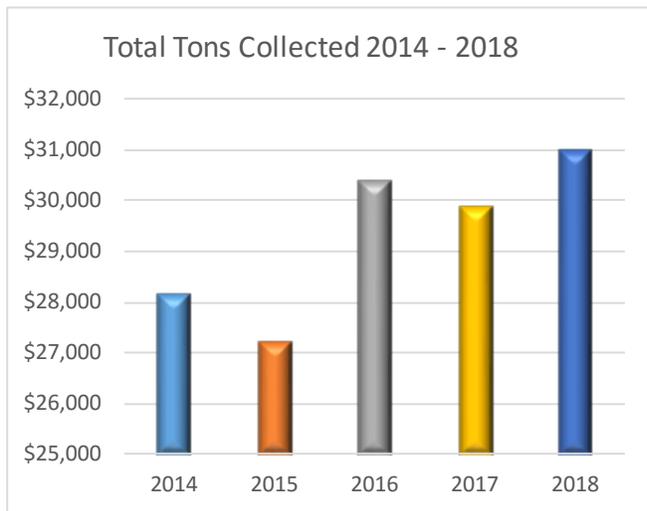
Strategic Emphasis for 2019-20:

- Continue to closely monitor our customer base and make recommendations to meet our Solid Waste demands for collection, transfer, and long haul transportation.

- The Division has maximized the number of customers that it can serve, given the current level of service provided, on a daily basis.
- With a growing customer base, there is a growing volume of waste that is collected that will need to be processed and hauled to the landfill. Illegal dumping is a continual problem for our division and for the City.
- Enforceable penalties to offset increasing operational costs will need to be generated by violators of the City's code in support of illegal dumping operations.
- The type and volume of material we collect is not conducive to the technology utilized in the current transfer station configuration. Redesigning the facility to a p loading transfer station will reduce our costs of operation, improve service delivery to the customer, and generate increased non-tax based revenues for the Division to reduce the General Fund contribution that is currently required.
- Grant funding has allowed for the expansion of recycling services. Further expansion of downtown/commercial recycling services will be undertaken to further promote the City's commitment to good environmental stewardship.

Demand and Performance Indicators

Tons of Collections	2014	2015	2016	2017	2018
Garbage	20,264	18,428	21,155	21,765	21,280
Bulk Waste	1,804	1,994	2,500	2,010	1,955
Yard Waste	4,939	4,310	4,612	4,590	3,465
Recyclables	1,105	2,389	2,000	1,425	2,865
E-Waste	14	28	39	25	15
Scrap Metal	33	47	61	45	16
Total Collections	28,159	27,196	30,367	29,860	30,981
Recyclables/Biodegradable	6,091	6,091	6,712	6,015	8,541
Percentage	21.6%	22.4%	22.1%	20.1%	27.6%



Storm Water Management



Mission: To provide for an increased level of service for the City's storm water maintenance system in order to reduce the threat of property damage or loss to City residents and businesses due to flooding during routine and moderate storms.

Service	Budget / Positions		
	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Storm Water Management	\$2,644,309	\$3,093,323	\$2,923,773
Maintains outfalls, ditches, and other facets of the storm water management system; coordinates the engineering and design of storm water infrastructure improvements; and manages construction projects for improvements in drainage basins under City control.	17	16	16
Capital Outlay	\$205,375	\$85,000	\$0
Total Storm Water Management	\$2,849,684 17	\$3,178,323 16	\$2,923,773 16

Storm Water Management Budget Formation

Storm Water Management budget decreased by 8.0% when compared to the FY2018-19 Adopted Budget and reflects:

Budget Increases:

- City-wide personal service budget allocations include a 5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and effective January 2020, a 3% average merit increase.

Budget Decreases:

- Fleet lease expenditures decreased by \$81,761 due to equipment replacement cost increases recognized in FY19.
- A decrease in Professional fees of \$98,834 as a result of discontinuing water testing at 2nd Avenue Pier with Coastal Carolina University.
- A decrease of \$70,231 in Construction by Contractor and construction supplies.

Service Delivery Highlights and Challenges:

- Stormwater Management Planning is essential with effectively managing the quantity and quality of stormwater discharge within our jurisdiction. Focus on comprehensive planning to develop a Watershed-based Stormwater Master Plan. Benefits would include, addressing water conveyance and water quality issues in our community, potential to strengthen our Community Rating System (CRS) Class, contribute towards hazard mitigation planning, and seeking grant opportunities.
- Development of a dedicated systematic stormwater utility, structural condition assessment and evaluation program. Combining inspection techniques and observed/recorded data analysis of system performance, maintenance history, age, materials, and structural risk analysis would allow for greater accuracy determining the need and priority of repair, rehabilitation and/or replacement.
- Be proactive in approach to maintain all jurisdictional stormwater drainage systems citywide. There is a need to develop a phased approach in acquiring resources and establishing frequency/scheduling needs of maintenance activities to perform routine system-wide cleaning of our underground and open channel drainage systems.

Strategic Emphasis for 2019-20:

- Continuation of the Watershed-Based Stormwater Master Plan Pilot Study, with the intention to expand the study citywide within a multi-year period.
- Development of a multi-year phased stormwater management system condition assessment plan to evaluate the citywide system within five years using internal and external resources.

Demand and Performance Indicators

Measure	2014	2015	2016	2017	2018
Catch Basins Repaired	30	11	3	26	16
Storm Drains Cleaned (In. ft)	187,559	67,120	65,952	437,139	168,022
Ditches/Canals Maintained	295,491	179,469	226,343	267,395	213,423
Miles of Streets Swept	13,483	15,312	16,976	16,941	18,816



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Capital Projects & 2020-24 Capital Improvements Plan

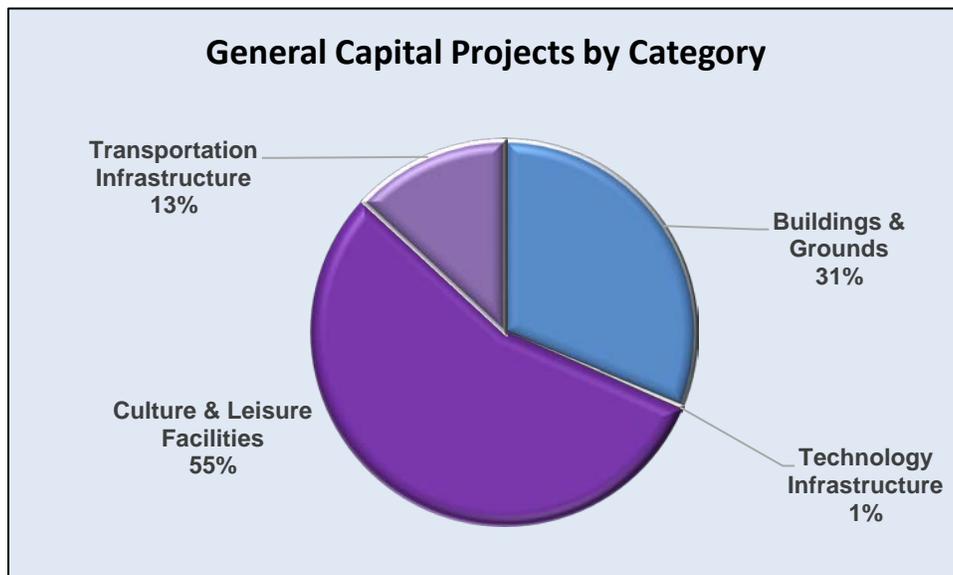
A Capital Project is a project to acquire or construct an asset with a value usually exceeding \$25,000 and an expected life of ten years or more. Capital project appropriations continue in effect for the life of the project. It is characteristic that these projects span several years due to the scope of work being performed.

A Capital Improvements Plan is a schedule for the financing and construction of physical assets such as equipment, buildings, streets, sewers, and recreation amenities. The plan extends over several future years indicating the beginning date of each project, the amount available in each year, the methods of financing those expenditures, and the anticipated operating costs associated with placing those assets into service.

FY 2020-2024 General Capital Improvements

General Capital Improvement Plan by Funding Source

Financing Sources	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Hospitality	\$905,000	\$665,000	\$665,000	\$615,000	\$615,000	\$3,465,000
Local Tourism Fee	-	-	125,000	-	-	125,000
Intergovernmental	450,000	450,000	450,000	450,000	450,000	2,250,000
General	1,400,000	805,000	825,000	875,000	875,000	4,780,000
Other Sources to Be Determined	-	20,010,000	-	2,386,000	1,750,000	24,146,000
Total Financing Sources	\$2,755,000	\$21,930,000	\$2,065,000	\$4,326,000	\$3,690,000	\$34,766,000



General Capital Improvement Plan by Category

Category	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Buildings & Grounds	\$ 540,000	\$ 4,495,000	\$ 645,000	\$ 2,911,000	\$ 2,275,000	\$10,866,000
Technology Infrastructure	30,000	30,000	30,000	25,000	25,000	140,000
Culture & Leisure Facilities	1,510,000	16,430,000	455,000	405,000	405,000	19,205,000
Transportation Infrastructure	675,000	975,000	935,000	985,000	985,000	4,555,000
Total	\$2,755,000	\$21,930,000	\$ 2,065,000	\$ 4,326,000	\$ 3,690,000	\$ 34,766,000

General Capital Projects

The City's Comprehensive Plan is the long-range planning document for the City of Myrtle Beach. The Comprehensive Plan and its elements serve as a guide for establishing a Capital Improvements Plan (CIP) for the City's public infrastructure and facilities and the annual budgeting process. The City's 2020-2024 General Capital Improvements Plan includes \$2.8 million in FY2020 appropriations and \$35 million of outlays over the five-year planning period. In an effort to satisfy goals set forth in the Comprehensive Plan, the following have been programmed into the 5-year plan: \$4.6 million for transportation system infrastructure; \$19.2 million for the acquisition, construction, and maintenance of Cultural and Leisure Services facilities; \$10.9 million for the acquisition, construction, and maintenance of City general facilities and grounds; and \$140k for replacement and renewal of technology infrastructure.

Financing Mix

The two basic ways of financing capital improvements are (a) pay-as-you-go, which means using current revenues or cash on hand, and (b) pay-as-you-use, which involves leveraging debt to spread the acquisition expense over the period of time the community uses the capital asset.

Classic **pay-as-you-go** financing requires that communities allocate a significant portion of operating revenues to a capital improvement fund each year. The intent is to use these monies for annual capital improvements, or to save up funds until they are sufficient to pay for very large projects. Pay-as-you go financing avoids borrowing costs, but may be impractical for very large or "lumpy" projects. However, pay-as-you-go financing may be practical for communities that have an urgent need for specific improvements. Relying exclusively on the use of pay-as-you-go financing may mean the government is assuming a savings function for its citizens. It is, in effect, saving money paid into its treasury by current citizens, and held for a time as a means to pay for infrastructure and facilities that will be valued by future generations.

Pay-as-you-use financing, on the other hand, utilizes the issuance of debt to spread the costs of the project over the years when it is used. Projects are financed by serial debt issues maturing in such a way that the retirement of the debt roughly coincides with the depreciation of the project. By the end of the project's life, the debt has been paid off. If the project has to be replaced, more debt may be issued and retired in the same manner. In this way, "no one is forced to provide free goods for a future generation or to contribute toward facilities for a town in which he or she may not live, nor will new members of the community reap what they have not sown."²

The City attempts to make a reasonable and balanced use of these two options. For presentation purposes, capital improvement projects are grouped by funding mechanism. The following are typical of the funding categories generally used:

Pay-as-you-go Programs – The General Pay-as-you-go program includes as funding sources all non-current ad valorem taxes, one-time revenues, and highly volatile revenues. Examples of one-time revenues may include grants and private participation or the appropriation of fund balance. Highly volatile revenue sources may consist of building permit fees, state shared revenues, and interest earnings. These may be spent for any legitimate governmental purposes and are used for smaller projects with shorter useful lives.

The plan also utilizes transfers from the Hospitality Fee fund and the Tourism Development Fee fund. Hospitality Fee revenue is generated by the collection of a 1% Hospitality Fee levied within the limits of the City. The Tourism Development Fee is a 1% sales tax imposed on substantially all retail sales within the limits of the City. Both revenue sources are designated for a narrow range of specific uses and are generally used to fund projects that support the community's tourism infrastructure.

Certain project funding sources have not yet been determined and various funding sources are being considered as a component of the Downtown master planning effort. Tax Increment Financing, Municipal Improvement District funding, Private Participation contributions, and Hospitality and Accommodations Taxes are a few of the sources under consideration.

Debt Financed, or Pay-as-you-use Programs – Funding is generated through the issuance of debt. The retirement of the debt may be supported by the City's Full Faith and Credit, which is its power to tax, or by pledges of non-tax revenues. This program is used to build larger, more expensive facilities with relatively long useful lives. Most will have lives of 40+ years.

Highlights for the Five Year General Capital Improvements Plan (FY 20 - 24)

Building & Grounds

The Community and Facilities element of the Comprehensive Plan provides that, through sound management and strategic investments, community facilities and services will be provided and maintained for all members of the Myrtle Beach community that promote health, safety, and an enhanced quality of life in an efficient, responsive, and sustainable

² J. Richard Aronson and Eli Schwartz, *Management Policies in Local Government Finance, 3rd Ed.*, International City Management Association, 1987, p. 414. See Ch. 17 on capital budgeting for a full discussion of topics addressed in this section of the budget.

manner. To ensure that City facilities are maintained and equipped to most efficiently serve the public, public facility needs are evaluated annually by department heads and included in the 5-year Capital Improvement Plan. The Building and Grounds category consists primarily of projects for the construction of public buildings, acquisition of property for future public buildings, and major building maintenance repair and replacement projects (other than Culture & Leisure Buildings and Facilities which are included in another category).

The majority of funding identified for Buildings and Grounds in the current 5-Year plan will be utilized for the renovation and extension of the Oceanfront Boardwalk. The Boardwalk is 10 years old. The plan includes \$4.5m to revitalize the existing structure and amenities as well as \$4.5m to extend the Boardwalk southward to Withers Swash. The plan also includes \$125,000 for a needs assessment for a new Municipal Complex to house City Council and Administrative services.

In addition to the acquisitions, funding is included in the plan to maintain existing facilities. A \$1.2m HVAC replacement program has been incorporated into the plan, as well as \$510,000 for routine roof inspection and maintenance, and \$95,000 for general maintenance and renewal.

In addition to the bricks and mortar infrastructure projects undertaken, the city utilizes costly technology and software systems that must be maintained and, from time to time, replaced. The current 5-year plan includes \$140,000 for the purchase of new and replacement technology assets.

Culture & Leisure Facilities

The Culture and Leisure project group encompasses both traditional recreational facilities and those that enhance our appeal as a tourism destination. Frequently the two overlap, as the City of Myrtle Beach maintains a number of facilities and complexes dedicated to both recreation and sports tourism, as well as our largest tourism draw, the beach. The largest recurring outlay in the project group is the \$1 million of funding included for the restoration of beach walkovers over the 5-year plan period. Walkover renovation is necessary to ensure safe and convenient access to the City's beaches while protecting our sand dunes and the wildlife and sea grasses along those dunes.

Other projects incorporated in the Culture and Leisure project group involve maintaining and improving existing facilities. Projects include renovations of parks and playgrounds, shelters and decking renovations, resurfacing of tennis facilities, renovations to the Pepper Geddings pool deck, and creation of a fitness court downtown.

Transportation System Infrastructure

Transportation System Infrastructure encompasses roadway construction, major roadway repair and maintenance, sidewalk, and pedestrian accessibility projects; other improvements including bikeways, public transportation enhancements, intersection improvements, lane widening, tree planting, and median enhancement, etc. City-wide sign replacement, pavement marking, and way-finding projects are among the projects designed to enhance the traveling experience along our roadways. Transportation system design and capital planning are undertaken with consideration for the Comprehensive Plan stated goals of becoming a sustainable community, with a transportation system that

is multi-modal and integrated and that address mobility and access needs, and encourages less dependence on automobiles while facilitating the safe movement of people and goods to, within, and from the area.

The current 5-year plan includes projects for the installation of and improvements to ADA ramps to address mobility and access needs. Also addressing mobility and encouraging less dependence on automobiles, the plan includes funding for pedestrian safety improvements and continued maintenance of the Greenway Bike Path.

The largest maintenance projects included in the transportation infrastructure category involve the milling and resurfacing of City roadways, including the 9.4 miles of City owned roadway along Ocean Blvd. Segments of the boulevard and various other roadways will be resurfaced annually during the course of the 5-year plan period.

Operating Budget Impact of the General Capital Improvement Plan

Virtually any new capital investment will require staffing, materials, utilities, and other regular maintenance if it is to serve its purpose to the community. Some capital projects will generate revenues to the City and will help to promote the community's general economic health and well-being as well as enhance its quality of life. While it is difficult to quantify the exact costs of future operations and maintenance of a project, most can be reasonably estimated based upon experience. For example:

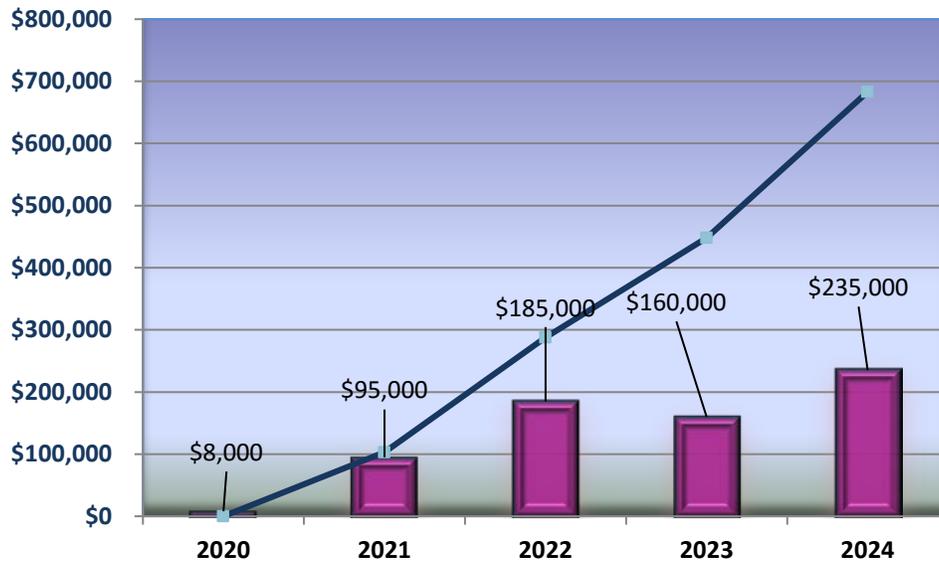
The approximate annual cost of maintenance associated with a new sidewalk is \$1.50 per foot. From FY20 – 24 approximately 8,000 feet of new sidewalks and a number of new ADA ramps will be added to system infrastructure annually, increasing operating cost by an estimated \$12,000 per year beginning in FY21.

Operating costs associated with transportation projects included in the five-year plan will be approximately \$8,000 in FY20 and include street sweeping, landscaping, and general maintenance.

The addition or expansion of Cultural and Leisure facilities and amenities will result in a cumulative operating impact of \$550,000. The addition of a Performing Arts Theater and the relocation of the Library Downtown are contemplated in the plan. The additional operating expenses are very rough estimates and will be refined as the projects progress and become more defined.

Projects completed during the 2020 Fiscal Year will result in \$8,000 of growth in operational cost, creating a minimal operating impact on the City's General Fund. Capital Improvements placed into service over the five years of the Capital Improvements Plan are expected to produce a cumulative operating impact of \$700,000, or the equivalent of approximately 2 mills on the City's property tax rate in the absence of other revenue growth.

Projected Operating Cost of New Capital Improvements FY20 - 24



General Capital Improvement Plan By Category

Admin, Buildings & Grounds	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Public Facility Infrastructure	\$ 10,000	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 95,000
Roof Maintenance Program	90,000	90,000	100,000	105,000	105,000	490,000
HVAC Replacement Program	200,000	200,000	250,000	250,000	250,000	1,150,000
Engineering/Design for a New Municipal Complex	125,000	-	-	-	-	125,000
Public Works - Vactor Truck Housing Roof Repair Engineering	-	20,000	-	-	-	20,000
Ocean Boulevard Bollards	65,000	50,000	-	-	-	115,000
Boardwalk Revitalization	50,000	3,785,000	-	-	-	3,835,000
Boardwalk Shade Sail Replacement	-	325,000	200,000	-	-	525,000
Withers Swash Boardwalk Extension	-	-	75,000	2,536,000	1,900,000	4,511,000
Total Admin., Buildings & Grounds	\$ 540,000	\$ 4,495,000	\$ 645,000	\$ 2,911,000	\$ 2,275,000	\$ 10,866,000
Technology Infrastructure	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Technology Infrastructure	\$ 30,000	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000	\$ 140,000



Cultural & Leisure Facilities	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Playground Improvements	\$ 75,000	\$ 75,000	\$ 100,000	\$ 75,000	\$ 75,000	\$ 400,000
Recreation Infrastructure	75,000	75,000	100,000	75,000	75,000	400,000
Parks Infrastructure	75,000	75,000	50,000	50,000	50,000	300,000
Walkover Renovations	200,000	200,000	200,000	200,000	200,000	1,000,000
Sand Dune Maintenance	5,000	5,000	5,000	5,000	5,000	25,000
Cameron Park Deck Replacement	80,000	-	-	-	-	80,000
Pepper Geddings Pool Resurfacing	170,000	-	-	-	-	170,000
Tennis/Pickle Ball Complex Feasibility	30,000	-	-	-	-	30,000
MB Tennis Center - (6) Court Resurfacing	70,000	-	-	-	-	70,000
Fitness Court	130,000	-	-	-	-	130,000
Downtown Arts District Projects	600,000	16,000,000	-	-	-	16,600,000
Total Culture & Leisure Facilities	\$ 1,510,000	\$ 16,430,000	\$ 455,000	\$ 405,000	\$ 405,000	\$ 19,205,000



Transportation Infrastructure	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Street Ends	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Sidewalk Improvement Program	-	200,000	200,000	200,000	200,000	800,000
Ocean Blvd. Milling & Resurfacing	200,000	200,000	200,000	250,000	250,000	1,100,000
Major Road Resurfacing	100,000	200,000	200,000	200,000	200,000	900,000
Sidewalk Grinding & Repair	100,000	100,000	100,000	100,000	100,000	500,000
Ocean Blvd. ADA Ramps	50,000	50,000	-	-	-	100,000
City-Wide Sign Replacement	20,000	20,000	20,000	20,000	20,000	100,000
City-Wide Pavement Marking	80,000	80,000	90,000	90,000	90,000	430,000
Intersection Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Pedestrian Safety Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Master Street Tree Planting	10,000	10,000	10,000	10,000	10,000	50,000
Total Transportation System Infrastructure	\$ 675,000	\$ 975,000	\$ 935,000	\$ 985,000	\$ 985,000	\$ 4,555,000





FY 2020-2024 Storm Water Management Capital Improvement Plan

Storm Water Management projects are additions to and enhancement of public infrastructure undertaken to maintain and improve the City's storm drainage system. The City's 2020-2024 Storm Water Management Capital Improvements Plan includes \$18 million in capital outlays over the five-year planning period.

Financing Mix

Financing for Storm Water Management projects will consist of both (a) pay-as-you-go (or pay-as-you-acquire) which means using current revenues or cash on hand, and (b) pay-as-you-use, which involves leveraging debt to spread the acquisition expense over the period of time the community uses the capital asset.

The **pay-as-you-go** financing allocated to funding the projects will consist of Stormwater fee revenues generated by the system and intergovernmental grants. **Pay-as-you-use** funding will consist of State Revolving Loans. Overall financing of the plan is still in the planning and exploration phase and will be updated as developed.

Highlights for the Five Year Storm Water Management Capital Improvements Plan (FY 20 - 24)

The 5-year storm water management plan generally consist of projects designed to address drainage issues throughout the City. During FY20 and FY21, the City will invest approximately \$5.1 million to engage in a comprehensive Storm Water master planning and inventory exercise to identify the storm water needs throughout the City. The city-wide storm water plan will allow for proactive design of a system that will focus on both current and future storm drainage needs of the city.

The capital plan also addresses a number of Ocean Outfall projects, which range from \$800,000 for the outfall maintenance program to \$1.8 million for the installation of the 25th Avenue South outfall header pipe, which will address beachfront storm drainage pipes from 23rd Avenue South to 29th Avenue South. In addition, the plan includes \$2.7 million

for the installation of the landward improvements necessary for a deep ocean outfall at 24th Avenue North. along the oceanfront.

Neighborhood and downtown drainage improvements of \$7.9 million included in the plan address current and future needs in City neighborhoods and the soon to be redeveloped Downtown.

Operating Budget Impact of the Storm Water Management Capital Improvement Plan

The improvements included in the five-year plan require only a nominal increase in maintenance and utility costs. As projects are identified during master planning, additional monitoring and maintenance costs are likely to be realized.

Storm Water Management Projects by Funding Source

Financing Sources	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Hospitality Fee	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 375,000	\$ 1,975,000
Local accommodations Tax	-	-	-	-	-	-
State Provision - Ocean Outfalls	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
State & Federal Hazard Mitigation Grant	532,875	1,259,213	-	-	-	1,792,088
Fund Balance & Revenues of the Fund	819,625	869,737	365,300	365,300	-	2,419,962
Other Sources as Determined	-	1,210,000	2,300,000	-	3,300,000	6,810,000
Total Financing Sources	\$ 2,752,500	\$ 4,738,950	\$ 4,065,300	\$ 1,765,300	\$ 4,675,000	\$ 17,997,050



Storm Water Management Projects By Category

Storm Water Projects	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Miscellaneous Emergency Drainage	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Watershed Based Storm Water Master Plan	502,000	-	-	-	-	502,000
Stormwater Master Plan Implementation Projects	200,000	200,000	200,000	200,000	200,000	1,000,000
Stormwater Utility Rate Study	50,000	-	-	-	-	50,000
Outfall Maintenance Programs	500,000	-	-	-	-	500,000
Seaboard St Area Improvements	75,000	-	-	-	-	75,000
48th Ave N - Hwy 17 Bypass Drainage	85,000	-	-	-	-	85,000
Booker T. Washington/Oak St Improvements	30,000	-	465,300	465,300	-	960,600
Yaupon Drainage - 14th - 15 th S.	-	550,000	-	-	-	550,000
Hwy 501/Balsam	710,500	1,678,950	-	-	-	2,389,450
25th Ave S Outfall - Header Pipe (29th Ave S to 23rd Ave S)	70,000	1,000,000	700,000	-	-	1,770,000
24th Ave N - Landward Improvements and Deep Ocean Outfall	430,000	-	300,000	1,000,000	1,000,000	2,730,000
Stormwater System Evaluation (Withers Swash)	-	1,210,000	-	-	-	1,210,000
Stormwater System Inventory & Evaluation	-	-	2,300,000	-	-	2,300,000
Downtown Area - 6th to 10th Ave N - Broadway to N Kings Hwy (GSATS)	-	-	-	-	3,300,000	3,300,000
Downtown - Stormwater Pond	-	-	-	-	40,000	40,000
Rosehaven Dr Improvements	-	-	-	-	35,000	35,000
Total Storm Water Projects	\$2,752,500	\$4,738,950	\$4,065,300	\$ 1,765,300	\$4,675,000	\$17,997,050

FY 2020-2024 Myrtle Beach Convention Center Capital Improvement Plan

The capital plan for the Myrtle Beach Convention Center includes a number of renovation projects and improvements to the convention center campus. The City's 2020-2024 Capital Improvements Plan includes \$2.3 million in capital outlays over the five-year planning period.

Financing Mix

Financing for Myrtle Beach Convention Center projects will consist of both (a) pay-as-you-go (or pay-as-you-acquire) which means using current revenues or cash on hand, and (b) pay-as-you-use, which involves leveraging debt to spread the acquisition expense over the period of time the community uses the capital asset.

The **pay-as-you-go** financing allocated to funding the projects will consist of revenues generated through the operation of the facility and Hospitality Fee revenue generated from the collection of a 1% Hospitality Fee levied within the limits of the City. If necessary, **pay-as-you-use** funding may consist of Capital Leasing or Hospitality Fee debt issuance.

Highlights for the Five Year Myrtle Beach Convention Center Capital Improvements Plan (FY 20 - 24)

The 5-year Convention Center plan projects consist mainly of renewal and replacement projects designed to preserve and improve the appearance and operation of the facility. The largest projects included involve the replacement of the pre-function hall HVAC unit a cost of \$775,000 and replacement of the escalator at \$690,000. Parking lot resurfacing, metal door replacement, public space carpet replacement, and the installation of new fire sprinkler heads are planned over the five-year period to enhance the look and functionality of the center.

Operating Budget Impact of the Myrtle Beach Convention Center Capital Improvement Plan

The improvements included in the five-year plan should not result in any increase in operational costs.



Myrtle Beach Convention Center Projects

Financing Sources	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Hospitality Fee	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 400,000
General Revenues	160,000	62,500	175,000	-	-	397,500
To be determined	815,000	650,000	-	-	-	1,465,000
Total Financing Sources	\$ 975,000	\$ 912,500	\$ 375,000	\$ -	\$ -	\$ 2,262,500
Metal Door Replacement	\$ 62,500	\$ 62,500	\$ -	\$ -	\$ -	\$ 125,000
Parking Lot Surface Improvements	-	200,000	-	-	-	200,000
Pre-Function HVAC System	775,000	-	-	-	-	775,000
Escalator Replacement	40,000	650,000	-	-	-	690,000
Fire Sprinkler Head Replacement	97,500	-	-	-	-	97,500
Public Space Carpet Replacement	-	-	375,000	-	-	375,000
Total MBCC Projects	\$ 975,000	\$ 912,500	\$ 375,000	\$ -	\$ -	\$ 2,262,500



FY 2020-2024 Baseball Stadium Fund Capital Improvement Plan

The City's 2020-2024 Baseball Stadium Capital Improvements Plan includes \$53,900 in fiscal year 2020 appropriations and \$ 2.6m of outlays over the five-year planning period.

Financing Mix

Financing for the Baseball Stadium improvements and renovations is comprised of pay-as-you-go funding. The **pay-as-you-go** financing allocated to funding the projects will consist of transfers from the Local Option Tourism Development Fee and contributions from Horry County. Horry County shares ownership of the Stadium with the City and is responsible for 30% of the cost to operate and maintain the facility. Overall financing of the final year of the plan is still in the planning and exploration phase and will be updated as developed.

Highlights for the Five Year Baseball Stadium Capital Improvement Plan (FY20- 24)

Capital improvement projects funded in the Baseball Stadium fund include replacement of the main roof system, replacement of the HVAC system, and a contribution toward the future renovation of the artificial playing surface

FY20 renovation projects include the first phase of replacement of the HVAC system with completion expected in FY21. Replacement of the main roofing system is scheduled to occur in FY24 with an estimated cost of \$1.4 million.

\$1,050,000 toward the replacement of the artificial playing surface is reflected in the plan in FY21 through FY23. The funding has been incorporated in order to begin the process of accumulating the resources needed to renovate the playing surface. The existing field was renovated in the Spring of 2012 and is estimated to have a useful life of 10 to 12 years. Further funding of the renovation should occur outside of the current 5-year planning window.

Operating Budget Impact of the Baseball Stadium Capital Improvement Plan

The planned renovations of the Baseball Stadium will cause no significant increase in operational costs. The current staffing level is sufficient to maintain and monitor the new infrastructure placed into service during the plan period.

Baseball Stadium Projects

Financing Sources	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Local Tourism Development Fee	\$ 37,730	\$ 269,994	\$ 245,000	\$ 245,000	\$ 9,195	\$ 806,919
Horry County	16,170	115,669	105,000	105,000	432,512	774,351
Other Financing Sources	-	-	-	-	- 1,000,000	1,000,000
Total Financing Sources	\$ 53,900	\$ 385,663	\$ 350,000	\$ 350,000	\$ 1,441,707	\$ 2,581,270
Stadium Main Roof System Replacement	-	-	-	-	1,441,707	1,441,707
HVAC Replacement	53,900	35,663	-	-	-	89,563
Turf Replacement (5-year funding plan)	-	350,000	350,000	350,000	-	1,050,000
Total Baseball Stadium Projects	\$ 53,900	\$ 385,663	\$ 350,000	\$ 350,000	\$ 1,441,707	\$ 2,581,270



FY 2020-2024 Whispering Pines Golf Course Fund Capital Improvement Plan

The City's 2020-2024 Baseball Stadium Capital Improvements Plan includes \$30,000 in fiscal year 2020 appropriations and over the five-year planning period.

Financing Mix

Financing for the golf course improvements and renovations is comprised of pay-as-you-go funding. The *pay-as-you-go* financing allocated to funding the projects will consist of revenues of the fund.

Highlights for the Five Year Whispering Pines Golf Course Capital Improvement Plan (FY 20-24)

Capital improvement projects funded in the Whispering Pines Golf Course fund include a complete replacement of clubhouse carpeting in FY20.

Operating Budget Impact of the Whispering Pines Golf Course Capital Improvement Plan

The planned renovations of the Whispering Pines Golf Course will cause no significant increase in operational costs. The current staffing level is sufficient to maintain and monitor the newly renovated infrastructure placed into service during the plan period.

Whispering Pines Golf Course Capital Projects						
Financing Sources	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Golf Course Revenue	\$ 30,000	-	-	-	-	\$ 30,000
Total Financing Sources	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Carpet Replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Total Golf Course Projects	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000



Enterprise Capital Improvement Plan

Enterprise Projects include capital improvements for replacement, expansions, and upgrade of the Waterworks and Sewer System infrastructure.

FY 2020-2024 Water & Sewer Enterprise Fund Capital Improvement Plan

The City's 2020-2024 Waterworks and Sewer System Capital Improvements Plan includes \$ 3.8 million in fiscal year 2020 appropriations and \$ 23.6 million of outlays over the five-year planning period.

Financing Mix

Financing for the Waterworks and Sewer system will consist of both (a) pay-as-you-go and (b) pay-as-you-use, which involves leveraging debt to spread the acquisition expense over the period of time the community uses the capital asset.

The **pay-as-you-go** financing allocated to funding the projects will consist of Water and Sewer Fees, Impact Fees (projects to expand treatment or delivery capacity), and retained earnings (major maintenance or reinforcement projects) of the system. **Pay-as-you-use** funding will consist of a combination of Waterworks and Sewer System Revenue Bonds and State Revolving Loan funds. The retirement of the debt will be supported by system revenues.

Highlights for the Five Year Water & Sewer Enterprise Capital Improvements Plan (FY 20 - 24)

Capital improvement projects funded by the Water & Sewer enterprise fund include the construction, replacement, and upgrades of water delivery system infrastructure; construction and replacement of sewer system infrastructure; upgrades or renovations of existing pump stations; brick manhole relining and sewer pipe relining projects; and the continued installation of Advanced Metering infrastructure.

The Advanced Metering Infrastructure (AMI) project began in FY19 and involves the installation of automatic read meters throughout the City. The \$7.4 million project will span the entire 5 years of the plan and represents the largest investment for the period. The plan also includes \$1.8 million for a sanitary sewer system evaluation pilot study for the Withers Swash area in FY 21 and contemplate an investment of \$5.2 million for a city-wide sanitary sewer system evaluation in FY 22. Major renovations to 4 existing pump stations account for \$2.2 million of projects between FY 21 and FY24.

Operating Budget Impact of the Enterprise Capital Improvement Plan

The planned additions to the Waterworks and Sewer system will cause no significant increase in operational costs. The current staffing level is sufficient to maintain and monitor the new infrastructure placed into service during the plan period.

Water and Sewer System Capital Improvement Projects

Financing Sources	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Retained Earnings	\$ 3,249,300	\$ 2,330,000	\$ 2,406,000	\$ 2,635,000	\$ 2,677,000	\$ 13,297,300
Water Impact Fees	275,000	275,000	370,000	370,000	370,000	1,660,000
Sewer Impact Fees	275,000	275,000	370,000	370,000	370,000	1,660,000
Revenue Debt Funding	-	1,781,000	5,157,243	-	-	6,938,243
Total Financing Sources	\$ 3,799,300	\$ 4,661,000	\$ 8,303,243	\$ 3,375,000	\$ 3,417,000	\$ 23,555,543
Water System Improvements	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Miscellaneous Water Projects	250,000	250,000	250,000	250,000	250,000	1,250,000
Upgrade 4 1/2" hydrants	-	20,000	20,000	20,000	20,000	80,000
Ice Piggng of Water Mains	150,000	150,000	150,000	150,000	150,000	750,000
Water Tank Painting/Maintenance	254,300	200,000	275,000	175,000	175,000	1,079,300
79th Ave. Waterline Upgrade	-	-	-	150,000	-	150,000
Total Water Projects	\$ 654,300	\$ 620,000	\$ 695,000	\$ 745,000	\$ 595,000	\$ 3,309,300
Sewer System Improvements	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Miscellaneous Sewer Projects	350,000	350,000	350,000	350,000	350,000	1,750,000
Brick Manhole Lining	150,000	150,000	150,000	150,000	150,000	750,000
Manhole Video Inspection	100,000	100,000	100,000	100,000	100,000	500,000
Sewer Relining to Reduce I&I	145,000	145,000	145,000	145,000	145,000	725,000
Advanced Metering Infrastructure	2,400,000	1,100,000	1,200,000	1,300,000	1,400,000	7,400,000
Sanitary Sewer Study, Withers Swash Pilot	-	1,781,000	-	-	-	1,781,000
Sanitary Sewer Study – City-wide	-	-	5,157,243	-	-	5,157,243



Sewer Line work on 48th Avenue

Sewer System Improvements Cont'd	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	TOTAL
Dunes Club #2 Pump Station Renovation	-	415,000	-	-	-	415,000
M. Manor (Ret. Home) Pump Station Renovation	-	-	506,600	-	-	506,600
Bear Branch Pump Station Renovation	-	-	-	585,000	-	585,000
Northwoods Pump Station Renovation	-	-	-	-	677,000	677,000
Total Sewer Projects	\$ 3,145,000	\$ 4,041,000	\$ 7,608,243	\$ 2,630,000	\$ 2,822,000	\$ 20,246,243
Total Water & Sewer System Projects	\$ 3,799,300	\$ 4,661,000	\$ 8,303,243	\$ 3,375,000	\$ 3,417,000	\$ 23,555,543



82nd Ave North Pump Station



5th Ave South Pump Station



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Debt Management

Pay-as-you-go financing is usually the preferred option for financing capital improvements. But for capital improvements with very long useful lives and significant initial investment requirements, the City uses its borrowing capacity as an alternative means of capital formation. General Obligation Bonds, Certificates of Participation, and Tax Increment Revenue Bonds make up the General Long-Term Debt reported by the City.

Specific-source Revenue debt includes debt financed with a specific pledge on non-utility revenue. At present, the only debt of this type issued by the City is Hospitality Fee Revenue debt.

The City also uses revenue bonds to finance capital improvements for the Waterworks and Sewer System. This debt is reported within that specific fund.

General Long Term Debt

General Long Term Debt includes all debt that the City expects to repay with governmental funds, such as taxes or license fees. It does not include bonds for which principal and interest payments are repaid exclusively from the revenues of an enterprise, such as a public utility system.

Myrtle Beach's debt management program includes two categories of general long-term debt, as well as specific source revenue and tax increment financing debt:

- *general obligation debt*, which is secured by a "full faith and credit" pledge of the government's taxing power;
- *general non-bonded obligations* are certificates of participation (COPs) in a revenue stream. They include *asset-based financings* secured only by an interest

in the property being financed and subject to annual appropriations, and *special revenue financings*, which differ from asset-based financings mainly in that they use a pledge of a specific tax or fee source other than the property tax to secure the annual lease payment;

Non-bonded debt instruments are considered the equivalent of general obligation debt for purposes of credit analysis.



Outstanding General Obligation Debt June 30, 2019

Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
General Obligation Bonds, Series 2011B	Full faith and credit	Refunded GO Bond (referendum debt) Series 2002 A & B and 2003 A & B originally issued for Storm Water and Recreation Infrastructure Projects.	Mar-28	3.00-5.00%	\$10,220,000
General Obligation Bonds, Series 2012A	Full faith and credit	Grand Park and other miscellaneous Recreation projects.	Mar-32	3.00-3.50%	3,040,000
General Obligation Bonds, Series 2012B (Taxable)	Full faith and credit	MB Convention Center HVAC and Roof Renovations.	Mar-32	2.50-4.00%	6,960,000
General Obligation Bonds, Refunding Series 2015A	Full faith and credit	Refunded Go Series 2006 A & B issued for Construction of North Park, Grand Park, a Bike Path, and Storm water management projects.	Sep-30	2.38%	6,239,000
General Obligation Bonds, Refunding Series 2015B	Full faith and credit	Refunded GO Series C issued for Fire Station Construction – 38 th Avenue North.	Sep-25	1.99%	1,121,000
General Obligation Bonds, Refunding Series 2015C	Full faith and credit	Refunded GO Series 2008 issued for Construction of North Park, Grand Park, Crabtree Gymnasium, and Public Facility Land Purchase.	Sep-30	2.38%	7,391,000
General Obligation Bonds, Series 2019	Full faith and credit	ERP software	Mar-34	3.00-5.00%	7,000,000
Total					\$41,971,000

General Obligation Debt

South Carolina cities may issue General Obligation Debt under two different kinds of authority—*Constitutional Authority* and *Authorization by Referendum*. Article X, Section 14 of the State Constitution provides that the incorporated municipalities of the state may issue general obligation indebtedness in an amount not exceeding eight per cent (8.0%) of the assessed value of all taxable property located within their corporate boundaries. The 8% limit may be waived for particular issues of debt provided the municipality's electorate grants the waiver and authorizes the City, by referendum, to issue debt in specific amounts for specific purposes.

General Non-Bonded Obligations were occasionally issued prior to 1995 and usually took the form of lease-purchase financings. Subsequent to July 1, 1995, most lease-purchase financings are treated as general obligation debt for purposes of determining whether they may be issued under the eight percent constitutional ceiling. The 2011B and 2015A series debt are not subject to the 8% debt ceiling. Those issues refunded debt originally issued under the Article X, Section 14 addressing Authorization by Referendum.

Estimate of G.O. Debt Margin Fiscal Year 2018-2019

Item	Amount
Assessed Value:	
Taxable Property (est. at 06/30/2019)	\$512,607,321
Taxable Value of Property in TIF Districts	\$(100,624,852)
Exempt Merchants' Inventory	<u>3,407,035</u>
Total Assessed Valuation	415,389,504
Rate (8.0% of Assessed Valuation)	<u>0.08</u>
Constitutional Debt Limit	33,231,160
Total General Obligation Debt Outstanding	\$ 41,971,000
Add back: GO Debt Issued per referendum	<u>(16,459,000)</u>
Less: Outstanding restricted debt	<u>25,512,000</u>
Constitutional GO Debt Margin at Fiscal Year 2019	\$7,719,160

For the fiscal year ended 2019 outstanding GO debt of \$25.5 million issued under the constitutional debt limit equaled 76.8% of the City's constitutional debt limit. Available general obligation debt margin was estimated at \$7.7 million, as shown in the table above. The constitutional limit does not apply to other types of debt or to GO Debt issued under referendum authority.

Annual Debt Service Requirements on General Obligation Debt

Annual general obligation debt service requirements on debt issued under constitutional authority are funded by a tax levy of 6 mills, or about \$2.1 million per year based upon the estimated 2018 assessed valuation and a 92% collection rate. Hospitality fee revenues fund debt service payments for the Series 2015A and 2011B general obligation bonds, all of which were issued under referendum authority.

Gross debt service requirements for all general long-term debt by fiscal year appear in the following table. All information is current through June 30, 2019.

Gross Debt Service Requirements, General Obligation Debt 6/30/2019

Fiscal Year			
Ending 6/30	Principal	Interest	Total
2020	3,218,000	1,267,396	4,485,396
2021	3,247,000	1,241,000	4,488,000
2022	3,354,000	1,125,183	4,479,183
2023	3,466,000	1,016,382	4,482,382
2024	3,591,000	903,592	4,494,592
2025-2034	25,095,000	3,215,588	28,310,588
Total	\$ 41,971,000	\$ 8,769,141	\$ 50,740,141

Tax Increment Financing District Debt

Tax Increment Revenue Debt is secured by incremental *ad valorem* tax revenues generated when real property improvements occur within a designated redevelopment district. These instruments do not carry a pledge of the City’s full faith and credit. The City has established two separate Tax Increment Financing Districts within its boundaries.

Myrtle Beach Air Force Base Redevelopment District

At June 30, 2019, the City had two outstanding Tax Increment Revenue Bond issues funded by the incremental *ad valorem* tax revenues generated within the Myrtle Beach Air Force Base Redevelopment District.

The character of the air base redevelopment project is mixed-use, including an urban-style “town center” with theatres, restaurants, and various retail shops at ground level and dwelling units on the upper floors. The center is surrounded by condominium and single-family residential dwellings. A network of City parks and recreation facilities is located adjacent to the development. These facilities include Crabtree Recreation Center, equipped with weight rooms, basketball courts, racquetball, etc.; numerous athletic playing fields; an 80-acre lake, biking and pedestrian lanes, and multi-purpose sidewalks. The outstanding debt consists of a bond issued to refund Series 2006A bonds in the amount of \$26.8 million, 2006B bonds of \$9.8 million, and Series 2010 bonds of \$6.4 million.

Outstanding Myrtle Beach Air Force Base Tax Increment Financing District Revenue Debt June 30, 2019

Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Tax Increment Revenue Bonds, Refunding Series 2016	Incremental Property Taxes	Former Myrtle Beach Air Force Base Redevelopment Area Projects	Oct-35	4.00-5.00%	\$ 36,315,000
Total					\$36,315,000

Annual debt service requirements for the Myrtle Beach Air Base Redevelopment Tax Increment Financing District debt by fiscal year appear in the following table. All information is current through June 30, 2019.

Gross Debt Service Requirements, Tax Increment Revenue Bonds

Fiscal Year Ending 6/30	Principal	Interest	Total
2020	1,425,000	1,532,425	2,957,425
2021	1,500,000	1,459,300	2,959,300
2022	1,570,000	1,382,550	2,952,550
2023	1,640,000	1,302,300	2,942,300
2024	1,735,000	1,217,925	2,952,925
2025-2036	28,445,000	6,841,925	35,286,925
Total	\$36,315,000	\$13,736,425	\$50,051,425



Oceanfront Redevelopment Financing District

At June 30, 2019, the City had one outstanding Limited Obligation Bond issue funded by the incremental ad valorem tax revenues generated within the Oceanfront Redevelopment Financing District. The Oceanfront development district encompasses approximately 300 acres between 6th Avenue South and 16th Avenue North, bordered by the Atlantic Ocean. Improvements to the district include the construction of an Oceanfront Boardwalk & Promenade, district-wide storm water improvements, utility burial, and water and sewer line upgrades. The outstanding debt consists of a bond issued to refund Series 2009 Limited Obligation bonds in the original amount of \$10,065,000.

**Outstanding Oceanfront Tax Increment Financing District Revenue Debt
June 30, 2019**

Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Limited Obligation Bonds, Series 2017B	TIF Revenues from Oceanfront Redevelopment area.	Refund 2009 LOB originally issued for Oceanfront Redevelopment Projects, including a Boardwalk and Promenade, and Pavilion Block improvements.	Apr-34	3.00-5.00%	\$7,245,000
Total					\$7,245,000

Annual debt service requirements for the Oceanfront Redevelopment Tax Increment Financing District debt by fiscal year is presented in the following table. All information is current through June 30, 2019.

Gross Debt Service Requirements, Oceanfront Redevelopment TIFD

Fiscal Year Ending 6/30	Principal	Interest	Total
2020	350,000	296,350	646,350
2021	360,000	282,350	642,350
2022	375,000	267,950	642,950
2023	395,000	249,200	644,200
2024	415,000	229,450	644,450
2025-2034	5,350,000	1,083,950	6,433,950
Total	\$7,245,000	\$2,409,250	\$9,654,250



Specific-Source Debt

Hospitality Fee Revenue Debt

The City has issued *Hospitality Fee obligations, including both Hospitality Fee Revenue Bonds and Certificates of Participation*, for instruments secured by a pledge of the City's 1% hospitality fee charged on accommodations, prepared food and beverages, and admissions. The City has four series of debt secured by the fee and they are accounted for in the Hospitality Fee Fund.

Outstanding Hospitality Fee Revenue Debt June 30, 2019

Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Limited Obligation Bonds, Series 2014A (Taxable)	Hospitality fee revenues, general revenue pledge	Development and Construction of the Municipal Sports Complex and to Refund Hospitality Fee Bonds Series 2004B, originally issued for MB Convention Center.	Jun-24	1.05-4.50%	13,075,000
Limited Obligation Bonds, Series 2014B, Refunding	Hospitality fee revenues, general revenue pledge	Refund Hospitality Fee Bond Series 2004A originally issued for MB Convention Center Hotel Refinancing and 2002 Certificates of Participation originally issued for Downtown Redevelopment Projects.	Jun-34	2.00-4.55%	42,895,000
Limited Obligation Bonds, Series 2015A, Refunding	Hospitality fee revenues, general revenue pledge	Refund Hospitality Fee Bond Series 2006A&B originally issued for Recreation and Stormwater Projects.	Jun-31	4.125-5.00%	6,239,000
Limited Obligation Bonds, Series 2017A Refunding	Hospitality fee revenues, general revenue pledge	MC Canty Recreation Center and Doug Shaw Stadium Renovations.	Jun-38	3.00-5.00%	9,265,000
Total					\$71,474,000

Annual Debt Service Requirements on the Hospitality Fee Debt Series Bonds are presented below. By contractual agreement, the Convention Center Hotel Corporation is obligated to pay a ground lease to the City each year equivalent to that year's annual debt service on the Series 2014A & Series 2014B refunding bonds, provided that sufficient net earnings are available for that purpose. In the event that sufficient net earnings are not available in any given year, the hotel accrues a liability for the ground lease that is to be paid at such time as sufficient net earnings become available. Currently, the revenue from the hotel is sufficient to cover the debt service on these bonds.

Gross Debt Service Requirements, Hospitality

Fiscal Year Ending 6/30	Principal	Interest	Total
2020	3,047,000	3,299,839	6,346,839
2021	3,173,000	3,166,868	6,339,868
2022	3,318,000	3,026,976	6,344,976
2023	3,460,000	2,876,283	6,336,283
2024	3,441,000	2,761,402	6,202,402
2025-2036	55,035,000	19,581,753	74,616,753
Total	\$71,474,000	\$34,713,121	\$106,187,121

Waterworks and Sewer System Revenue Debt

Revenue Bonds of the Myrtle Beach Waterworks and Sewer System are secured by system revenues and do not carry any pledge of the governments full faith and credit. The system does maintain rate covenants pursuant to the terms of the bond indentures. Covenants require that rates produce annual revenues equal to one hundred twenty percent (120.0%) of the system's annual debt service.

In 2011 \$8.9 million in Revenue Bonds were issued to fund extensions and enhancements to the waterworks and sewer system, the largest of which involved the upgrade of a major sewer force main that runs nearly the length of the City. In 2016 The City issued an \$18.4 million Revenue Bond, utilizing \$8.3 million to refund a portion of the 2007 revenues bonds consisting of the principal portion due from 2019 through 2027 and to undertake \$12.7 million of new projects. The new projects financed the final phase of a 36" forcemain placement, the upgrade and relocation of water and sewer lines, and various other projects to upgrade or renew infrastructure of the system. In 2017 the City entered into a State Revolving Fund Loan Agreement (the "SRF Loan") with the South Carolina Budget & Control Board in the amount of \$6.3 million to fund the renovations of pump stations and the relocation of backlot sewer lines.

Outstanding Waterworks & Sewer System Revenue Debt June 30, 2019

Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Waterworks & Sewer System Revenue Bonds, Series 2011	Gross Revenues of the Waterworks & Sewer System	Extension and improvements to the waterworks & sewer system	Sep-32	2.00-4.00%	6,690,000
Waterworks & Sewer System Revenue Bonds, Series 2016	Gross Revenues of the Waterworks & Sewer System	Extension and improvements to the waterworks & sewer system and refund a portion of the 2007 W&S bonds	Mar-36	2.00-5.00%	16,675,000
Waterworks & Sewer SRF, Series 2017	Gross Revenues of the Waterworks & Sewer System	Renovation of pump stations and relocation of backlot sewer lines	Aug-37	1.80%	4,178,424
Total Waterworks & Sewer System Revenue Debt					\$27,543,424

The following table sets forth the annual debt service requirements for the Waterworks and Sewer System Revenue Debt incurred as of June 30, 2019.

Gross Debt Service Requirements, Waterworks & Sewer System

Fiscal Year Ending 6/30	Principal	Interest	Total
2020	1,709,570	1,079,157	2,788,727
2021	1,774,545	1,010,731	2,785,276
2022	1,829,611	960,815	2,790,426
2023	1,909,769	882,808	2,792,577
2024	1,950,020	839,469	2,789,489
2025-2036	18,369,909	2,942,304	21,312,213
Total	\$27,543,424	\$7,715,284	\$35,258,708



Storm Water System Revenue Debt

In 2004, the City entered into a State Revolving Fund Loan Agreement (the “SRF Loan”) with the South Carolina Budget & Control Board. The \$11 million loan, bearing an interest rate of 3.25% per annum, financed improvements in the 14th Avenue Storm Water Basin. A State Revolving Fund Loan financing in 2009 allowed for landward drainage improvements to 4th Avenue North in the Downtown Redevelopment Project Area. The \$2,773,380 loan bears a blended interest rate of 1.67% per annum as a result of the American Recovery and Reinvestment Act (ARRA) funding that allowed a portion of the loan to be made interest-free. In 2014, the City entered into a State Revolving Loan Agreement (the “SRF Loan”) with the South Carolina Budget & Control Board. The \$9.5 million loan bearing an interest rate of 2.00% per annum financed the construction of the Ocean Outfall component of the 4th Avenue North drainage improvements.

Outstanding State Revolving Loan Fund Debt June 30, 2019

Outstanding Loan	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Storm water Revenue SRF Loan, Series 2004	Storm water Fees	14 th Avenue Ocean Outfall	May-27	3.25%	4,866,636
Storm water Revenue SRF Loan, Series 2009	Storm water Fees	4 th Avenue Landward Drainage Improvements	Oct-26	1.67%	1,597,340
Storm water Revenue SRF Loan, Series 2014	Storm water Fees	4th Avenue Ocean Outfall Drainage Improvements	Feb-36	2.00%	9,044,800
Total Revolving Loan Fund Debt					\$15,508,776

The following table sets forth the annual debt service requirements for the Storm Drainage System Revenue Debt incurred as of June 30, 2019.

Gross Debt Service Requirements, Storm Water System

Fiscal Year Ending 6/30	Principal	Interest	Total
2020	1,166,067	308,722	1,474,789
2021	1,190,392	284,397	1,474,789
2022	1,215,274	259,515	1,474,789
2023	1,240,724	234,065	1,474,789
2024	1,266,757	208,032	1,474,789
2025-2036	9,429,562	926,211	10,355,773
Total	\$15,508,776	\$2,220,942	\$17,729,718

Credit Ratings

Myrtle Beach obtains credit ratings from the major rating agencies to aid the marketability of its bonds and to attain the lowest possible rates. Generally speaking, the higher the credit rating, the lower the costs of borrowing to taxpayers and users of city services. The City also uses bond insurance or other means of credit enhancement when economic analysis indicates the likelihood that the benefits of the enhancement will be greater than its cost.

Type of Debt	Moody's Rating	Standard & Poor's
Senior-most Tax-Backed Ratings (GO) affirmed Dec 2015 (Moody's) and Aug 2017 (S&P)	Aa2, stable outlook	AA, stable outlook
Water & Sewer Revenue Bond underlying rating affirmed January 2016	Aa3, stable outlook	AA-, stable outlook

A comparison of the rating categories Standard & Poor's and Moody's Investors Service is presented in the following table. Within each category, those bonds with the strongest attributes are designated with a "1" or a "+." For example, bonds rated A1 are judged to be of slightly higher quality than those rated A. Standard & Poor's designates weaker bonds in any category with a "-."

Moody's	Standard & Poor's	Description of Rating
Aaa	AAA	Highest grade. Smallest degree of investment risk. Interest payments are protected by a large or exceptionally stable margin and principal is secure. Changes in conditions are unlikely to impair their strong position.
Aa	AA	High-grade. Differ from Aaa/AAA only in that protective margins may not be as large or fluctuation of protective elements may be of greater amplitude.
A	A	Upper medium grade. Possess many favorable investment attributes. Factors giving security to principal and interest are considered adequate, but elements may be present which suggest a susceptibility to impairment in the future.
Baa	BBB	Medium grade. Neither highly protected nor poorly secured. Lacking in outstanding investment characteristics and having some speculative character.
Ba, B, Caa, Ca, C	BB, B, CCC, CC, C	Speculative grades. Generally, do not possess favorable investment attributes. Future cannot be considered well assured. Moderate to very poor protective elements. Bonds rated Caa/CCC or below may be in default or have other shortcomings.

Planned New Debt

General, Limited Obligation, and Hospitality Fee Bonds

On March 12, 2019, the City adopted a new Downtown Master Plan and has appointed a range of teams to develop the various aspects of implementation. It is anticipated that the City may undertake several public projects consistent with its efforts to create an arts district in the downtown area and to attempt to leverage greater private

development in the area. The public projects under consideration, along with their estimated borrowing amounts and issue dates are as follows: (a) Performing Arts Center, \$6 million, 2020; (b) Library/Children’s Museum, \$10 million, 2022; and (c) City Hall Complex, \$10 million, 2024. The City is in the process of determining the debt management plan for the projects included in the new Downtown Master Plan, with general obligation bonds, tax increment bonds, and installment purchase obligations being among the financing types being considered. The debt management plan for the new Downtown Master Plan will be considered during FY 2020.

Water & Sewer Revenue Funded Debt

The 2020-2024 Capital Improvement plan includes projects for sanitary sewer system evaluation studies totaling \$6.9 million in FY21 and FY22. A funding source has yet to be determined for those projects. The City anticipates undertaking a rate study in FY20 to review the City’s rate structure and charges. The current plan does not include any debt funding to finance the evaluations, however the plan will be reevaluated in FY21, after the conclusion of the rate study, to determine whether or not debt funding from either Water & Sewer Revenue Bonds or State Revolving Loan Funds will be necessary.





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Supplementary Information

Community Profile

Budget Ordinance

Glossary



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Community & Regional Profile

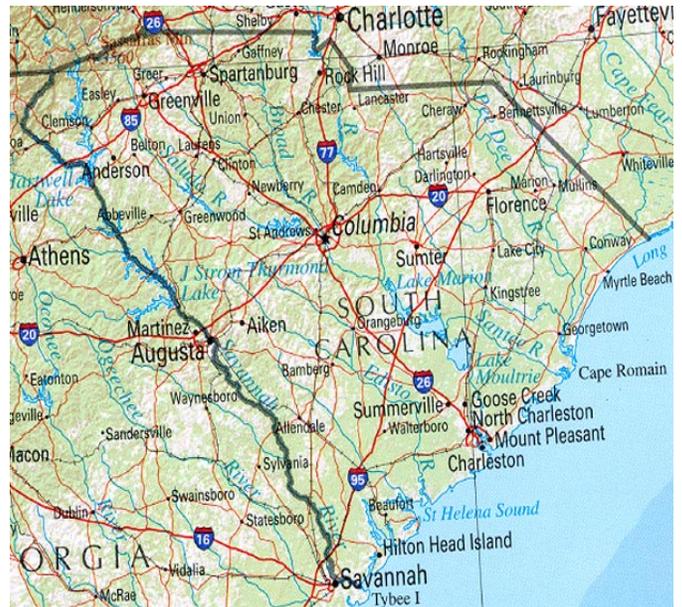


The City is in the center of a 60-mile long coastal beach known as the “Grand Strand” which extends from Brunswick County, North Carolina southward to Georgetown, South Carolina. The Grand Strand has some of the world’s cleanest white sand beaches and the coastal water is clear and unpolluted, as there are no harbors, shipping traffic, or heavy industry in the area. No rivers or streams drain into the Atlantic for a distance of nearly 30 miles. The coastline is oriented northwest to southwest, with surrounding areas that have no elevations exceeding 50 feet above sea level.

Myrtle Beach



South Carolina



Regional Economic and Demographic Information

The City of Myrtle Beach is on the forefront of business and economic development and was listed as the 9th fastest growing City in the nation by the US Census Bureau in 2010. According to 2010 Census data, there are more than 269,000 people living in the Myrtle Beach-Conway-North Myrtle Beach Metropolitan Statistical Area (MSA). When the adjacent coastal counties are considered in addition to the MSA, the permanent population of the Grand Strand area is estimated at about 450,000 people.

Horry County Incorporated Places

City	Population (2010)
Myrtle Beach	27,109
North Myrtle Beach	13,752
Conway	17,103
Surfside Beach	3,837
Loris	2,396
Aynor	560
Briarcliff Acres	457
Atlantic Beach	334

Source US Census Bureau, 2010 Estimates

Selected Incorporated Places within 45 minutes driving distance

City	Population (2010)
Garden City, SC	9,209
Georgetown, SC	9,163
Shallotte, NC	3,675
Sunset Beach, NC	3,572
Carolina Shores, NC	3,048
Tabor City, NC	2,511
Calabash, NC	1,786
Pawley's Island, SC	103

Horry County Demographics

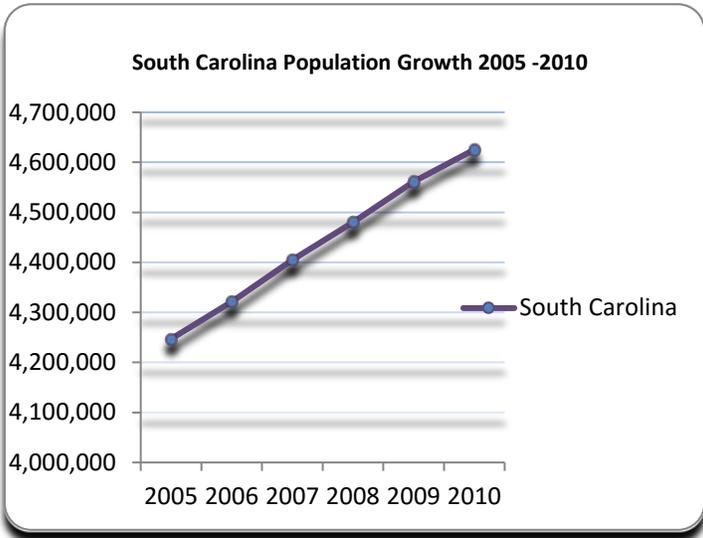
Population (2010 Census)	269,291
White (2018)	82.7%
Black or African-American (2018)	13.1%
American Indian and Alaska Native (2018)	0.6%
Asian (2018)	1.4%
Native Hawaiian & Other Pacific Islander (2018)	.1%
Identifies 2 or More Races (2018)	2.1%
Hispanic/Latino (2018)	6.1%
Persons under 18 (2018)	17.9%
Persons Between 18 & 65 (2018)	58.1%
Persons 65 and older (2018)	24.0%
Average Household Size (2017)	2.45
High School Graduate (2017)	89.3%
Bachelors or Higher Degree (2017)	23.0%
Mean Travel to Work Time (2017)	22.0 min
Median Household Income (2017)	\$46,475
Per Capita Income (2017)	\$25,804
Individuals Below Poverty Line (2017)	16.1%

Source US Census Bureau

Population & Growth Trends

	2005	2006	2007	2008	2009	2010	% Change
City of Myrtle Beach	26,593	28,597	29,971	30,596	31,968	27,109	(15.2)%
Myrtle Beach MSA	226,992	238,493	249,711	257,380	263,868	269,291	2.1%
South Carolina	4,246,933	4,321,249	4,404,914	4,479,800	4,561,242	4,625,364	1.4%

Source: US Census Bureau



Local Employers

Horry County, Top 10 Employers

Company/Organization	Type of Business	# Employees
Horry County School District	Education (K-12)	5,808
Wal-Mart	Retail Sales	3,100
Coastal Carolina University	Higher Education	2,548
Horry County	County Government	2,250
Conway Hospital	Hospital	1,500
Grand Strand Regional Medical Center	Hospital	1,425
Food Lion	Grocery Store	1,204
McLeod Loris Seacoast	Hospital	984
City of Myrtle Beach	Local Government	974
Horry Telephone Cooperative	Utility	694

** Source: Myrtle Beach Regional Economic Development Corp. & survey of businesses.*

Horry County, 5 Largest Industrial Employers

Company/Organization	Type of Business	# Employees
Conbraco Industries, Inc.	Steel Products & Components	420
AVX Corporation	Electronics Manufacturer	330
New South Lumber Const. Inc	Structural Building Products	182
UFP Mid Atlantic, LLC.	Structural Building Products	180
Met glass, Inc.	Amorphous Metal	120

** Source: Myrtle Beach Regional Economic Development Corp. & survey of businesses.*



Labor Force

Horry County Labor Force Participation Rates

	2014	2015	2016	2017	2018
Civilian Labor Force ⁽¹⁾	134,303	137,395	139,212	143,389	149,037
Employment	124,415	127,595	131,442	136,283	142,633
Unemployment	9,888	9,800	7,770	7,106	6,404
Percent of Labor Force	7.4%	7.1%	5.6%	5.0%	4.3%

Source: South Carolina Employment Security Commission, Labor Market Information Division & the Bureau of Labor Statistics

⁽¹⁾ Workers involved in labor disputes are included among the employed. Total employment also includes agricultural workers, proprietors, self-employed persons, workers in private households and unpaid family workers.

Average Unemployment Rates 2014-2018

Year	MSA*	County	State	U.S
2018	4.4%	4.3%	3.4%	3.9%
2017	5.2%	5.0%	4.3%	4.4%
2016	6.0%	5.6%	5.0%	4.9%
2015	7.2%	7.1%	6.0%	5.3%
2014	7.5%	7.4%	6.5%	6.2%

*MSA – Myrtle Beach, Conway, and Georgetown, SC

Source SC Department of Employment and Workforce, Labor Market Information Division & US Bureau of Labor & Statistics.

Tourism

The Myrtle Beach Area, popularly known as the Grand Strand is one of the largest tourist destinations in the United States. It stretches from Little River to Pawley's Island. Pristine beaches, abundant dining and entertainment choices, and moderate climate contribute to the areas popularity.

TripAdvisor named Myrtle Beach as one of the world's "Most Excellent" Cities for Experiences (2018) and listed Myrtle Beach at the top of 10 of the most popular Spring Break destinations overall, due in part to its affordable airfares and average nightly hotel costs (2017). Myrtle Beach was one of only six U.S. cities recognized in all categories. Certificates of Excellence are awarded to destinations with hotels, restaurants and attractions that provide excellent service and receive consistently high traveler reviews. *US News & World Report* named Myrtle Beach the eighth best family summer vacation destination for its clean beaches, amusement parks, outlet malls, golf courses, and restaurants (2018). *USA Today* named the Myrtle Beach Boardwalk and SkyWheel to the list of 10 Best South Carolina Attractions (2018). The Travel Channel ranks Myrtle Beach second on its list of top 10 Beaches in America (2017) and, according to *Tipspoke.com*, a google consumer survey named Myrtle Beach the best beach in the U.S. (2016). *Coastal Living* magazine lists Myrtle Beach in the top 10 beach towns for affordable living (2018) and for quality of life (2017). *Southern Living* magazine has routinely placed Myrtle Beach in its "Favorites" lists with recent designations as Best Southern dog park (2018), Best Southern Labor Day Getaway (2017), Favorite Beach (2009), Favorite Family Destination (2009), and Favorite Weekend Getaway (2009). *Conde' Nast* ranked the Myrtle Beach Boardwalk as the best of 9 U.S. Boardwalks, ahead of other famous boardwalks including Coney Island, Ocean City, Maryland, Venice Beach, California, and the world-renowned Atlantic City Boardwalk (2017).

Horry County, which includes the Myrtle Beach resort area, leads all counties in the State in visitor spending and employment and tax revenues resulting from travel and tourism. According to the SC Department of Parks, Recreation and Tourism, 2017 domestic travel expenditures in Horry County reached \$4.3 billion, accounting for nearly 31.4% of the State total. Approximately 42,600 jobs in the County were directly related to tourism in 2017.

Occupancy and Room Charges

Over the past few years, several lodging and condominium developments have been placed into service throughout the Grand Strand, with an emphasis on projects within the Downtown Redevelopment District of the City. These projects have increased the number of rooms available on the strand. According to the Myrtle Beach Area Convention & Visitors Bureau, there are approximately 157,000 units of accommodations inventory in the Myrtle Beach area. The Chamber of Commerce, the Myrtle Beach Convention Center, and Myrtle Beach Golf Holiday have worked to increase leisure, golf, and conference travel to the Grand Strand to utilize the increased capacity, especially during the slower tourism seasons. In 2018, approximately 3.2 million rounds of golf were played along the grand strand.

**Myrtle Beach International Airport
Commercial Passenger Totals**

<u>Year</u>	<u>Arrivals</u>	<u>Departures</u>
2014	872,734	876,923
2015	916,720	913,351
2016	972,041	970,886
2017	1,134,119	1,142,925
2018	1,254,494	1,255,401

Source Myrtle Beach International Airport



<u>Year</u>	<u>Estimated Number of Visitors (millions)</u>
2014	17.0
2015	17.2
2016	18.6
2017	19.6
2018	20.4

Source Myrtle Beach Area Chamber of Commerce/The Myrtle Beach Area Convention & Visitor Bureau



Area Accolades



Myrtle Beach is consistently recognized as a top destination for vacationers. The Myrtle Beach Area Convention and Visitors Bureau keeps track of the numerous awards and news outlet recognition garnered annually. A few of the most recent mentions and rankings are as follows:

MOST EXCELLENT PLACES TO TRAVEL (2018)

- *TripAdvisor*

TripAdvisor recently recognized global travel destinations with the most Certificates of Excellence, and Myrtle Beach was named as one of the world's "Most Excellent" Cities for Experiences. Myrtle Beach was one of only six U.S. cities recognized in all categories.

AMERICA'S BEST SMALL CITIES (2018)

- *Resonance Consultancy*

Resonance named Myrtle Beach to its 2018 America's Best Cities List, ranking it no. 9. Myrtle Beach earned their spot for entertainment options with its numerous family attractions and activities, and was praised for its airport connectivity, beautiful weather and growing business community.

BEST PLACES PEOPLE ARE MOVING TO (2018)

- *US News & World Report*

Myrtle Beach was named the best place to live for people moving in 2018. The area was recognized due to the high migration rate, affordable housing and beautiful year-round weather.

20 BEST VACATIONS FOR TEENS & PARENTS ALIKE (2018)

- *TripAdvisor*

Myrtle Beach was named one of the top 20 best vacations the entire family will enjoy.

25 BEST BEACHES IN THE UNITED STATES (2018)

- *Travel Pulse*

Myrtle Beach was selected as one of the top 25 beaches in the United States. Myrtle Beach was selected due to its expansive stretch of sandy shoreline, numerous attractions, shopping venues, and restaurants with ocean views.

BEST FAMILY SUMMER VACATIONS (2018)

- *US News & World Report*

Myrtle Beach was named the 8th best family summer vacation destination for its clean beaches, amusement parks, outlet malls, golf courses, and restaurants.

TOP DESTINATION AREAS FOR RETIREES (2018)

- *Where To Retire*

Where to Retire Magazine named Myrtle Beach the 10th best place to retire.

BEST SOUTH CAROLINA BEACHES (2018)

- *USA Today*

USA Today Readers' Choice named Myrtle Beach and Cherry Grove Beach the top two beaches in South Carolina. Myrtle Beach was named the crown jewel for its 60 miles of beaches and world class golf.

MOST AFFORDABLE BEACH TOWNS IN AMERICA (2018)

- *Coastal Living*

Myrtle Beach was ranked 6th on the list of most affordable beach towns in America.

10 BEST EAST COAST BEACHES (2018)

- *Travel Channel*

Travel Channel featured Myrtle Beach as one of the best East Coast beaches in the United States.

Education

Institutions of Higher Learning

Coastal Carolina University, located ten miles west of the City, offers 73 areas of study toward the baccalaureate degree and 25 master's degree programs. Over 10,000 students from across the country and the world are enrolled at Coastal Carolina. Coastal Carolina is fully accredited by the Southern Association of Colleges and Schools.

Horry-Georgetown Technical College is a comprehensive commuter college with three campus locations which serve over 7,800 students annually, and over 2,800 people in workforce development courses. The College offers more than 65 associate degrees, diplomas, and certificates in the areas of Arts and Science, as well as a varied technical and business curriculum whose credits are transferable to baccalaureate degree programs at many major colleges and universities. The continuing education curriculum at the College enrolls 8,000 to 10,000 people each year and maintains an intensive on-site industrial training program which serves several businesses and industries annually. The College is one of 16 technical colleges and technical education centers making up the South Carolina Technical Education System and is fully accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

At its Myrtle Beach extension campus, Webster University of St. Louis, Missouri ("Webster"), offers programs of study leading to the Master of Arts degree with various areas of emphasis targeting professional students, a Master of Business Administration degree, a Master of Health Administration degree, and a Graduate Certificate in Organizational Development. Webster is accredited by The Higher Learning Commission.

Pittsburgh Institute of Aeronautics (PIA) offers AST degree programs in Aviation Technology and diploma/certificate programs in Aviation Maintenance Technology (AMT). PIA is accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC).

Miller-Motte Technical College offers Beauty & Wellness, Business, Healthcare, Legal & Protective Services, Skilled Trades-CDL, and Technology courses and programs. Miller-Motte is accredited by the Higher Learning Commission.



Coastal Carolina University



Webster University

Public Education

The City is part of the Horry County School District, which is the third largest of 85 school districts in the State. The School District's 58 schools consist of 27 primary/elementary schools, 13 middle schools, 10 high schools, 3 Academies, an alternative school and 4 Charter Schools. Sixteen private schools are located within the County. Of the District's 2,817 classroom teachers, 77% have earned post-graduate degrees or education.

Horry County Public Schools Enrollment

<u>Year</u>	<u>Kindergarten</u>	<u>1-8</u>	<u>9-12</u>	<u>Total</u>
2014-15	3,199	25,750	11,807	40,756
2015-16	3,011	26,395	12,429	41,835
2016-17	3,147	26,762	12,604	42,513
2017-18	3,265	27,423	12,484	43,172
2018-19	3,060	27,775	12,537	43,372

Source: South Carolina Department of Education. (May 2019)



Palmetto Regional FIRST Robotics Tournament – March 2019



Horry County Schools Robotics Team - Winner 2015



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Budget Ordinance No. 2019-30

Budget Ordinance Amendment for Reassessment No. 2019-38

Ordinance 2019-30 - 1st Reading, May 28, 2019

Ordinance 2019-30 - 2nd Reading, June 11, 2019

Ordinance 2019-38 - 1st Reading, August 1, 2019

Ordinance 2019-38 - 2nd Reading, August 13, 2019

1 CITY OF MYRTLE BEACH AN ORDINANCE TO LEVY TAXES AND
 2 COUNTY OF Horry ESTABLISH A MUNICIPAL BUDGET FOR THE
 3 STATE OF SOUTH CAROLINA FISCAL YEAR BEGINNING JULY 1, 2019, AND
 4 ENDING JUNE 30, 2020, AND A CAPITAL
 5 IMPROVEMENTS PROGRAM FOR FISCAL YEARS
 6 2020-2024.
 7
 8
 9

10 WHEREAS, Section 5-13-30(3) of the Code of Laws of South Carolina requires that a municipal council shall
 11 act by ordinance to adopt budgets and to levy taxes pursuant to public notice;

12 NOW, THEREFORE, BE IT ORDAINED by the governing body of the City of Myrtle Beach, in Council duly
 13 assembled, and by the authority of the same, that taxes are hereby levied, and revenue estimates and
 14 appropriations are hereby established as set forth in the following Municipal Budget Ordinance for the
 15 Fiscal Year beginning July 1, 2019 and ending June 30, 2020 (the "Ordinance").

16 Sec. 1. Levy of taxes.

17 For the support of general governmental functions of the City, an *ad valorem* tax to apply for the
 18 period July 1, 2019 through June 30, 2020, both inclusive, for the sums and in the manner set
 19 forth as follows, is and shall be levied, collected, and paid into the treasury of the City of Myrtle
 20 Beach, South Carolina, for the use and service thereof.

21
 22 Tax Levy and Distribution (in mills)
 23
 24 Operations 77.5
 25 Debt Service 6.0
 26 Total Tax Levy (in mills) 83.5
 27
 28
 29

30 Such tax is hereby levied upon the value of all real and personal property within the corporate
 31 limits of the City, except such as is exempt from taxation under the Constitution and Laws of the
 32 State of South Carolina, as such property is assessed for taxation for County and State purposes.
 33

34 Sec. 2. Estimates of revenues and other financing sources, and establishment of appropriations.

35 A. Moneys from revenues and other financing sources are hereby estimated to be available to
 36 finance appropriations of the 2019-20 fiscal year in the manner and the amounts as set forth
 37 in Exhibit A, which is attached hereto and made a part hereof.

38 B. Exceptions for Certain Funds.
 39 *Provisions of Existing Statutes, Ordinances, Contracts and Covenants.* Where existing
 40 statutes, ordinances, contracts and covenants govern the use of funds according to
 41 legislatively or contractually determined formulae, the estimates in this ordinance are
 42 illustrative rather than controlling and appropriations of those funds will be adjusted
 43 according to the applicable provisions of such statutes, ordinances, contracts and covenants.
 44

45 *Capital Project Appropriations.* Appropriations in the General Capital Projects Fund shall not
 46 lapse at June 30, 2019, but each project appropriation shall remain in force for the life of the
 47 project and shall be closed out upon completion or other disposition of the project.
 48

49 *Tax Levies and Appropriations Established by Other Ordinances.* Appropriations of bond
 50 proceeds for capital expenditure or investment, bond issuance costs or for annual installments
 51 of capitalized interest according to a predetermined schedule are established in the Bond
 52 Ordinance providing for the issuance of any bonded debt obligations. In the case of General
 53 Obligation Bonds, direction to levy taxes in amounts sufficient for the payment of debt service
 54 in annual installments are also given with instructions to the chief financial officer of the City

1 to advise the County Auditor of those amounts each year. Nothing in this ordinance shall
2 modify or amend the terms of any such ordinance.
3

4 **Sec. 3. Affirmation/amendment of various schedules of fees and charges.**

- 5 A. **Waterworks and Sewer System fees and charges.** Pursuant to provisions of the Code of
6 Ordinances of the City of Myrtle Beach, Sec. 21-9(a), the schedule of Water and Sewer System
7 Fees and Charges is hereby amended to read in its entirety according to the schedule attached
8 hereto as Exhibit B.
9 B. **Other Fees and Charges.** Various other fees and charges set by ordinance are hereby affirmed
10 or amended to read in their entirety according to the schedules appearing in Exhibits C
11 through L, attached hereto.
12
13

14 **Sec. 4. FY2018-19 Encumbrances and Remaining Grant Authorizations Re-appropriated; Recording of**
15 **Commitments of Amounts Appropriated from Fund Balance.**

- 16 A. Encumbrances in each fund at June 30, 2019, representing obligations made against 2018-19
17 appropriations outstanding as of that date, are hereby re-appropriated. The appropriations
18 shall be distributed to the 2019-20 budgetary accounts corresponding to the referenced
19 encumbrances and the expenditures will be charged to those accounts during the 2019-20
20 budget year as such obligations are satisfied, provided however, that such encumbrances,
21 when taken together with 2018-19 expenditures, would not have caused any fund to exceed
22 its budgetary authorization for the year ended June 30, 2019.
23 B. For each fund in which a re-appropriation occurs under Sec. 4.A. above, the amount of funds
24 appropriated hereunder shall be established in the fund balance of that fund as amounts
25 "Committed for Encumbrances."
26 C. For each fund in which the balanced budget for 2019-20 includes the use of fund balance, the
27 amount of fund balance so used shall be identified as "Committed for Current
28 Appropriations."
29 D. Appropriations for grants, the authorization for which extends beyond the end of the fiscal
30 year, shall not lapse at the end of the fiscal year. For grant authorizations with balances
31 remaining at the end of a fiscal year, the remaining balances are hereby re-appropriated
32 pursuant to the conditions of the respective grant agreements and the fund balance of the
33 respective funds shall show a corresponding amount "Restricted for Grants."
34 E. A portion of the fund balance of the General Fund in the amount of \$500,000 is hereby
35 committed for potential litigation expenditures.
36

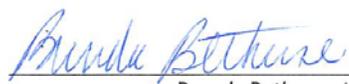
37 **Sec. 5. Business Policies, Goals and Objectives.** The business policies, goals and objectives of the
38 FY2019-20 budget are hereby adopted by reference.
39

40 **Sec. 6. Certain supplemental appropriations.** Any funds received during the fiscal year as a result of
41 new grants awarded to the City and any increases in the appropriation of fund balances for grants
42 from the City to outside agencies, or appropriations of fund balance for Capital Projects approved
43 by motion or resolution of City Council, shall increase the original budget and shall not require a
44 supplemental budget ordinance.
45

46 **Sec. 7. Administration of the budget.** The City Manager or his designee shall administer the budget and
47 may authorize the transfer of appropriations within the allotments heretofore established as
48 necessary to achieve the goals of the budget provided, however, that no such transfers shall be
49 used to increase the total appropriation within any fund.
50

51 **Sec. 8. Validity of the budget ordinance.** If, for any reason, any sentence, clause, or provision of this
52 ordinance shall be declared invalid, such declaration shall not affect the remaining provisions
53 thereof.
54

1 **Sec. 9. Conflicts with preceding ordinances.** Except as otherwise provided herein, with respect to any
2 conflicts arising between this and other ordinances, this Ordinance shall prevail with respect to
3 the conflicting sections.
4
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8
9
10 Attest:
11
12
13
14 
15 Jennifer Stanford, City Clerk
16
17 First Reading: May 28, 2019
18 Second Reading: June 11, 2019
19


Brenda Bethune, Mayor

1
2

Exhibit A. Estimated Revenues and Appropriations, Fiscal Year Ending June 30, 2020

EXHIBIT A. Statement of Revenues, Expenditures and Changes in Fund Balances/Fund Equity (Pro Forma)					
	Governmental	Enterprise	Total	General Capital	Total Manager's
	Operating	Operating	Operating	Improvements	Recommended
	Budget	Budget	Budget	Budget	Budget
Revenues and Other Financing Sources					
Property Taxes	\$ 38,129,000	\$ -	\$ 38,129,000	\$ 510,000	\$ 38,639,000
Licenses and Permits	51,922,323	-	51,922,323	1,100,000	53,022,323
Fines and Forfeitures	1,152,000	-	1,152,000	-	1,152,000
Local Option Tourism Fees	29,707,500	-	29,707,500	-	29,707,500
Intergovernmental Revenue	14,829,700	-	14,829,700	762,000	15,591,700
Charges for Current Services	10,894,967	37,000,921	47,895,888	-	47,895,888
Miscellaneous Revenue	7,002,100	131,000	7,133,100	830,827	7,963,927
Proceeds of Long-term Obligations	-	-	-	-	-
Transfers from Other Funds	27,595,674	250,000	27,845,674	942,730	28,788,404
Capital Contributions	-	4,250,000	4,250,000	-	4,250,000
Net Use of Fund Balances	\$ 181,233,264	\$ 41,631,921	\$ 222,865,185	\$ 4,145,557	\$ 227,010,742
Expenditures/Expenses					
General Government	\$ 13,857,722	\$ -	\$ 13,857,722	\$ 1,047,827	\$ 14,905,549
Public Safety	51,678,555	-	51,678,555	-	51,678,555
Transportation	7,885,749	-	7,885,749	-	7,885,749
Community and Economic Development	36,334,011	-	36,334,011	-	36,334,011
Culture and Recreation	14,212,421	-	14,212,421	-	14,212,421
Public Works	9,289,567	38,463,593	47,753,160	-	47,753,160
Capital Improvements & Acquisitions	3,354,520	-	3,354,520	2,808,900	6,163,420
Principal Retirement	8,835,154	-	8,835,154	-	8,835,154
Interest and Fiscal Charges	6,463,352	1,353,659	7,817,011	-	7,817,011
Bond Issuance Costs	-	-	-	-	-
Transfers to Other Funds	27,266,904	1,521,500	28,788,404	-	28,788,404
Increase in Fund Net Assets	2,055,309	293,169	2,348,478	288,830	2,637,308
	\$ 181,233,264	\$ 41,631,921	\$ 222,865,185	\$ 4,145,557	\$ 227,010,742
Add items previously appropriated and non-expense items					
Enterprise Capital Projects	-	3,799,300	3,799,300	-	3,799,300
Less Interfund Transfers	(27,266,904)	(1,521,500)	(28,788,404)	-	(28,788,404)
Grand Total FY2019 Recommended Budget	\$ 153,966,360	\$ 43,909,721	\$ 197,876,081	\$ 4,145,557	\$ 202,021,638

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4
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6

1 **Exhibit B. Schedule of Water and Sewer User Charges**

2
3 **Water**

4 **Base Charge**

5 <u>Meter Size</u>	6 <u>Inside City</u>	7 <u>Outside City</u>
8 3/4" & 5/8"	3.05	6.10
9 1"	5.08	10.16
10 1.5"	10.15	20.30
11 2"	16.24	32.47
12 3"	35.51	71.01
13 4"	50.72	101.45
14 6"	101.42	202.85

15 **Volumetric Charge**

16 (per 1,000 gal)	17	18
19 Tier 1: 0-4	1.60	3.21
20 Tier 2: 5-15	3.02	6.05
21 Tier 3: 16-30	3.39	6.79
22 Tier 4: >30	3.61	7.23

23
24
25 **Sewer**

26 **Base Charge**

27 <u>Meter Size</u>	28 <u>Inside City</u>	29 <u>Outside City</u>
30 3/4" & 5/8"	4.04	8.07
31 1"	6.76	13.53
32 1.5"	13.51	27.01
33 2"	21.58	43.15
34 3"	47.24	94.48
35 4"	67.48	134.95
36 6"	134.93	269.86

37 **Volume Charge**

38 (per 1,000 gal)	3.81	7.63
--------------------	------	------

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45
46 ¹ All consumption registered on flow meters (cooling towers) and irrigation meters is assessed at the Tier 3 rate beginning with the
47 first thousand gallons of consumption registered.
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Exhibit C. Schedule of Solid Waste Fees and Charges

For purposes of this section, "standard residential service" shall mean:

- 1) once per week curbside collection of general waste, once per week recycling service, once per week yard waste collection, and bulky trash service for a single service address with one or two roll-out containers, or
- 2) once per week service to each residential service address utilizing a shared 8 cubic yard container.

For customers with more than two containers, each additional container is serviced at an additional charge

"Container fee" shall mean an assessment to cover the initial cost and replacement cost of one residential container and one recycle container.

"Eight cubic yard (8 yd³) container service" shall mean one instance of collecting and removing the contents of one solid waste container with a rated capacity of eight cubic yards;

"Call-back service" refers to each incidence of unscheduled service above and beyond the rate for which the customer has subscribed;

"Compactor service" shall mean one instance of collecting and removing the contents of one compaction unit.

"Transfer station customers" are private haulers, private individuals or firms doing business as landscapers, or other individuals or firms not falling into a previously defined class, who collect waste and deliver it to the transfer station to be transferred to the landfill by city forces.

	<u>Collection</u>	<u>Landfill Disposal</u>
<u>Standard Residential Service:</u>		
Service to one or two containers	\$ 22.90 / month	\$ 5.90 / month
Service to each additional container	\$ 9.80 / month	Included in rate
	per container	
Container fee	\$ 2.00 / month	
<u>Commercial Services:</u>		
8 yd ³ Container Service:		
Once per week schedule	\$ 155.25 / month	Included in rate
All other service schedules	\$ 42.50 / service	Included in rate
Call-Back Service (8 cu. yd.)	\$ 63.00 / service	Included in rate
Compactor Service	\$ 132.50 / service	Contemporary landfill Tipping rate
<u>Roll-out container service:</u>		
One container twice per week	\$ 38.30 / month	\$ 11.80 / month
Each additional service per week	\$ 18.15 / month	\$ 5.90 / month
Each additional container (up to a	\$ 9.80 / month	Included in rate
Maximum of five (5)	per container	
<u>Transfer Station Customers:</u>		
Transfer Station Processing Fees	\$ 23.00 / ton	Contemporary landfill tipping rate
Landscaping Waste Fees	\$ 23.00 / ton	Contemporary landfill tipping rate

1 **Exhibit D. Schedule of Recreation Fees and Charges**

2 **Sec. 1. Definitions**

3
4 For purposes of this Schedule of Recreation Fees and Charges, the following terms are hereby defined as
5 follows:

6
7 "Adult" shall mean any person eighteen (18) through fifty-four (54) years of age.

8 "City Resident" shall mean the owner of record of property registered in the City of Myrtle Beach for
9 purposes of taxation or any other person residing permanently in the City regardless of ownership of
10 taxable property. Veterans, as the term is defined herein, shall be entitled to City Resident rates
11 regardless of their places of residence.

12 "Civic" shall mean any of the following non-profit organizations or persons:

- 13 a) Government agency
- 14 b) Civic Organization
- 15 c) Religious Organization
- 16 d) Charitable Organization
- 17 e) Individual requesting the use of a facility for a bone fide 'not for profit' function.

18 "Community usage" shall mean any usage of recreation facilities not associated with Sports Tourism
19 Events.

20 "Family member" shall mean any person related by blood, marriage, or other legal means to the primary
21 recreation member or library cardholder.

22 "Non-resident" shall mean any person who does not qualify as a City Resident or, for purposes of library
23 card fees, as a resident of a Participating County.

24 "Participating County" shall mean, for purposes of the waiver of library card fees only, the owner of
25 record of property registered for purposes of taxation, or any person residing permanently regardless of
26 ownership of taxable property, in any County participating in the Palmetto Library Consortium or City-
27 County inter-library loan arrangement with Chapin Memorial Library, namely, Darlington, Dillon,
28 Georgetown, Horry, Marion, Marlboro and Sumter Counties.

29 "Senior" shall mean any person fifty five (55) years of age or older.

30 "Teen" shall mean any person thirteen (13) to seventeen (17) years of age.

31 "Youth" shall mean any person three (3) to twelve (12) years of age.

32 "Veteran" shall mean any person having served in the armed forces of the United States. Any benefit
33 afforded to veterans hereunder shall also apply to active service members of the United States armed
34 forces.

35
36 **Sec. 2. Recreation Division Uniform Schedule of Fees and Charges.**

37
38 **A. Fitness Membership Fees**

39 *Non-city fees apply to Monthly and Annual Memberships. Non-City fees are computed by multiplying the*
40 *City Resident Fees by 1.67 and rounding up to the nearest \$5.00 increment. Fitness classes are not*
41 *included in membership fees. Other family members may be added to Adult or Senior Monthly or Annual*
42 *Memberships only.*

43
44 **City Resident & Veteran Fees:**

45
46 **Daily Use Fitness Fees**

47 Youth	3-12	\$ 1.00
48 Teen	13-17	\$ 1.00

1	Adult	18-54	\$ 5.00
2	Senior	55 and up	\$ 3.00
3			
4	<u>Monthly Membership Fitness Fees</u>		
5	Teen	13-17	\$ 20.00
6	Adult	18-54	\$ 30.00
7	Senior	55 and up	\$ 25.00
8	Add a Family Member		\$ 15.00
9			
10	<u>Three-month Membership Fitness Fees</u>		
11	Teen	13-17	\$ 45.00
12	Adult	18-54	\$ 75.00
13	Senior	55 and up	\$ 60.00
14	Add a Family Member		\$ 40.00
15			
16	<u>Annual Membership Fitness Fees</u>		
17	Teen	13-17	\$ 100.00
18	Adult	18-54	\$ 175.00
19	Senior	55 and up	\$ 125.00
20	Add a Family Member		\$ 30.00

21
22 ***Guests under 14 are not permitted in the weight room***

23
24 **B. Facility Fees**

25 **Rental Fees**

26 Rates for facility rental to City residents and businesses are as follows. Non-resident persons or businesses
27 shall be charged at 1.67 times the expressed resident rates. Non-city fees shall be computed by
28 multiplying the city fee by 167% and rounding up to the nearest \$5.00 increment. Rental fees cover the
29 exclusive use of facilities only. Additional fees for services in connection with use of the facilities may
30 be charged.

31
32 **C. Staffing Fees & Labor Costs**

33 Additional fees for services in connection with the use of the facilities are as follows and rates are the
34 same for civic or non-civic users. After hours gymnasium rentals require a minimum of 3 hours rental and
35 a minimum of 2 staff members at overtime rates. Staffing fees will be charged for facility rentals during
36 non-business hours to include overtime and/or holiday rates. The fees stated herein are expressed as
37 ordinary rates and are designed to recover costs. In the event that actual costs are materially higher or
38 lower under given circumstances, the City Manager or his designee may negotiate such different rates as
39 may be appropriate in order to cover the City's costs.

41	Basic Labor during regular business hours	\$ 20.00/hour/person
42	Overtime Rate during non-business hours	\$ 30.00/hour/person
43	Holiday Rate (On a City Holiday if staff is available)	\$ 50.00/hour/person
44	Cleanup	\$100.00-\$1,200.00/site/use

45
46 Charges are based upon the amount of clean-up required. Materials are provided at cost.
47 A minimum cleaning charge of \$100 will be charged for any rental event attended by 50 or
48 more persons.

49
50 **D. Pool Rental***

51 City will furnish up to 3 lifeguards for rentals. Additional lifeguards may be required depending on type
52 of function and number of participants. See staffing fees above for additional cost of lifeguards.

53 After hour pool rentals require a minimum of 3 hours rental and a minimum of 3 staff members (2
54 lifeguards & 1 center staff) at overtime rates.

1		
2	Entire Pool (for all pools)	\$ 120.00/hour
3	Lane Rentals (at all pools)	\$ 15.00/lane/hour
4	Shallow End Only (Pepper Geddings)	\$ 30.00/hour
5		
6	Timing System Rental	\$ 250.00/day
7	Timing System Operation	\$ 30.00/
8	Timing System Training Session*	\$ 200.00/person
9		

10
11 *Renters may operate the timing equipment after completing a training session.

12
13
14 **E. Recreation Facility Rental***

	<u>Civic</u>	<u>Non-Civic</u>
15		
16	Small Classroom (City Resident)	\$ 20.00/hour
17	Small Classroom (Non-City Resident)	\$ 35.00/hour
18	Large Classroom (City Resident)	\$ 30.00/hour
19	Large Classroom (Non-City Resident)	\$ 45.00/hour
20		
21	Small Gymnasium	\$ 55.00/hour
22		\$ 80.00/hour
23		
24	Large Gymnasium	\$ 65.00/hour
25		\$ 90.00/hour
26		\$ 250.00/day
27		
28	Ballroom/Banquet Hall (City Resident)	\$ 75.00/hour
29	Ballroom/Banquet Hall (Non-City Resident)	\$ 120.00/hour
30		\$ 300.00/day
31		
32		
33		
34		
35		
36		

37 Renters may request all available tables and chairs in the facility for their use. If additional tables and chairs are needed, they must be provided by the renter. Setup and delivery must be coordinated with the City.

38 *See Staffing Fees and Labor Costs above for rentals that occur during non-business hours.*

39 **F. Athletic Fields/Courts/Rinks**

	<u>Civic</u>	<u>Non-Civic</u>
40		
41	Hourly Rental-single field/court/rink	\$ 30.00/hour
42		\$ 30.00/hour
43	<u>Daily Rental-Rate</u> (Covers initial daily preparation, use of any existing press box and lights as needed to maintain the safety of players and spectators. The City retains the right to assess a fee to recover the cost of lighting used during other periods of time.)	\$ 200.00/field, rink or court/day
44		\$ 200.00/field, rink or court/day
45		
46	<u>Ashley Booth Rental Fee</u>	\$ 300.00/day
47		\$ 1,000.00/day
48		
49	<u>Doug Shaw Memorial Stadium</u>	\$ 1,000.00/day
50	• Additional Field Lines	\$ 540.00
51	• Video Display Operator (if provided by the City)	\$ 50.00/game
52		\$ 20.00/hr/non-game function
53		
54		
55		

1	• Scorekeeper	\$ 50.00/game	\$ 20.00/hr/non-game function
2			
3	• Cleanup Fee	\$ 500.00/function maximum	\$ 500.00/function maximum
4			

5 (Clean up fee to be discussed with applicant and cleaning deposit may be required.)

6 This facility must be staffed at all times, with a minimum of 2 staff members. Use of track areas or size
7 of event may require additional staffing. See Staffing Fees and Labor Costs above for rentals.

8
9 **G. Recreation Activities and Instructional Programs**

10 For recreation activities, fitness classes, and instructional programs offered by the City on a fee basis,
11 non-residents shall be charged at a rate of 1.67 times the rate established for City residents. Non-city
12 fees shall be computed by multiplying the city fee by 1.67 and rounding up to the nearest \$5.00 increment.

13
14 **H. Youth Sports Fees**

15 For each sport
16 City resident \$ 15.00
17 Non-resident \$ 50.00

18
19 **I. Special Program Fees**

20 Fees will be set as necessary to cover costs, with reasonable preference granted to City residents.

21
22 **J. Sponsorships**

23 The recreation department may sell sponsorships to support sports programs. Sponsorship fees may be
24 negotiated with the donors.

25
26 **K. Train Station Fees and Charges**

27		
28	City Resident	\$ 75.00 50.00 /hour
29	Non-Resident	\$ 125.00 100.00 /hour
30	Meeting Car (City Resident)	\$ 50.00/hour
31	Meeting Car (Non-Resident)	\$ 75.00/hour
32	Kitchen Car	\$ 150.00 Flat Fee
33	Staffing Charge for events during non-business hours	\$ 30.00/hour
34	Holiday Staffing Rate (if staff is available)	\$ 50.00/hour
35	Table/Chair Set-up Fee	\$ 25.00 Flat Fee
36	Cleanup Fee	\$ 100.00/hour with one-hour minimum.
37		

38 Exceptions may be made for events with fewer than 50 attendees. (12 tables and 50 chairs are
39 available as part of the rental. If additional tables and chairs are needed, they must be provided by
40 the renter. Setup and delivery must be coordinated with the Facility Attendant.)

41
42 **L. City/County Professional Baseball Stadium Rental Fee Schedule**

43 Category 1, Commercial Use - any event staged by a group or individual for profit or business purposes.
44 (i.e., entertainment shows, concerts, corporate events, trade shows, fantasy camps, company picnics,
45 etc.)

46
47 Category 2, Non Profit - use by Myrtle Beach, Horry County, State, or Federal non-profit organizations
48 staging an event with the purpose of generating revenue for charitable organizations. Must be registered
49 with the State as a non-profit organization. A minimum of 40 % of the gross revenues must be contributed
50 to the listed charitable organization.

1 Category 3, Government and Public School - use by any municipal government in Horry County, by
 2 Horry County Government, or by Horry County Public Schools for the purpose of providing recreational
 3 opportunities, public service opportunities or educational opportunities to their citizens.

4	5		Category 1	Category 2	Category 3
6	Entire stadium	per day	\$4,000.00	\$2,400.00	\$800.00
7		per hour*	\$ 800.00	\$ 480.00	\$ 240.00
9	Picnic area	per day	\$ 600.00	\$ 360.00	\$ 200.00
10		per hour*	\$ 120.00	\$ 72.00	\$ 40.00
12	Concourse	per day	\$ 600.00	\$ 360.00	\$ 200.00
13		per hour *	\$ 120.00	\$ 72.00	\$ 40.00
15	Playing field	per day	\$1,000.00	\$ 600.00	\$ 300.00
16		per hour*	\$ 200.00	\$ 120.00	\$ 60.00
18	Parking lot	per day	\$1,200.00	\$ 720.00	\$ 360.00
19		per hour*	\$ 240.00	\$ 144.00	\$ 72.00

21 Parking lot rates are for exclusive use of the paved area only and do not include any access to the stadium.

22 * Three hour minimum rental requirement applies in all areas. Must include set up and tear down time.
 23 Move-in and Move out days will be charged at 50% of one day's rental.

24
 25 **Additional Charges**

26
 27 Users will be required to pay for services provided by the Myrtle Beach Pelicans according to the terms of
 28 the Lease agreement among the City, Horry County and the Team, as amended through the current date.
 29 Such services may include, but may not be limited to, the following examples. In certain cases, holiday
 30 rates may apply. The City will bill all such services at its cost, as indicated in invoices from the Myrtle
 31 Beach Pelicans.

32
 33 Examples of services that may be required:

- 34 *Head Groundskeeper*
- 35 *Grounds Crewmen*
- 36 *Cleaning Fees*
- 37 *Field Lights*
- 38 *Video Board Operator*
- 39 *PA System Operator*
- 40 *Scoreboard Operator*
- 41 *Scorekeeper*
- 42 *Programs and Novelty Sales*
- 43 *Stadium/Field Damages*
- 44 *8-ft. folding tables*
- 45 *Folding chairs*
- 46 *Security Officers*
- 47 *Usher, Ticket-taker, Parking Attendant*
- 48 *Geotextile fabric installation (required for all events utilizing the playing field)*

51
 52 **M. Library Cards**

53
 54 The current schedule of fees and charges for Library Cards is hereby affirmed as follows:
 55

<u>Class</u>	<u>Annual Fee</u>
City/Participating County resident	No charge
Non-resident 90-Day Card	
Primary Card	\$ 8.00
Additional cards for other family member(s)	\$ 2.00 per card
Non-resident annual card	
Primary Card	\$ 20.00
Additional cards for other family member(s)	\$ 8.00 per card

N. Events, Cancellation and Tiered Refund Policy

Actual rates for any given event shall be the prevailing market rates, which shall be subject to negotiation between the event promoters and the Recreation Services staff.

Half of the total event fees are due at the time of rental application submittal. The total rental amount is due 30 days prior to an event. In the situation where the event is booked within 30 days prior to the rental date, total rental fees are due at the time of application submission.

Cancellation refunds will be provided as follows:

1. 60 days prior to event- Customer receives full refund.
2. 59-30 days prior to event- Customer receives refund of 50% of rental fee (initial down payment).
3. 29-0 days prior to event- Customer forfeits all fees paid for event.

Exhibit E. Schedule of Parks Fees and Charges

Rates for facility rental to City residents and businesses are as follows. Non-resident persons or businesses shall be charged at 1.67 times the expressed resident rates. Non-city fees shall be computed by multiplying the city fee by 167% and rounding up to the nearest \$5.00 increment. Rental fees cover the exclusive use of facilities only. Additional fees for services in connection with use of the facilities may be charged.

Any event of more than 250 people lasting more than 3 hours will be required to provide additional portable toilets at the expense of the Facility Use Permit holder.

Post-event clean-up of the park is the responsibility of Facility Use Permit holder. Any event of more than 250 will require payment of a clean-up fee. (See "Staffing Fees & Labor Costs")

<u>Parks</u>	<u>Civic</u>	<u>Non-civic</u>
All City Parks except Grand Park & Valor Park	\$ 250.00/day	\$ 500.00/day
Plyler Park, H.B. Springs and Anderson Park for periods of 2 hours or less	\$ 50.00	\$ 50.00
Valor Park	\$ 500.00/day	\$ 2,000.00/day
Grand Park		
Park Area surrounding Lake (excluding Ballfields and Picnic Shelters)	\$ 500.00/day	\$ 2,000.00/day
Esplanade/Dock	\$ 125.00/day	\$ 500.00/day
Lake Front Area	\$ 375.00/day	\$ 1,500.00/day
Per Move-In/Move-Out Day	50% of one-day rental	50% of one-day rental
Small Picnic Shelter(Capacity of 20)	\$ 50.00/day	\$ 50.00/day
Large Picnic Shelter (Capacity of 96)	\$ 150.00/day	\$ 150.00/day
Events or Rentals that require a Roll-Off Container	\$ 350.00	\$ 350.00

Staffing Fees & Labor Costs

Additional fees for services in connection with the use of the facilities are as follows and rates are the same for civic or non-civic users. Staffing fees will be charged for facility rentals during non-business hours to include overtime and/or holiday rates. The fees stated herein are expressed as ordinary rates and are designed to recover costs. In the event that actual costs are materially higher or lower under given circumstances, the City Manager or his designee may negotiate such different rates as may be appropriate in order to cover the City's costs.

Basic Labor during regular business hours	\$ 20.00/hour/person
Overtime Rate during non-business hours	\$ 30.00/hour/person
Holiday Rate (On a City Holiday if staff is available)	\$ 50.00/hour/person
Cleanup	\$100.00-\$1,200.00/site/use

1 Charges based upon amount of clean-up required. Materials provided at cost.
2 A minimum cleaning charge of \$100.00 will be charged for any rental event attended by 50 or
3 more persons.
4

5
6 **Stage Rentals**

7	1 day event*	\$2,250.00
8	2-3 day event*	\$3,500.00
9	Set-up/Take down	\$ 500.00/day

10
11 If additional stage elements are needed from the MB convention Center, such as frames, decks or
12 risers, the renter may be required to pay for the rental of the materials and the labor fees.
13

14 *Rental includes one advance set-up day if necessary. Additional set-up days will

15
16 **Stage Staffing Fees & Labor Costs**

17 Rental of the City stage requires the engagement of at least one City Event Stage Monitor/Operator.

18	Basic Labor	\$ 20.00/hour/person
19	Overtime Rate	\$ 30.00/hour/person
20	Holiday Rate	\$ 50.00/hour/person

21
22
23
24 **Special Event Fee for Qualifying Special Event** \$ 5.00 (per vendor and/or per participant)

25
26 **Events, Cancellation and Tiered Refund Policy**

27
28 Actual rates for any given event shall be the prevailing market rates, which shall be subject to negotiation
29 between the event promoters and the Recreation Services staff.
30

31 Half of the total event fees are due at the time of rental application submittal. The total rental amount
32 is due 30 days prior to an event. In the situation where the event is booked within 30 days prior to the
33 rental date, total rental fees are due at the time of application submission.
34

35 Cancellation refunds will be provided as follows:

- 36 1. 60 days prior to event- Customer receives full refund.
 - 37 2. 59-30 days prior to event- Customer receives refund of 50% of rental fee (initial down payment).
 - 38 3. 29-0 days prior to event- Customer forfeits all fees paid for event.
- 39
40
41

1 **Venue Usage Fee and In-City Lodging Incentive**

2
3 A Venue Usage Fee shall be charged for sports tourism events to cover initial daily preparation, use of
4 any existing press box, and lights as needed to maintain the safety of players and spectators. The
5 Venue Usage Fee shall be determined in one of the following ways:

6
7 **1) Calculated Venue Usage Fee**

8 **Calculated Venue Usage Fee = Total Athlete Count x Seasonal Multiplier x Number of Event Days x**
9 **Venue Usage Rate, where the Seasonal Multiplier and the Venue Usage Rate shall be charged according**
10 **to the following schedules:**

11
12
13 **Table of Seasonal Multipliers**

	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
Youth	2	2	2.5	2.5	2	3	3	3	2.5	2.5	2	2
College	1.25	1.25	2	2	1.25	3	3	3	2	2	1.25	1.25
Adult	1.5	1.5	2	2	1.5	3	3	3	2	2	1.5	1.5
Senior	1.5	1.5	2	2	1.5	3	3	3	2	2	1.5	1.5

21
22
23 **Venue Usage Rate**

<u>Calendar Year</u>	<u>Venue Usage Rate</u>
2020	\$ 1.50

24
25
26
27
28 **2) Minimum Daily Venue Fee**

29 In the case of events with fewer than 240 athletes, the Venue Usage Fee will be the greater of the
30 calculated Venue Usage Fee from item (1) above or a Minimum Daily Venue Fee. Minimum Daily Venue
31 Fees for each of the following facilities are:

- 32 Grand Park Athletic Complex: \$200.00 per field per day (3 field minimum per day)
- 33 Ned Donkle Field Complex: \$200.00 per field per day (3 field minimum per day)
- 34 Ashley Booth Field: \$300.00 per day
- 35 Doug Shaw Memorial Stadium: \$1,000.00 per day

36
37
38 The Venue Usage Fee may be collected through a gate admission charge that City staff will collect and
39 manage. Daily minimum rates shall be \$ 5.00 for adults (18+) and \$ 4.00 for ages 5-17 and for Seniors 62
40 or more years of age. *Event Owner and City staff may mutually agree to higher rates.*

41
42 Should the after-tax venue admission revenue fail to cover the Venue Usage Fee the event owner will be
43 invoiced for the difference.

44
45 Should the after-tax venue admission revenue exceed the Venue Usage Fee the Event Owner and City
46 will split the excess revenue at the following percentages:

47
48 **Calendar Year 2020: 50/50 (Event Owner/City)**

49
50 **In-City Lodging Incentive**

51 Under certain conditions based upon verifiable in-city lodging data, the City may discount the Venue
52 Usage Fee.

53
54 The formula for discounts shall be based on the number of athletes that can be documented to have
55 stayed in paid accommodations within the City limits during the athletes scheduled event:

1
2
3
4
5
6

240-348 athletes - 10% discount.
349-468 athletes - 15% discount.
469-588 athletes - 20% discount.
589+ athletes - 25% discount.

7 **Deposits and Cancellations**

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A deposit of 50% of the estimated venue usage fee is required for each activity, event, or rental date(s) requested. The deposit must be included with the signed "Licensing Agreement" for the City's designee to schedule an activity, event, etc. If the total fees are submitted when an agreement is executed a deposit is not required, however an amount equal to the normally required deposit is subject to forfeiture per the following cancellation terms. Tournament directors may cancel a tournament up to 90 days before the event date and receive a full refund of the deposit. If a tournament director cancels 89 days or less before an event date, the deposit is non-refundable.

1 **Exhibit G. Myrtle Beach Convention Center Fees and Charges**

2
3 **Convention Center Exhibition, Ballroom and Meeting Room maximum rates.**

4
5 These maximum rates cover events being planned as far as ten years into the future. This structure
6 allows the Convention Center marketing staff the flexibility to propose on conventions being planned in
7 the intermediate and more distant future without underselling the facility vis-à-vis its market. Actual
8 rates for any given time are subject to negotiation between the respective event planners and the
9 Convention Center marketing staff.
10

11 <u>Space</u>	11 <u>Maximum Rate</u>
12 Exhibit Hall ABC (100,800 sq. ft.)	\$ 14,500.00
13 Exhibit Hall A (36,000 sq. ft.)	\$ 6,400.00
14 Exhibit Hall B (28,800 sq. ft.)	\$ 5,500.00
15 Exhibit Hall C (36,000 sq. ft.)	\$ 6,400.00
16 Meeting Rooms (per day or portion thereof, each room)	\$ 350.00
17 Ballroom (per day or portion thereof)	\$ 8,000.00
18 Parking Charge (per space per day)	\$ 5.00
19 <i>Exception: Residents with City parking decal</i>	No charge
20 Other Convention Center services and Charges	Market Rates

21 **Deposits and Cancellations**

22 A deposit of 25% of the estimated venue usage fee is required for each activity, event, or rental *date(s)*.
23 Should Licensee cancel its event or fail to perform its obligations hereunder, the measure of damages
24 shall be Licensee's advance deposit fee, the license fee and any other fees or charges that are due at the
25 time of cancellation. The City shall have no duty to mitigate licensee's damages by re-licensing the
26 premises. However, if in the normal course of business, the City is able to relicense the premises for the
27 cancelled term, fees generated therefrom will be used by the city to off-set Licensee's damages.
28
29

Exhibit H. Schedule of Building Permit Charges

Construction Permit Fees

(i) Single-family construction; alterations of any structure, single-family or other:

<u>Total Valuation</u>	<u>Fee</u>
Less than \$1,000	No permit required
\$1,000 to \$5,000	\$ 50.00
\$5,000 to \$25,000	\$ 50.00 for the first \$5,000 plus \$ 5.00 for each \$1,000, or fraction thereof, over \$5000.
\$25,000 to \$150,000	\$ 175.00 for the first \$25,000 plus \$ 4.75 for each \$1,000, or fraction thereof, over \$25,000.
\$150,000 to \$250,000	\$ 769.00 for the first \$150,000 plus \$ 4.50 for each \$1,000, or fraction thereof, over \$150,000.
\$250,000 to \$750,000	\$1,244.00 for the first \$250,000 plus \$ 4.25 for each \$1,000, or fraction thereof, over \$250,000.
\$750,000 to \$5,000,000	\$3,619.00 for the first \$750,000 plus \$ 4.00 for each \$1,000, or fraction thereof, over \$750,000.
Over \$5,000,000	\$23,806.00 for the first \$5,000,000 plus \$ 3.00 for each \$1,000, or fraction thereof, over \$5,000,000.

(ii) All other permits for new construction:

Permit fees	\$ 0.30 per square foot
-------------	-------------------------

(iii) In addition to the foregoing, there shall be a fee of 0.25% of the total valuation of the permitted project, provided that the first \$100,000 of total valuation shall be exempt from this fee. The proceeds of this fee shall be used exclusively to pay the costs of the City's Workforce Housing Program, including any administrative costs related thereto.

Manufacture Home Permit Fees

Base	\$ 35.00
------	----------

Trade Permit Fees

Trade permits are required in addition to the Construction and Manufactured Home permit fees of above.

Mechanical Permit	
\$2,000 and less	\$ 35.00
Over \$2,000	\$35.00 plus \$2.00 for each \$1000, or fraction thereof, over \$2,000.
Plumbing Permit	
Base Fee	\$ 25.00
Per Fixture	\$ 2.50

1	Sewer	\$ 5.00
2	Vacuum Breaker	\$ 2.50
3	Grease Trap	\$ 5.00
4	Gas Permit	
5	Base	\$ 25.00
6	Per Appliance	\$ 2.50
7		
8	Electrical Permit	
9	Base	\$ 25.00
10	Temporary Service Pole	\$ 10.00
11	Residential Service	\$ 10.00
12	Commercial Service	\$ 25.00
13	Each Sub-panel	\$ 10.00
14	Per 110 volt outlet	\$ 0.20
15	Per 220/440 volt outlet	\$ 2.00
16		
17		
18		

19 **Moving of Buildings or Structures**

20 For the moving of any building or structure, the fee shall be One Hundred Fifty Dollars (\$150.00).

21 **Demolition of Buildings or Structures**

22 For the demolition of any building or structure, the fee shall be One Hundred Fifty Dollars (\$150.00).

23 **Re- Inspection Fees**

24 All re-inspection fees will be \$ 100.00, which shall be paid before the re-inspection is made.

25 **Penalties**

26 Where work for which a permit is required by this code is started or proceeded prior to obtaining said
 27 permit, the fees herein specified shall be doubled; but the payment of such double fee shall not relieve
 28 any persons from fully complying with the requirements of this code in the execution of the work nor from
 29 any other prescribed penalties.

30 **Plan-Checking Fees**

31 When a plan is required to be submitted a plan-checking fee shall be paid at the time of permitting. The
 32 plan-checking fee shall be equal to 60% of the building permit fee as determined in accordance with sub-
 33 section (a) herein above. Such plan-checking fee is in addition to the building permit fee. In the event of
 34 excessive (8 or more) plan resubmissions, a \$ 150.00 fee will be incurred.

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1 **Sign Permit Fees**

2 Permit fees for signs shall be calculated in accordance with the Construction Permit Fees sub-section
3 herein above. Plan-check fees for all sign permit applications shall be \$ 15.00 per sign, payable at the
4 time the permit application is made.

5
6 **Parking Lots, Driveways, and Associated Landscaping Permit Fees**

7 The permit fee for development of a parking lot or a driveway that is not associated with any other
8 building development will be based on the contract value of the developed lot, including all
9 landscaping, and be determined in accordance with Construction Permit Fees sub-section herein above.
10 Plan-checking fees will be sixty per cent (60%) of the permit fees, payable at the time the permit
11 application is made.

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13 **Commercial Storm Water Review Fee**

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15 Commercial projects that require a storm water plan review will be charged \$250.00.
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Exhibit I. Schedule of Planning Fees and Charges

<u>Zoning Ordinance Text Change</u>	\$ 200.00
<u>Rezoning (Map Change)</u>	\$ 500.00 per new Planned Unit Development \$2,500.00 + \$1,000.00 per applicant continuance
<u>Planned Unit Development Amendment</u>	\$1,250.00 + actual noticing costs Encroachments
<u>Residential, Right-of-Way</u>	\$ 100.00
<u>Residential, City Property</u>	\$ 250.00
<u>Commercial, Right-of-Way</u>	\$ 300.00
<u>Commercial, City Property</u>	\$ 600.00
<u>Subdivision Review (Minor Exempt)</u>	No charge
<u>Subdivision Review (Major)</u>	\$ 100.00 + \$ 25.00 per lot
<u>Annexation and Rezoning</u>	No charge
<u>Street Naming Fees</u>	
With New Subdivision	\$ 100.00
Required of Private Drive	\$ 25.00 per street name
<u>Plat Review (staff review)</u>	
Combination Plats	\$ 25.00
Site Plats	\$ 25.00
Easements	\$ 50.00
Subdivisions with lots > 5 ac.	\$ 100.00 per lot
<u>Minor Subdivision Review (Planning Commission)</u>	\$ 50.00
<u>Map Fees</u>	\$ 100.00
<u>Re-review of Plats</u>	
First re-review	(No additional charge)
Second Re-review	\$ 50.00
Third Re-review	\$ 100.00
Fourth Re-review	\$ 150.00
Fifth and subsequent re-reviews	\$ 200.00
<u>Restrictive Covenant, failure to apply</u>	
For failure to apply for annexation within one year of becoming contiguous to City limits, or within sixty (60) days of receiving a letter requesting compliance	\$ 500.00

1 **Exhibit J. Schedule of Code Enforcement Charges**

2
3 **Fees for grass and debris removal, related Mowing/Cutting/Clearing Charge:**

4
5 Non-tractor cutting:

6 \$25.00 per machine per deployment

7 \$25.00 per person per hour

8 Tractor equipment cutting:

9 \$100.00 per machine per deployment

10 \$100.00 per person per hour

11 Any use of heavy equipment: re: Brush/Debris/Tree Pickup:

12 \$150.00 per vehicle per deployment

13 \$150.00 per hour per unit

14 **Administrative Fee for public abatement of grass, debris, general nuisance, to include costs of**
15 **direct personnel, oversight, records:**

16 Initial public abatement against owner: \$ 500.00

17 Second abatement; \$ 750.00

18 Third abatement: \$ 750.00

19 Any additional abatements: \$ 1,000.00

20
21 **Cost of Title Search, if required:** \$ 275.00

22 **Cost of Lien Filing, if required:** \$ 25.00

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24 Actual attorney fees and costs of collection incurred when the public is compelled to collect through
25 legal process.

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Exhibit K. Schedule of Animal Control Fines and Fees

Animal Shelter Fees
Service

	<u>Altered</u>	<u>Unaltered</u>
Boarding Fees (<i>maximum per day</i>)	\$ 10.00	\$ 10.00

Fees and Charges for Certain Violations pursuant to Section 4-10

<u>Violation</u>	<u>Fees</u>
No Rabies Vaccination	\$ 15.00
No Animal License	\$ 15.00

Designation of Fee Revenues

The Grand Strand Humane Society shall be authorized to collect and retain boarding fees imposed under this Section. Funding in an amount equivalent to the revenues from the Animal Shelter fees shall be used in support of the Humane Society's objective of reducing the number of unlicensed or abandoned animals at large in the community. The City Manager shall develop the procedures necessary to put this designation of funding into effect.

1 **Exhibit L. Miscellaneous Fees and Charges**

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Cemetery Fees and Charges

Cemetery Plot Price, each	\$ 1,250.00
Niche, each	\$ 1,000.00
Pet Plot Price, each	
2ft. x 2ft.	\$ 400.00
2ft. x 4ft.	\$ 450.00
Continuing care charge	20% of Plot/Niche Price

Fire and Emergency Medical Service Fees and Charges

Basic Transport Charges (including Basic Life Support (BLS) services, Tier 1 and Tier 2 Advanced Life Support (ALS) services, mileage charges and charges for a required Third Attendant, when necessary)

The Fire Department shall maintain reasonable rates designed to recoup the costs of these services but not in excess of the current County rate schedule or, for items not included in the County rate schedule, not in excess of reasonable direct and indirect costs.

Medications, fluids, supplies and special treatments

The above charges include all medications, fluids, supplies and special treatments necessary to deliver required medical treatments.

Hazardous Materials Incident Charges

The Fire Department shall maintain reasonable rates sufficient to recoup the costs of these incidents but not in excess of the current County rate schedule or, for items not included in the County rate schedule, not in excess of reasonable direct and indirect costs.

Facility Use Fee (Station #6 Training and Community Room)

For non-residents and businesses located outside the City, there shall be a charge of \$50 for the first four hours or any fraction thereof and an additional \$100 for a second four hours or any fraction thereof in any given day.

Ambulance and Medical Personnel for Special Events

The Fire Department shall, from time to time, establish reasonable rates sufficient to recoup the costs of providing personnel and equipment for special events but not in excess of prevailing rates charged by other providers operating in Horry County.

Fire Training

The Fire Department shall, from time to time, establish reasonable rates sufficient to recoup the costs of providing personnel and equipment for special training per contractual agreements.

1 **False Alarms**
2 An assessment of \$200.00 per false fire alarm will apply for each call for service resulting from a false
3 alarm after the 3rd such false alarm in any 365 day period.

4 **Inspection Fees**
5 The following fees shall apply for Fire Safety Inspections to be conducted on a routine basis, annual or
6 biannual depending upon the type of facility:

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8	Tier One (less than 1,000 sq. ft.)	\$ 75.00 per inspection
9	Tier Two (1,000 to 2,499 sq. ft.)	\$ 100.00
10	Tier Three (2,500 to 9,999 sq. ft.)	\$ 150.00
11	Tier Four (10,000 to 49,999 sq. ft.)	\$ 200.00
12	Tier Five (50,000 sq. ft. or more)	\$ 300.00

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14	Thirty day re-inspection (if required)	included in above fees
15	45 day and subsequent re-inspections	\$ 100.00 per inspection
16	Special Inspections	\$ 200.00 per inspection

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18	<u>Erection of Banners for Special Events</u>	\$ 35.00
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ORDINANCE 2019-038

**CITY OF MYRTLE BEACH
COUNTY OF HORRY
STATE OF SOUTH CAROLINA**

**AN ORDINANCE TO AMEND SECTION 1
OF ORDINANCE No. 2019-30, THE
2019-20 BUDGET ORDINANCE, TO
ADOPT TAX RATES CONSISTENT WITH
THE 2019 HORRY COUNTY
REASSESSMENT AND STATUTES
GOVERNING THE IMPLEMENTATION OF
A REASSESSMENT.**

WHEREAS, Section 5-13-30(3) of the Code of Laws of South Carolina (the "SC Code") requires that a municipal council shall act by ordinance to adopt budgets and to levy taxes; and

WHEREAS, on June 11, 2019, the City Council of the City of Myrtle Beach (the "Council") adopted Ordinance No. 2019-30 establishing a budget for the fiscal year beginning July 1, 2019 and ending on June 30, 2020 (the "2019-20 Budget Ordinance") based upon an amount of property tax revenue, absent new growth, that equals the revenue generated in the previous year; and

WHEREAS, Section 6-1-30 of the SC Code establishes limits for the determination and levy of the millage rates for local government operations both during and outside of years when a reassessment is implemented, and

WHEREAS, Horry County and all local governments located therein will implement a reassessment in Tax Year 2019 and Fiscal Year 2019-20; and

WHEREAS, the South Carolina Budget & Control Board has notified the City that the limit on its millage rate increase for operations for the 2019 tax year under SC Code Sec. 6-1-320 is 6.03%; and

WHEREAS, the total allowable increase in millage for operations for the 2019 tax year is 11.59%, taking the aforementioned 6.03% for 2019 together with the cumulative rate of 5.56% for operating millage increases that were allowed but not imposed for the previous three tax years, in accordance with SC Code Sec. 6-1-320(A)(2); and

WHEREAS, the 2019-20 budget ordinance included a 3-mill rate increase to be applied to the base rate or, in a year of reassessment, the "rollback millage rate" as calculated pursuant to Sec. 12-37-251(E); and

WHEREAS, the total tax rate of 78.9 mills comprises the rollback rate of 69.9 mills as determined by the prescribed method, the 3-mill increase referenced above, and a 6-mill rate for debt service;

NOW, THEREFORE, BE IT ORDAINED by the governing body of the City of Myrtle Beach, in Council duly assembled and by the authority of the same that Sec. 1 of Ordinance No. 2019-30, the 2019-20 Budget Ordinance, is hereby amended to read, in its entirety, as follows:

"Sec. 1. Levy of taxes.

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For the support of general governmental functions of the City, an *ad valorem* tax to apply for the period July 1, 2019 through June 30, 2020, both inclusive, for the sums and in the manner set forth as follows, is and shall be levied, collected, and paid into the treasury of the City of Myrtle Beach, South Carolina, for the use and service thereof.

Tax Levy and Distribution
(in mills)

<u>Purpose of Levy</u>	<u>2019-20 Rates</u>
Operations	72.9
Debt Service	<u>6.0</u>
Total Tax Levy (in mills)	78.9

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Such tax is hereby levied upon the value of all real and personal property within the corporate limits of the City, except such as is exempt from taxation under the Constitution and Laws of the State of South Carolina, as such property is assessed for taxation for County and State purposes."

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Sec. 2. Validity of the ordinance. If, for any reason, any sentence, clause or provision of this ordinance shall be declared invalid, such declaration shall not affect the remaining provisions thereof.

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Sec. 3. Conflicts with preceding ordinances. Should conflicts arise between this and any preceding ordinances, this ordinance shall prevail with respect to the conflicting sections.

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This ordinance shall become effective upon its adoption.

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BRENDA BETHUNE, MAYOR

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ATTEST:

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JENNIFER STANFORD, CITY CLERK

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First Reading: 8-1-2019
Second Reading: 8-13-2019



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Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting or peculiar to the City of Myrtle Beach. This glossary is provided in order to assist the reader in understanding these terms.

Glossary

Account Number. Each class of expenditures and revenues is assigned a specific number for use within the City's accounting system. Account numbers are organized according to fund, program, department, activity, and object of expenditure or revenue.

Accrual Basis. Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned, regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Activity. The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed by an organizational unit for the purpose of accomplishing a function for which the City is responsible.

Ad Valorem Tax. A tax expressed as a rate per unit of property value. An ad valorem tax is levied on all real and personal property located within the City and not expressly exempted. The term is used interchangeably with "property tax."

Advanced Life Support (ALS). Advanced services provided by a 3rd level Emergency Medical Technician, which may include administering certain medications or the use of electric defibrillation equipment.

Air Base Redevelopment Authority. A body constituted by the state of South Carolina to coordinate redevelopment efforts at the former Myrtle Beach Air Base property. It is composed of appointees of the City and Horry County.

Appropriation. A legal authorization to expend public resources, or to incur expenses on behalf of the government. Appropriations must be established by ordinance.

Assessed Value. The taxable value of a parcel of property. Assessed value is determined by multiplying a property's market value by a legally established assessment ratio.

Assessment Base. The total assessed valuation of all property within a jurisdiction.

Assessment Ratio. The fraction of a property's market value that legally may be taxed.

Asset. A probable future economic benefit obtained or controlled by an entity as a result of past transactions or events.

Average Daily Rate (ADR). The mean rate charged for one day's stay at the Convention Center Hotel.

Balanced Budget. A financial plan for a fiscal year, in which plan the sources of financing equal the authorized outlays.

Basic Life Support (BLS). Services provided by an Emergency Medical Technician responding to victims of illness or injury which may include basic emergency care or transportation to a medical facility.

Basis of Budgeting. A term used to refer to when revenues, expenditures, expenses, transfers, and the related assets and liabilities—are anticipated to be made on the City’s books of account. Specifically, it relates to the timing of the estimates and whether they are based upon the cash or accrual method.

Benchmark. A performance measure which is used for comparative purposes. An organization may use benchmarks to judge whether performance is improving over time. It may also analyze its own performance by comparison with industry standards, or with those considered to be the best in its field.

Bond. Most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, (called the maturity date(s)), together with periodic interest at a specified rate. The difference between a bond and a note is that the latter is issued for a longer period of time and requires greater legal formality.

Bond Anticipation Notes (BANs). Short-term interest-bearing notes issued in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issues to which they are related. See “interim borrowing.”

Bonded Debt. The portion of indebtedness represented by outstanding bonds.

Budget. A plan of financial operation including an estimate of proposed expenditures for a given period and the proposed means of financing them. The term usually indicates a financial plan for a single fiscal year.

Budget Message. A letter of transmittal for the proposed budget prepared by the City Manager and addressed to the governing board that contains the Manager’s views and recommendations on the City’s operation for the coming fiscal year.

Cash Basis. A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Cash Equivalent. Short-term, highly liquid investments that are both (1) readily convertible to known amounts of cash and (2) so near their maturity that they present insignificant risk of changes in value because of changes in interest rates.

Capital Budget. A plan of capital outlays and the means of financing them for the current year. The appropriation of funds for the current year’s capital improvement projects correspond to the first year’s allocations of the five-year Capital Improvements Plan (CIP).

Capital Improvement Project. A project to acquire or construct an asset generally with a value exceeding \$25,000 and an expected life of ten years or more. Capital project appropriations continue in effect for the life of the project. It is characteristic that these projects span several years due to the scope of work being performed.

Capital Improvement Plan. A financial plan for construction of physical assets such as buildings, streets, sewers, and recreation facilities. The plan extends over several future years indicating the beginning and ending date of each project, the amount to be expended in each year, and the method of financing those expenditures.

Capital Lease. An agreement that conveys the right to use property, plant, or equipment, usually for a stated period of time, that meets one or more of the criteria set forth in SFAS No. 13 for lease capitalization.

Capital Outlay. Expenditures for the acquisition of fixed assets such as building, machinery, and equipment. Generally, such equipment has a value greater than \$500 and an expected life of two or more years. Fixed assets costing more than \$25,000 and lasting more than ten years are normally provided for in the Capital Improvements Plan, and are the subject of annual appropriations in capital budgets of the General Capital Projects Fund or of an enterprise fund.

Capitalization Policy. The criteria used by government to determine which outlays should be reported as fixed assets.

Center City Redevelopment Area. An agreement established between the City and Burroughs and Chapin Inc., in order to redevelop a district of blighted land. Some of the areas include Seaboard Commons and the Broadway at the Beach projects.

Certificates of Participation (COP). Certificates issued by a trustee pursuant to a trust agreement. The proceeds from the sale of COPs are used to finance the acquisition, construction, and installation of a project.

Charges for Services. Revenues derived from charging fees for providing certain government services. These revenues can be received from private individuals, entities, or other governmental units. Charges for services includes fire rescue services, landscaping services, water/sewer fees, solid waste fees, and recreation and culture admissions.

Community Development Block Grant (CDBG). A federal entitlement program to promote the improvement of blighted areas.

Community Development Fund. Used to account for revenues and expenses derived from the CDBG Entitlements to the City.

Community Oriented Policing. A philosophy of policing which emphasizes the direct personal contact of officers with residents and business people in the neighborhoods they are assigned to patrol.

Comprehensive Plan. According to the South Carolina Local Government Planning Enabling Act (1994), this plan consists of the Planning Commission's recommendations to the local governing body with regard to the wise and efficient use of public funds, future growth, and the development and redevelopment of its area of jurisdiction, and with consideration of the plan's fiscal impact upon property owners. The Plan must be developed with broad-based citizen participation and must include elements on population, economics, natural resources, cultural resources, community facilities, housing, and land use.

Comprehensive Planning Process. The basic planning process includes (1) an inventory of existing conditions, (2) a statement of needs and goals, and (3) implementation strategies with time frames.

Constitutional Debt Limit. Article X, Section 14 of the State Constitution provides that the incorporated municipalities of the state may issue general obligation indebtedness in an amount not exceeding eight per cent (8.0%) of the assessed value of all taxable property located within their corporate boundaries without the requirement of a referendum. The limit may be waived for particular issues of debt provided the municipality's electorate approves such a referendum.

Contingency. An appropriation of funds to cover unforeseen events that occur during the fiscal year.

Cost Allocation. A method used to distribute charges originating in one fund or account to the funds or accounts which receive the ultimate benefit of the service.

Council-Manager Form. One of three forms of local government allowed in South Carolina. The Mayor and Council establish policy, while a professional manager and his appointees are responsible for governmental operations.

Credit Rating. A rating assigned to a debt issue by one of the recognized credit rating agencies to indicate the likelihood that the issuer will be financially able to make timely payments on the principal and interest as the series of the issue reach maturity.

Culture and Recreation. The cost of providing recreational facilities and activities.

Current Ratio. A measure of financial liquidity, which expresses the proportion of current unreserved and unrestricted assets in relation to current liabilities payable from other than restricted assets. Generally, a higher ratio indicates a greater ability to meet short term obligations as they come due.

Coalition of Myrtle Beach Organizations. (COMBO). A lobbying coalition of business and professional associations from the Myrtle Beach area. It is active primarily at the state level.

COPs Fast and Universal. Federal grants through the U.S. Department of justice, which are used to aid crime prevention through the addition of police officers.

Debt. An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants, and notes.

Debt Capacity. The amount a jurisdiction may issue without exceeding some legal or financial constraint.

Debt Margin. The amount of debt capacity available after existing debt obligations are subtracted.

Debt Service. The payment of principal and interest on borrowed funds such as bonds.

Debt Service Coverage Ratio. An expression of an enterprise's ability to service its debt, analogous to the "times interest earned" ratio used in the analysis of financial condition of private firms. It is determined by dividing net income by the total debt service obligation for a given year. The City's revenue bond covenants typically require a coverage ratio of 1.20.

Deferred Revenue. Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. Under the modified accrual basis of accounting, amounts that are measurable but not available are one example of deferred revenue.

Department. A major operating budget area of the City which includes overall management for an activity or group of related activities with possibly one or more sub-activities.

Depreciation. The decrease in value of physical assets due to use and the passage of time.

Development Agreement. A document memorializing the mutual consent of the City and a private developer for the planning for or carrying out of a building activity, the making of a material change in the use or appearance of any structure or property, or the dividing of land into three or more parcels. The use of Development Agreements, as permitted under SC Code Title 6, Chapter 31, is intended to encourage a stronger commitment to comprehensive and capital facilities planning, ensure the provision of adequate public facilities for development, encourage the efficient use of resources, and reduce the economic cost of development.

Downtown Redevelopment Advisory Board (DRAB). An ad hoc board formed to assist City Council in its role as the City's redevelopment commission. It was dissolved in 1999 with the formation of the Downtown Redevelopment Corporation.

Downtown Redevelopment Corporation (DRC). The body charged with directing and overseeing the redevelopment of the downtown area of Myrtle Beach including the Pavilion and generally that area extending from 29th Avenue North to 3rd Avenue South and from the ocean on the southeast to Oak Street on the northwest.

Drug Abuse Resistance Education (DARE). A program provided to schools located inside the corporate limit which seeks to prepare children to make informed decisions against the illegal use of narcotics.

Elasticity. The degree to which a revenue source responds to rates of change in the economy. More elastic sources expand during economic expansion, and may contract during an economic downturn. Inelastic sources generally do not vary to a great extent depending upon economic conditions.

Encumbrance. A financial commitment for a contract not yet performed. An encumbrance is charged against an appropriation and a portion of the appropriation is reserved for the purpose of satisfying the encumbrance. It represents the expenditure the government will make after performance under the contract is completed and an invoice is served.

Enterprise Fund. A self-supporting fund designed to account for activities supported by user charges; examples are Sewer, Water, and Solid Waste Funds.

Expenditures. Amount paid for goods delivered or services rendered.

Expenses. Outflows or other using up of assets or the incurring of liabilities (or a combination of both) from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or central operations.

Fair Market Value. The value for which a willing buyer and a willing seller would trade a parcel of property.

Financing Mix. The combination of financing sources of different types and economic characteristics which comprise the total pool of financing sources for a fund, program, or other accounting entity or sub-entity.

Fines and Forfeits. Fines and Forfeits are derived from penalties imposed for the commission of statutory offenses, violation of lawful administrative rules, and regulations and for neglect of official duty. These revenues include court fines, confiscated property, and parking violations.

First Responder. A unit of certified emergency medical personnel who respond quickly to an emergency in hopes of stabilizing patients until ambulances can arrive to provide higher levels of care and patient transport services.

Fiscal Year. Any period of 12 consecutive months to be covered by a given financial plan or report. The City's fiscal year runs from July 1 through June 30.

Fixed Asset. Tangible property owned by the City having a monetary value of \$100 or greater and a useful life of one year or more.

Full Faith and Credit. A pledge of the governing body's taxing power for the repayment of debt obligations.

Fund. An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance. The excess of a governmental fund's assets and revenues over its liabilities, reserves, and expenditures at the close of the fiscal year.

Fund Equity. The difference between total assets and total liabilities in a fund. For governmental and similar trust funds, the term "fund balance" is often used. Fund equity, or fund balance, may have reserved and unreserved components. Only the unreserved portion is available for appropriation.

General Capital Projects Fund. A fund created to account for major capital expenditures (acquisitions and construction) other than those financed by Enterprise Funds.

General Fund. Used to account for all governmental functions not required to be separately recorded by laws or governmental policy. Most of the essential governmental services, such as police and fire protection and general administration are provided by the General Fund.

General Government. A major class of services provided by the legislative, judicial, and administrative branches for the benefit of the public and the governmental body as a whole.

General Obligation Bonds. Bonds backed by the full faith and credit (taxing power) of the City.

Generally Accepted Accounting Principles (GAAP). Uniform standards and guidelines as promulgated by the Governmental Accounting Standard Board. The treatment of each fund is determined by its measurement focus, with the flow of financial resources being the focus in governmental funds and the flow of economic resources the focus of enterprise funds.

Goal. A broad statement of purpose or intent to achieve a desired state of affairs. A goal describes a desired effect on the community and its citizens.

Governmental Funds. Those funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grand Strand Area Transportation System (GSATS). This acronym refers to the Grand Strand Area Transportation System Enhancement Program.

Home Rule. A doctrine according local governments broad discretion to formulate policies affecting their own jurisdictions under both Constitutionally expressed and implied

powers. The home rule doctrine contrasts with “Dillon’s Rule,” which holds that local governments, as creatures of the state, possess only those powers the state has expressly granted them.

Initial Total Equalized Assessed Value. The assessed value of real property located within a legally designated redevelopment area at the time of its designation. The initial value continues to be taxable for all legal municipal purposes, while the incremental value of development occurring after the date of its designation yields taxes which must be used to finance capital improvements within the area.

Interfund Charges. Charges allocated to enterprise or special revenue funds for services provided by administrative staff members accounted for in the General Fund. (see Cost Allocation).

Interfund Transfers. Transfers of monies from one fund to another fund in the same government. Transfers are not repayable and do not constitute payment or reimbursement of goods provided or services performed.

Intergovernmental Revenues. Revenues received from Federal, State, and other local government sources including grants, shared revenues, and payments in lieu of taxes.

Interfund Borrowing. The practice of borrowing from the cash balance of one fund in order to support a cash deficit in another.

Interim Borrowing. Short-term loans to be repaid from general revenues during the course of a fiscal year, or short-term loans in anticipation of tax collections, grants, or bond issuance. Bond anticipation notes are the only form of interim borrowing currently allowed by City policy.

Internal Service Funds. Funds established to account for the financing of goods or services provided by one department for other departments within the City. Goods and services furnished and billed at cost plus a fixed factor which is designed to cover all expenses of the funds.

Lease-Purchase Agreements. Contractual agreements that are termed leases, but that in substance are purchase contracts.

Levy. (1) verb - To impose taxes, special assessments, or service charges for the support of government activities. (2) noun - The total amount of taxes, special assessments, or service charges imposed by a government.

Liability. A probable future sacrifice of economic benefit, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

Licenses and Permits. Revenues derived from the issuance of local licenses and permits including professional and occupational licenses, building permits, and other miscellaneous permits.

Median Family Income. A measure of central tendency. The income level at which fifty per cent (50%) of the population have greater annual incomes and fifty percent have lesser annual incomes.

Mill. A unit of taxation equal to \$1 per \$1,000 of assessed property value, or a factor of .001.

Modified Accrual Basis. An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Solid Waste. Any solid waste (including garbage and trash) derived from households (including single- and multi-family residential, hotels and motels, bunkhouses, ranger stations, crew quarters, campgrounds, picnic grounds, and day-use recreation areas), and generated by commercial establishments (stores, offices, restaurants, warehouses, and other non-manufacturing) excluding industrial facilities and non-hazardous sludge.

Municipal Solid Waste Landfill. A discrete area of land or an excavation that receives household waste. The term “municipal” does not indicate ownership.

Myrtle Beach Air Base Redevelopment Authority (ABRA). A body constituted by the state of South Carolina to plan for and coordinate the redevelopment of the approximately 4,000-acre tract formerly occupied by the Myrtle Beach Air Force Base.

Myrtle Beach Convention Center Hotel Corporation. A non-profit public benefit corporation formed by the City to borrow funds for the construction of a 404-room four-star hotel adjacent to the City’s Convention Center. The corporation is also charged with coordinating and overseeing the development and operation of the hotel.

Myrtle Beach Public Facilities Corporation. A non-profit public benefit corporation which issues and services debt for the construction of certain facilities to benefit the City and leases those facilities back to the City for public use.

National Pollution Discharge Elimination Systems (NPDES). A set of standards regulating the quality of storm water runoff that may be discharged into waters of the United States, as defined by the U. S. Army Corps of Engineers.

Non-bonded Debt. Instruments that entitle the owner to a share of revenues of a project, but not by an unconditional promise to repay principal amounts at some designated future time. They are often secured by the capital asset being financed, and not by a “full faith and credit” pledge.

Non-operating Revenues. Proprietary fund revenues incidental to, or by-products of, the fund’s primary activities.

Non-operating Expenses. Proprietary fund expenses not directly related to the fund's primary service activities (e.g., interest).

Object of Expenditures. Expenditures are classified based upon the type of good or service incurred. Such classifications include:

- Personal Services: for all salaries, wages, and benefits;
- Services and Materials: for purchases of commodities and contractual services;
- Capital Outlay: for purchases of operating equipment with an expected life greater than two years and a cost of more than \$500;
- Debt Service: for the retirement of principal and the payment of interest on municipal debt.

Objective. A specific target for achievement which represents an interim step or progress toward a goal within a specified time span.

Occupancy Rate. The number of lodging room-nights occupied over a given period of time expressed as a percentage of the total room-nights available.

Operating Budget. Plans of current expenditures and the proposed means of financing them. It is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are anticipated and controlled.

Operating Expenditures. Expenditures of governmental funds for recurring items required in the delivery of essential services, such as wages and salaries, expendable supplies, contractual services, and utilities.

Operating Expenses. Proprietary fund expenses related directly to the fund's primary Proprietary fund revenues directly related activities.

Operating Revenues. Relate to the fund's primary activities. They consist primarily of user charges for goods and services. The term is also used loosely to refer to recurring revenues used to support ongoing operations, exclusive of capital outlays, for governmental funds.

Ordinance. A formal legislative enactment by the City Commission or governing body of a municipality. If it is not in conflict with any higher form of law such as a statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

Other Financing Sources. Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

Other Financing Uses. Governmental Fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

Other Post-Employment Benefits. Continuing benefits of employment that are promised to be paid or otherwise provided to the employee after termination of active employment. Typical post-employment benefits include health insurance coverage provided to the employee during retirement.

Overlapping Debt. The proportionate share borne by property within each government of the debts of all local governments located wholly or partially within the geographic boundaries of the reporting government. In the City's case, these include the City, County, Horry County Board of Education, and the Higher Education Commission.

Pay-As-You Go. In capital improvement programming, the term refers to a financing strategy that relies upon current revenues rather than the issuance of debt to acquire capital improvements. In the context of pension accounting and risk management, the failure to finance retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

Pay-As-You-Use. A capital improvement programming strategy that relies upon the issuance of debt to finance capital projects with extended useful lives. It spreads the cost of the project over the generations of people who will benefit from it during its useful life.

Per Capita Income. A measure of income per resident in a census population area (city, county, urbanized area, etc.). The measure is derived by dividing the total income for the area by the census population.

Performance Measurement. The use of indicators, generally quantitative ones, which identify the inputs, outputs, efficiency, and effectiveness of an organization in performing its mission.

Personal Services. Salaries/Wages and Benefits (Social Security, Medical/Dental /Life Insurance, Retirement, etc.) provided by the City.

Perspective. The fund structure used by an entity for budgeting or financial reporting purposes. Where the structure of funds budgeted by a government differ from the structure reported in its general purpose financial statements, according to Generally Accepted Accounting Principles, a difference in perspective is said to exist.

Price Excludable Public Goods. Those public goods for which benefits can be priced and consumers allowed or excluded from consumption based upon their willingness to pay.

Pro Forma. Estimated in advance. Pro Forma statements as of certain dates in the future permit management to consider the need for changes in inventory and working capital policies, to judge the adequacy of the organization's liquidity, and anticipate its ability to finance projected operations.

Program. A program is a distinct, clearly identifiable activity, function, or organizational unit which is budgeted as a sub-unit of a department. A program budget utilizes the separate program budgets as its basic components.

Proprietary Fund Types. Income determination or commercial type funds, which are used to account for a government's ongoing activities or operations that are similar to those often found in the private sector (i.e., enterprise and internal service funds). The accounting principles used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position, and changes in financial position.

Public Safety. A major category of services provided by a government for the security of persons and property. This includes Law Enforcement, Fire Control, Rescue Services, Emergency Services, and Building and Zoning Inspections.

Real Growth. The underlying rate of growth absent any effects of inflation.

Reclassification. The moving of an existing position from one personnel classification (title) to another.

Resources. Total amounts available for appropriation, including estimated revenue, fund transfers, and beginning fund balances.

Revenues. (1) Increases in the net current assets of a governmental fund type other than from expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions, and residual equity transfers. Also, operating transfers are classified separately from revenues.

Revenue Bonds. Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

Revenue Mix. The combination of revenues of different types and economic characteristics which comprise the total pool of revenues for a fund or other accounting entity. The mix may be more stable, as is the case when property tax revenues make up a larger share of the mix, or more elastic, as when heavier reliance is placed upon sales and use taxes.

Room-night. A measure of occupancy indicating one hotel or motel room available for one night. Each room theoretically is available for 30 nights per month. A hotel with 100 rooms would have a capacity of $30 \times 100 = 3,000$ room nights per month. Total capacity of the Myrtle Beach area approaches 1.7 million per month.

Southern Building Code Congress International (SBCCI). A set of safety standard codes adopted annually. These codes cover the construction or development of any structure or technical discipline such as plumbing or heating, for example.

Special Revenue Funds. To account for revenues derived from specific sources which are restricted by law or policy to finance specific activities.

Strategic Financial Planning. An orderly way of assessing an organization's position in its business environment and planning its financial activities accordingly. It is oriented toward the future, and seeks to make explicit the organization's overall missions and goals. It has been called "organized common sense."

Tap Fee. Fees charged to join or to extend an existing utility system.

Tax Base. The total assessed valuation of real property within the city limits.

Tax Increment Revenue Bonds. Debentures relying upon the developer's ability to complete a tax increment district development project on time, and upon the tax increment district to reach its projected incremental valuation level in a timely manner. No other pledge of property or taxing authority is granted.

Tax Increment Financing. A method of financing capital improvements using any additional tax revenues generated by new development occurring within a designated area after a certain date. This method is generally used to stimulate investment in economically depressed areas.

Tax Levy. The total amount of revenue to be raised from the property tax levied in the budget ordinance.

Tax Rate. The amount of tax levied per unit of property value. The rate is stated in "mills," with each mill equal to one cent (\$0.01) per thousand dollars (\$1,000) of assessed value.

Timing of Fiscal Periods. The intervals of time over which fiscal periods extend. In some jurisdictions, budgetary authority for a fiscal year may extend beyond that year, creating a difference between the budgetary period and the fiscal year, according to Generally Accepted Accounting Principles.

Trust Fund. A fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

Urbanized Area. A Census Bureau designation for an area including one or more central cities and surrounding territory with a combined population of 50,000 or more.

User Charges. The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Visioning. A planning process which attempts to maximize public participation in a forum that leads to consensus on as many issues as possible.

Working Capital. The difference between current assets and current liabilities. Generally, the greater the amount of working capital available the better prepared the organization is to meet its obligations as they come due.

Acronyms

This list includes many commonly used acronyms appearing in this document. Most are also described or further defined in the Glossary above. They may be found listed under their full names.

AACSB	American Association of Collegiate Schools of Business
ABRA	Air Base Redevelopment Authority
ADR	Average Daily Rate
ALS	Advanced Life Support
BAN	Bond Anticipation Note
BLS	Basic Life Support
CDBG	Community Development Block Grant
COP	Certificates of Participation
DARE	Drug Abuse Resistance Education
DHEC	The South Carolina Department of Health and Environmental Control
DRC	Downtown Redevelopment Corporation
GAAP	Generally Accepted Accounting Principles
GSATS	Grand Strand Area Transportation System
MBAFB	Myrtle Beach Air Force Base
OPEB	Other Post-Employment Benefits
SBCCI	Southern Building Code Congress International



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