

2022

CITY OF MYRTLE BEACH



Annual Budget &  
Financial Plans



## **FY 2021-22 ANNUAL BUDGET & FINANCIAL PLANS**

### **MAYOR**

Brenda Bethune

### **MAYOR PRO TEMPORE**

Jackie Hatley

### **CITY COUNCIL**

Michael Chestnut

John Krajc

Clyde H. "Mike" Lowder

Philip N. Render, DMD

Gregg Smith

# City of Myrtle Beach



## OFFICIALS and DIRECTORS

### OFFICIALS

- ◇City Manager, Jonathan "Fox" Simons
- ◇Chief Financial Officer, Michelle Shumpert
- ◇Assistant City Manager, Lisa Wallace
- ◇Assistant City Manager, Vacant
- ◇City Attorney, William A. Bryan, Jr.
- ◇City Clerk, Jennifer Adkins

### CITY DEPARTMENT HEADS

- ◇Financial Management & Reporting Director, Diana Farrell (Interim)
  - ◇Financial Services Director, Jeremy Roof
  - ◇Insurance and Risk Services Director, Val Rosser
  - ◇Human Resources Director, Vacant
  - ◇Public Information, Mark Kruea
- ◇Construction Services Director, Chris Thompson
  - ◇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, Interim 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

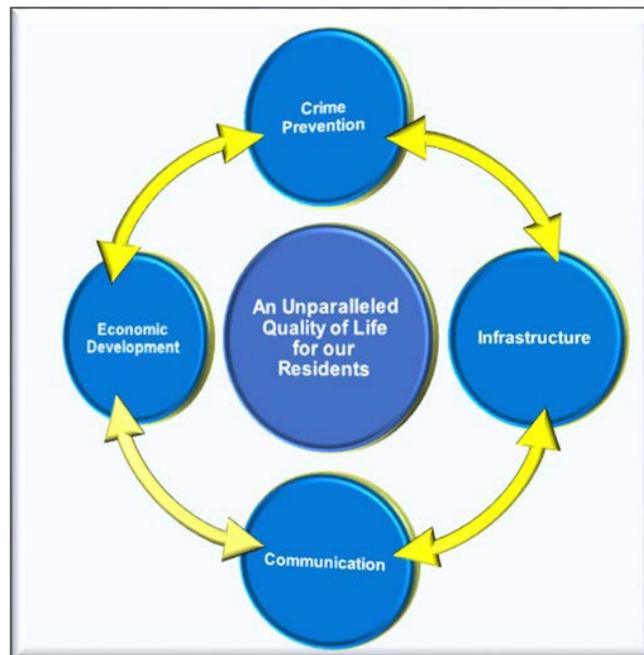
*Create an unparalleled quality of Life for our residents through:*

**C**rime Prevention

**I**nfrastructure

**C**ommunication

**E**conomic Development





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# **Introduction**

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## Budget Introduction



**WELCOME** to the City of Myrtle Beach 2021-22 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,

Michelle Shumpert, CPA  
Chief Financial Officer

Diana Farrell, CPA  
Interim Director of Financial  
& 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 terms. 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 and the 1.2 mile A10 Mountain Bike Trail.
- 38 City Parks, 2 dog 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 (2020):</i>   | 35,682          |
| <i>Myrtle Beach MSA (2020):</i>   | 514,000         |
| <i>Median Home Price (2021):</i>  | \$248,000       |
| <i>Largest Private Employer:</i>  | Wal-Mart        |
| <i>Median Income (2019):</i>  | \$50,704        |
| <i>Number of Rooms for Rent:</i>  | 157,000         |
| <i>Estimated Unrestricted *<br/>True Value of Taxable<br/>Property (Tax Yr 2020):</i> | \$9,782,046,000 |
| <i>Average Sunny Days:</i>  | 218             |
| <i>Annual Precipitation:</i>  | 53.27"          |

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



# FY 2021-22 Annual Budget Calendar



**PHASE I - POLICY FORMATION & BUDGET DEVELOPMENT**

**October - November 2020**

**Budget Development—Establish Current Level Benchmarks**

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

**December 2020**

**Departmental Budget Development—Current Level**

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

**January 2021**

**Budget Development—Service Level Changes**

- Provide update of economic & financial environment, status of major initiatives, budget calendar
- Departments prepare budget proposals
- New Capital project reviews

**February – March 2021**

**Senior Management Review**

- Debt Plan
- Capital Improvement Plan Review and Adjustment
- Departmental Operating Budgets
- 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 2021**

**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

**PHASE II - BUDGET REVIEW AND ADOPTION**

**April 2021**

**Presentation of City Manager’s Recommended FY 2021-22 Budget and 2022-2026 Capital Improvements Plan**

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

**May 2021**

- Budget Workshops
- Public Hearing and First Reading

**June 2021**

- Second Reading
- Adoption



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## FY 2021-22 Transmittal Letter

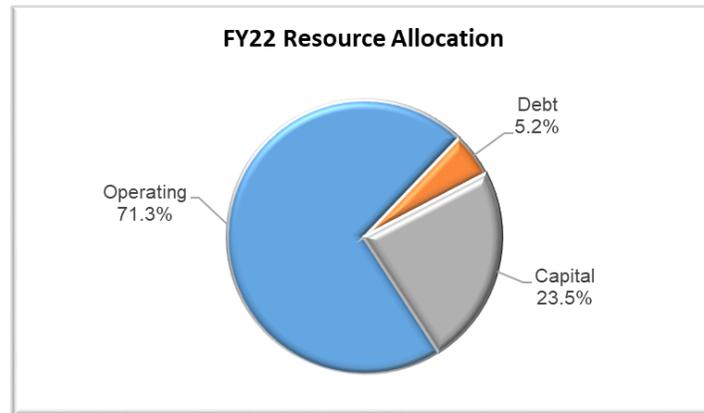


Honorable Mayor Brenda Bethune and Members of City Council:

On behalf of the City Manager, I am pleased to present the Municipal Budget for Fiscal Year 2021-22 (FY 2022), and the 2022-26 Capital Improvements Plan (CIP). Total expenditures/expenses for the fiscal year, net of interfund transfers, are approximately \$292.1 million, up from the \$216.5 million authorized in Fiscal Year 2020-21 by \$75.6 million or 34.9%.

|                                      | FY2019-20<br>Actual       | FY2020-21<br>Rev. Budget  | FY2021-22<br>Budget       | % $\Delta$ |
|--------------------------------------|---------------------------|---------------------------|---------------------------|------------|
| Governmental Operations              | \$ 217,832,371            | \$ 204,547,872            | \$ 225,626,586            | 10.3%      |
| Enterprise Operations                | <u>62,834,106</u>         | <u>41,151,913</u>         | <u>47,259,257</u>         | 14.8%      |
| Total Operating Budget               | <u>280,666,477</u>        | <u>245,699,785</u>        | <u>272,885,843</u>        | 11.1%      |
| <br>Governmental Capital<br>Projects | <br><u>6,104,286</u>      | <br><u>24,188,234</u>     | <br><u>55,905,308</u>     | <br>131.1% |
| Reconciling Items                    |                           |                           |                           |            |
| Enterprise Capital<br>Projects       | <u>2,382,700</u>          | <u>3,799,300</u>          | <u>27,999,400</u>         | 637.0%     |
| Total Reconciling Items              | <u>2,382,700</u>          | <u>3,799,300</u>          | <u>27,999,400</u>         | 637.0%     |
| Less: Interfund Transfers            | <u>(78,106,615)</u>       | <u>(57,181,347)</u>       | <u>(64,705,161)</u>       | 13.2%      |
| <br>Grand Total<br>Appropriations    | <br><u>\$ 211,046,848</u> | <br><u>\$ 216,505,972</u> | <br><u>\$ 292,085,390</u> | <br>34.9%  |

Before interfund transfers are backed out of the total, expenditures for general government operations and maintenance and of City enterprises are estimated at \$254.4 million (71.3% of total). Debt service expenditures/expenses equal \$18.5 million (5.2% of total). New capital improvement appropriations for FY 2022 have been authorized in the amount of \$83.9 million (23.5% of the total).



This budget includes no increase in the *ad valorem* tax rate and no increase business license or permitting fees. Fees for the City owned Cemetery were increased to more closely mirror the local market, however the City's fees remain below those charged by other local service providers.

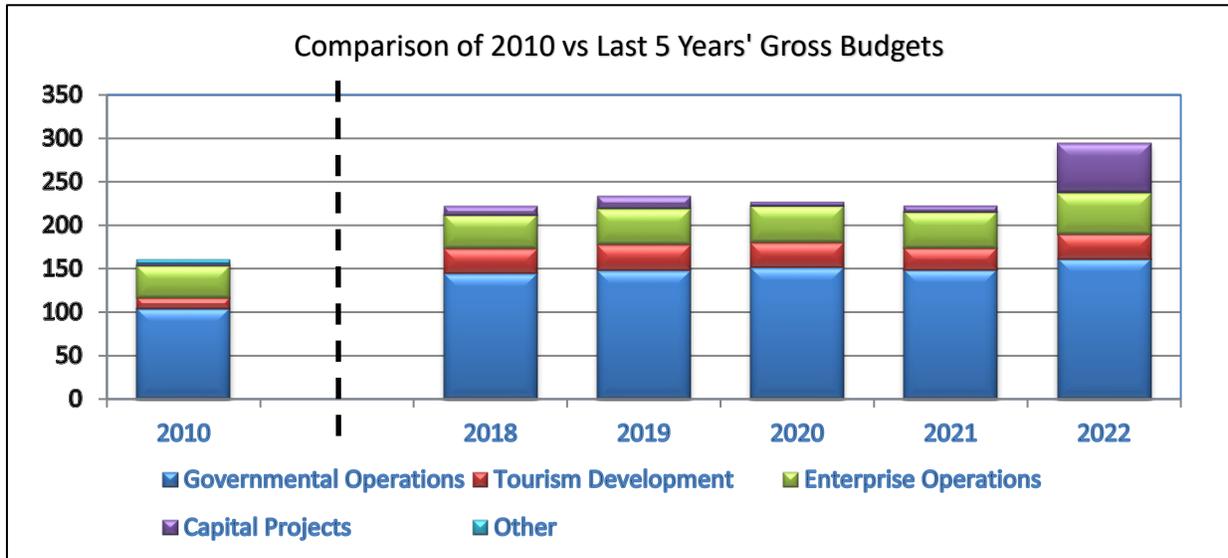
In the City's various special revenue and enterprise funds, fees and charges were increased as follows:

- **Water and Sewer Fund**—A blended increase of 5.0%, depending upon usage. The increase amounts to \$1.96 per month for a residential user on an average of 7,500 gallons per month. The Water and Sewer connection fee increased \$1,805, or 67.3%, for new connections to the water and sewer system.
- **Storm Water Management Fund** — A monthly rate increase of \$1.38 for a residential property owner.



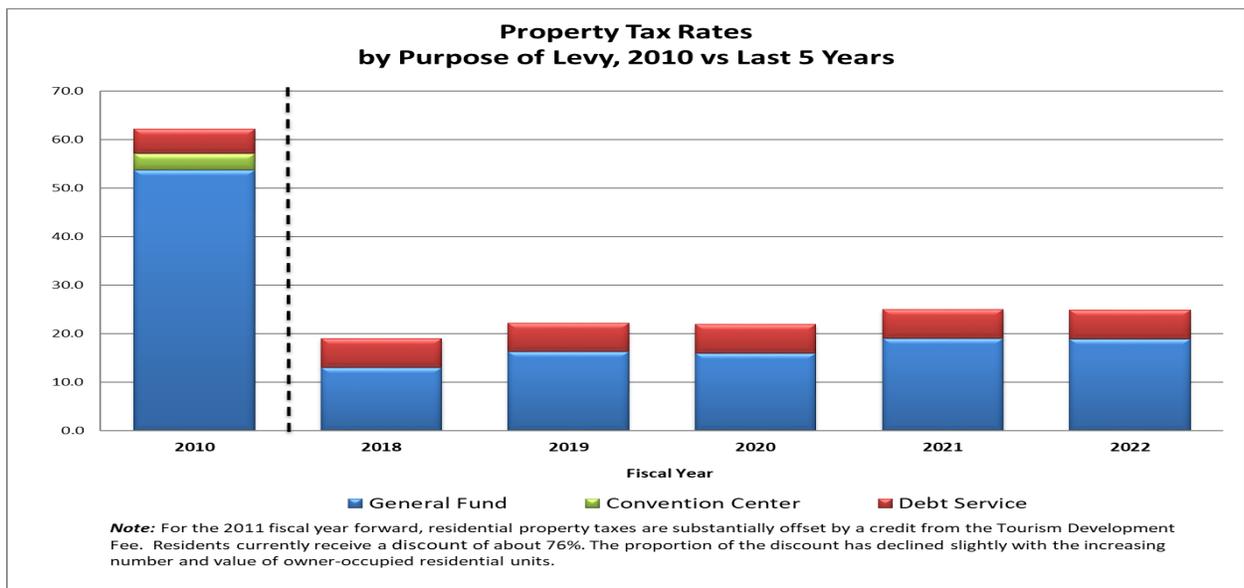
## Budget Comparisons and Costs of City Services

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.



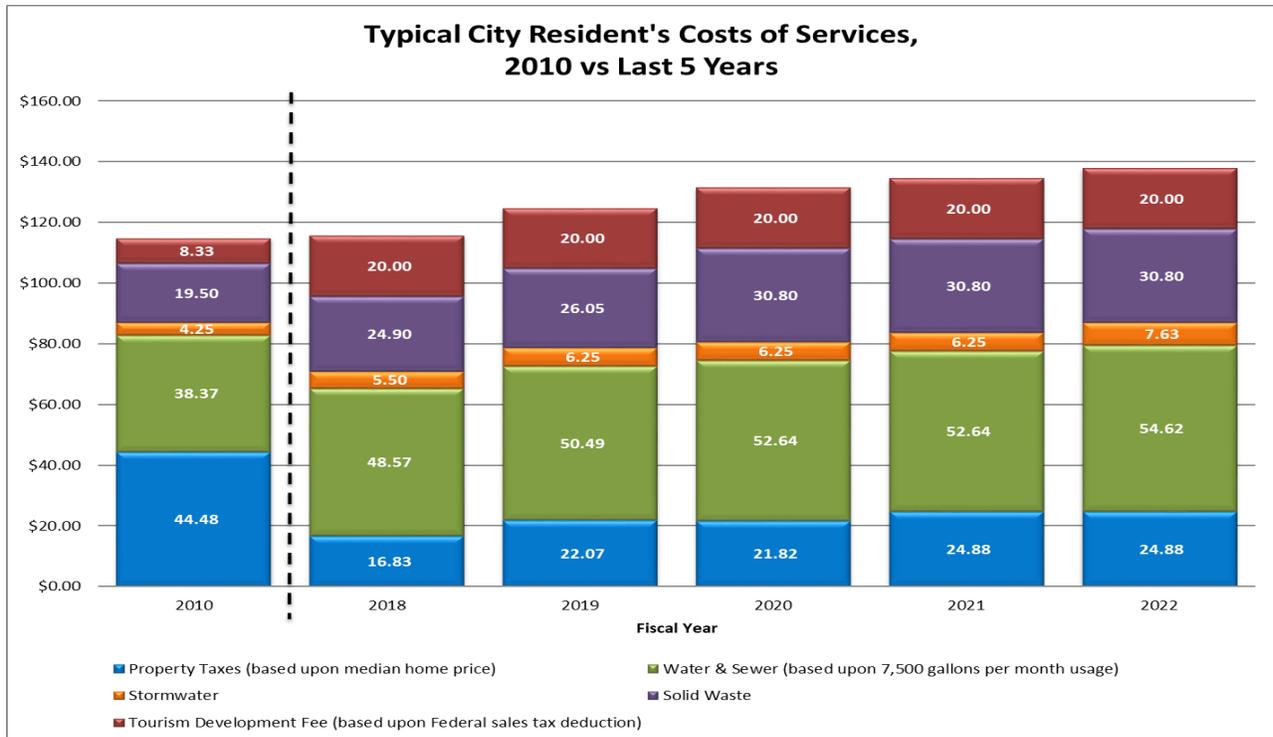
The Tourism Development Fee statute, §4-10-970(A)(2)(a), provides that at least twenty percent of the collections not required to be spent for out-of-state advertising by a local direct marketing organization, or 4% of total revenue, may be used to provide a credit against the property tax liability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

The City has elected to use far more than the amount required, in recent years employing as much as 20.0% of total revenue for the purpose of granting the credit against property tax liabilities for owner-occupied units. That amount has grown to over \$5.6 million in the 2022 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 \$137.93, less than a typical power bill or the cost of phone, internet and cable TV service. When the effects of the increase in median home price are accounted for, the costs of service have actually only increased by about \$4.94 per month between fiscal years 2010 and 2022.<sup>1</sup>



<sup>1</sup> Analysis assumes median-priced home ranging from \$167,000 market value in 2010 to \$248,000 in 2022; vehicles valued at \$34,700; average water consumption of 7,500 gallons; taxable expenditures of \$2,000 per month; standard residential storm water and solid waste service.

## Budget Planning and Strategic Initiative Development



Typically the City begins strategic budget planning in October each year, conducting a series of budget workshop sessions at which City Council participates 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 hold 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 FY22, the pandemic made it difficult to come together in person for group meetings and workshops. Fortunately the strategic initiatives identified in FY20 were developed in a deliberate, comprehensive manner meant to be the guide for resource allocation for many years to come.

During April budget workshops, Council confirmed their dedication to their goal of fostering an unparalleled overall quality of life for our residents, visitors, and business owners, as well as the four previously identified major strategic initiatives to further their goal. The strategic initiatives 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, 2022.

### Strategic Initiatives 2021-22

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 \$3.5 million in service level changes were added utilizing a mix of general revenues and grant

funding. The service level changes include authorization for 15 new full time positions for Fiscal Year 2022.

The new positions include:

- Chief Innovation Officer (Overall Quality of Life – Support for all Initiatives)
- Diversity, Equity and Inclusion Officer (Overall Quality of Life – Support for all Initiatives)
- Sewer Superintendent (Infrastructure)
- Assistant City Attorney (Overall Quality of Life – Support for all Initiatives)
- Administrative Legal Secretary (Overall Quality of Life – Support for all Initiatives)
- 10 Police Officers (Public Safety)

In addition to the positions added in the budget, a pay plan adjustment is included for the Fire Department. The adjustment is intended to improve recruitment and retention in the department, supporting those vital public safety services. Finally, a service level change creating a partnership with a Place Management Organization (PMO) is included in the FY22 budget to further the City's economic development efforts.

Beyond the service level changes included in the budget, the City will implement a reorganization in FY22. The reorganization involves a redistribution of departmental functions to create an Economic Development division, transitioning certain departments under the Economic Development Director.

### **Capital Improvements**

A total of \$320.2 million in capital improvements are planned over the five-year term.

The 2022-26 Capital Improvements Plan (CIP) includes \$84.0 million of new projects for the first year of the plan. General FY22 appropriations of \$27.2 million include pay-as-you-go projects for recreational facilities, public safety facilities, street and sidewalk improvements, and transportation system improvements. Also in FY22, along the Historic Ocean Front district, \$5.9 million in projects are planned for revitalization of the Boardwalk and installation of decorative railing along Ocean Boulevard. In the Arts and Innovation District, the FY22 plan includes \$14.4 million for facilities and transportation system improvements. Storm water improvements of \$7.6 million are included in FY22 for flood mitigation, neighborhood and downtown storm water system improvements, and initial engineering for an ocean outfall. Water and sewer system projects of \$27.9 million in the FY22 plan include system maintenance and extension, as well as renewal and replacement of system infrastructure.

### **Conclusion**

We look forward to working with Council to review the City's strategic initiatives

this fall and to fashion a budget for 2023 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,

A handwritten signature in cursive script that reads "Michelle Shumpert". The signature is written in a dark ink and is positioned below the word "Sincerely,".

Michelle Shumpert,  
CPA Chief  
Financial Officer



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## 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.

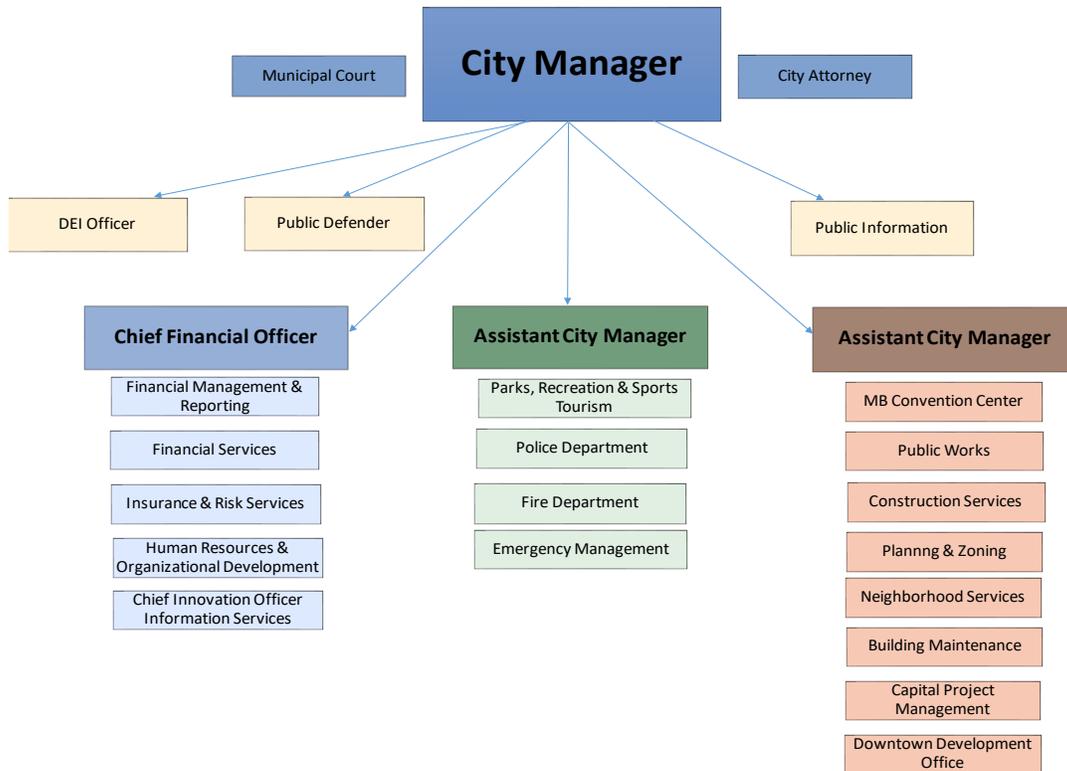
### **Citizen Participation and Voluntarism**

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



## Mayor & City Council





## 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 2021, fiscal year 2021-22, the City's limit for increasing its operating millage is 3.93%. Given that the City has used only 4.10% of its millage increase capacity for the three prior years, the cumulative increase allowed by law is 11.23%. Property tax millage for FY 22 is 78.9 mills and the adopted budget included no increase in the ad valorem property tax.

### South Carolina Operating Millage Rates

| City                      | City  |
|---------------------------|-------|
| Myrtle Beach <sup>1</sup> | 78.9  |
| Charleston                | 76.3  |
| North Augusta             | 73.5  |
| Orangeburg                | 100.0 |
| Greenville                | 85.3  |
| North Charleston          | 97.0  |
| Rock Hill                 | 93.5  |
| Spartanburg               | 104.4 |
| Columbia                  | 93.8  |
| Anderson                  | 116.0 |

<sup>1</sup> 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—60 mills or 76.01%—on owner-occupied residential property, thanks to the implementation of a 1% Tourism Development Fee. Thus the resident pays a net rate of 18.9 mills, of which 6.0 mills are for debt service.

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.

### 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 (2018)   | \$248,000               | \$292,400  | \$125,600   | \$330,600  | \$174,800        | \$181,100 |
| Household Median Income (2018 - Adj. For Inflation)                      | \$43,200                | \$56,609   | \$40,053    | \$68,438   | \$45,510         | \$47,286  |
| Personal Real Estate Tax Burden based on Median Price (see note 1 above) | \$783<br>(723)<br>\$ 60 | \$998      | \$524       | \$1009     | \$678            | \$679     |
| Real Property Tax Burden as % of Median Income                           | 0.14%                   | 1.76%      | 1.31%       | 1.48%      | 1.49%            | 1.44%     |

Sources: US Census Bureau, 2015-2019 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    | 44.78        | 48.10        | 92.88        |
| Charleston          | 29.11        | 98.08        | 127.19       |
| Spartanburg         | 36.30        | 56.33        | 92.63        |
| Anderson            | 36.19        | 57.54        | 93.73        |
| Rock Hill           | 28.57        | 52.03        | 80.60        |
| Greenville          | 17.81        | 56.70        | 74.51        |
| Columbia            | 29.95        | 52.83        | 82.78        |
| North Augusta       | 18.01        | 35.47        | 53.48        |
| <b>Myrtle Beach</b> | <b>20.38</b> | <b>34.24</b> | <b>54.62</b> |
| <u>Orangeburg</u>   | <u>18.17</u> | <u>29.69</u> | <u>47.86</u> |

Source: Myrtle Beach Office of Financial Management & Reporting, Survey of South Carolina Water and Sewer Systems, July 2021.



## Buying Power of a Typical Household's Taxes and Fees

### Household:

Based upon a house valued at \$248,000, two cars valued at \$34,700, and monthly household water consumption of 7,500 gallons, a typical Myrtle Beach household will pay the City's General Government a total of \$1,655.15 this year. This includes:



|                         |                   |
|-------------------------|-------------------|
| City Taxes              | \$298.55          |
| Water and Sewer charges | 655.44            |
| Storm Water Fees        | 91.56             |
| Solid Waste Fees        | 369.60            |
| Tourism Development Fee | 240.00            |
| <b>Annual Total</b>     | <b>\$1,655.15</b> |



**If you are the typical City resident, your \$1,655.15 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 6 days' salary and benefits for an entry-level Police Officer or Firefighter
- 75 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 \$137.93?

## 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:

**\$ 135.50**

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



**Total Cost of City Services:  
\$137.93 Per Month**

Two and a half tanks of mid-grade gasoline to fill your family's mid-sized sedan:

**\$147.00**

*Based upon 21.0-gallon fuel capacity at \$2.80 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:

**\$ 216.60**

*Based upon USDA Official Food Plan update April 2021.*



## 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.
- 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 tourism taxes) 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.

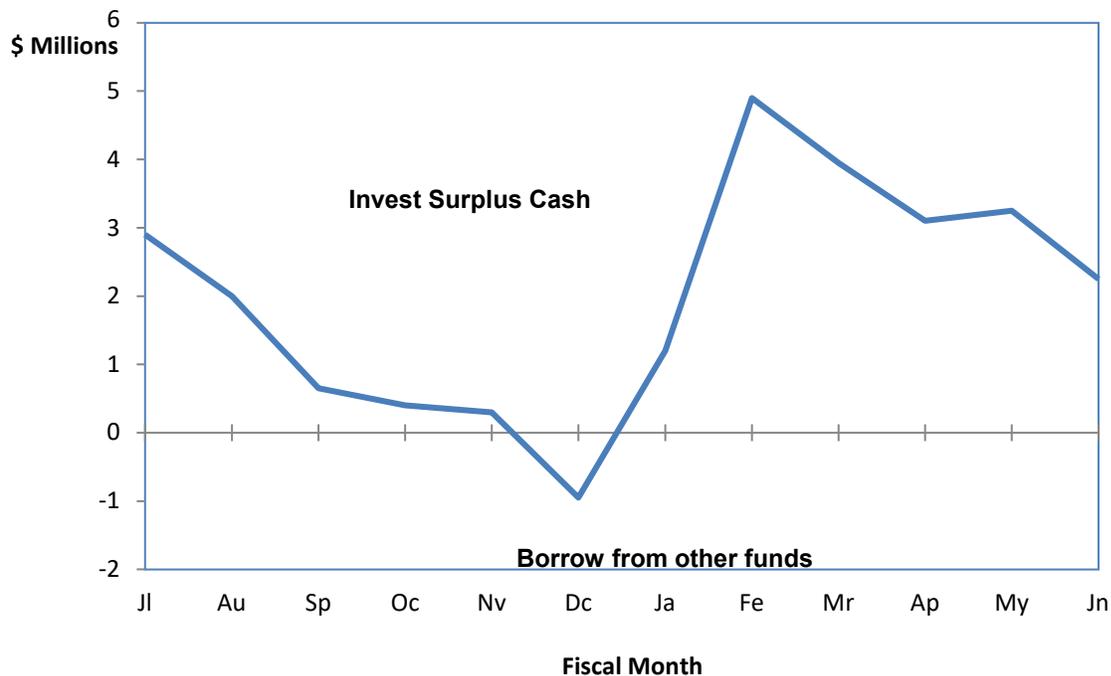
### **Working Capital**

- 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 25% 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, except where certain special revenues are legislatively allowed for specific General Fund services.
- 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, for Debt Service Reserve funds governed by their respective bond ordinances, and for funds held for the Retirement Health Reimbursement Arrangement (RHRA). 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.



# **Total Budget Summary**

- 2021-22 Budget Summary & Comparison**
- City Staffing**
- Departmental Budgets**
- Capital Improvement Budget & 5-year Plan**
- Debt Management**



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**City of Myrtle Beach**  
**FY21-22 Budget Summary & Comparison**

|                                      | FY2019-20<br>Actual       | FY2020-21<br>Rev. Budget  | FY2021-22<br>Budget       | % Δ        |
|--------------------------------------|---------------------------|---------------------------|---------------------------|------------|
| Governmental Operations              | \$ 217,832,371            | \$ 204,547,872            | \$ 225,626,586            | 10.3%      |
| Enterprise Operations                | <u>62,834,106</u>         | <u>41,151,913</u>         | <u>47,259,257</u>         | 14.8%      |
| Total Operating Budget               | <u>280,666,477</u>        | <u>245,699,785</u>        | <u>272,885,843</u>        | 11.1%      |
| <br>Governmental Capital<br>Projects | <br><u>6,104,286</u>      | <br><u>24,188,234</u>     | <br><u>55,905,308</u>     | <br>131.1% |
| Reconciling Items                    |                           |                           |                           |            |
| Enterprise Capital<br>Projects       | <u>2,382,700</u>          | <u>3,799,300</u>          | <u>27,999,400</u>         | 637.0%     |
| Total Reconciling Items              | <u>2,382,700</u>          | <u>3,799,300</u>          | <u>27,999,400</u>         | 637.0%     |
| Less: Interfund Transfers            | <u>(78,106,615)</u>       | <u>(57,181,347)</u>       | <u>(64,705,161)</u>       | 13.2%      |
| <br>Grand Total<br>Appropriations    | <br><u>\$ 211,046,848</u> | <br><u>\$ 216,505,972</u> | <br><u>\$ 292,085,390</u> | <br>34.9%  |

## FY22 Budget Statement of Revenues, Expenditures, & Changes in Fund Balance/Equity

|  | Governmental<br>Operating<br>Budget | Enterprise<br>Operating<br>Budget |
|--|-------------------------------------|-----------------------------------|
| <u>Revenues and Other Financing Sources</u>                    |                                     |                                   |
| Property Taxes   | \$ 40,140,000                       | \$ -                              |
| Other Taxes  | 33,026,215                          | -                                 |
| Licenses and Permits   | 32,730,000                          | -                                 |
| Fines and Forfeitures  | 965,000                             | -                                 |
| Local Option Tourism Fees                                      | 29,000,000                          | -                                 |
| Intergovernmental Revenue                                      | 19,982,984                          | -                                 |
| Charges for Current Services                                   | 11,685,753                          | 41,792,358                        |
| Miscellaneous Revenue  | 7,236,775                           | 91,899                            |
| Proceeds of Long-term Obligations                              | 15,440,000                          | -                                 |
| Gain on Sale of Fixed Assets                                   | 568,000                             | -                                 |
| Transfers from Other Funds                                     | 46,305,161                          | 400,000                           |
| Capital Contributions  | -                                   | 4,975,000                         |
| Net Use of Fund Balances                                       | 15,885,006                          | -                                 |
|  | \$ 252,964,894                      | \$ 47,259,257                     |
| <u>Expenditures/Expenses</u>                                   |                                     |                                   |
| General Government   | \$ 15,158,338                       | \$ -                              |
| Public Safety  | 54,505,262                          | -                                 |
| Transportation   | 8,422,760                           | -                                 |
| Community and Economic Development                             | 41,817,166                          | -                                 |
| Parks, Recreation & Sports Tourism                             | 22,247,167                          | -                                 |
| Public Works   | 1,736,205                           | 41,604,242                        |
| Capital Improvements & Acquisitions                            | 30,756,760                          | -                                 |
| Principal Retirement   | 10,405,808                          | -                                 |
| Interest and Fiscal Charges                                    | 5,895,147                           | 2,171,823                         |
| Bond Issuance Costs  | -                                   | -                                 |
| Transfers to Other Funds                                       | 62,020,281                          | 2,599,880                         |
| Increase in Fund Net Assets                                    | -                                   | 883,312                           |
|  | \$ 252,964,894                      | \$ 47,259,257                     |
| <u>Add items previously appropriated and non-expense items</u> |                                     |                                   |
| Enterprise Capital Projects                                    | -                                   | 27,999,400                        |
| <u>Less Interfund Transfers</u>                                | (62,020,281)                        | (2,599,880)                       |
| Grand Total FY2022 Recommended Budget                          | \$ 190,944,613                      | \$ 72,658,777                     |



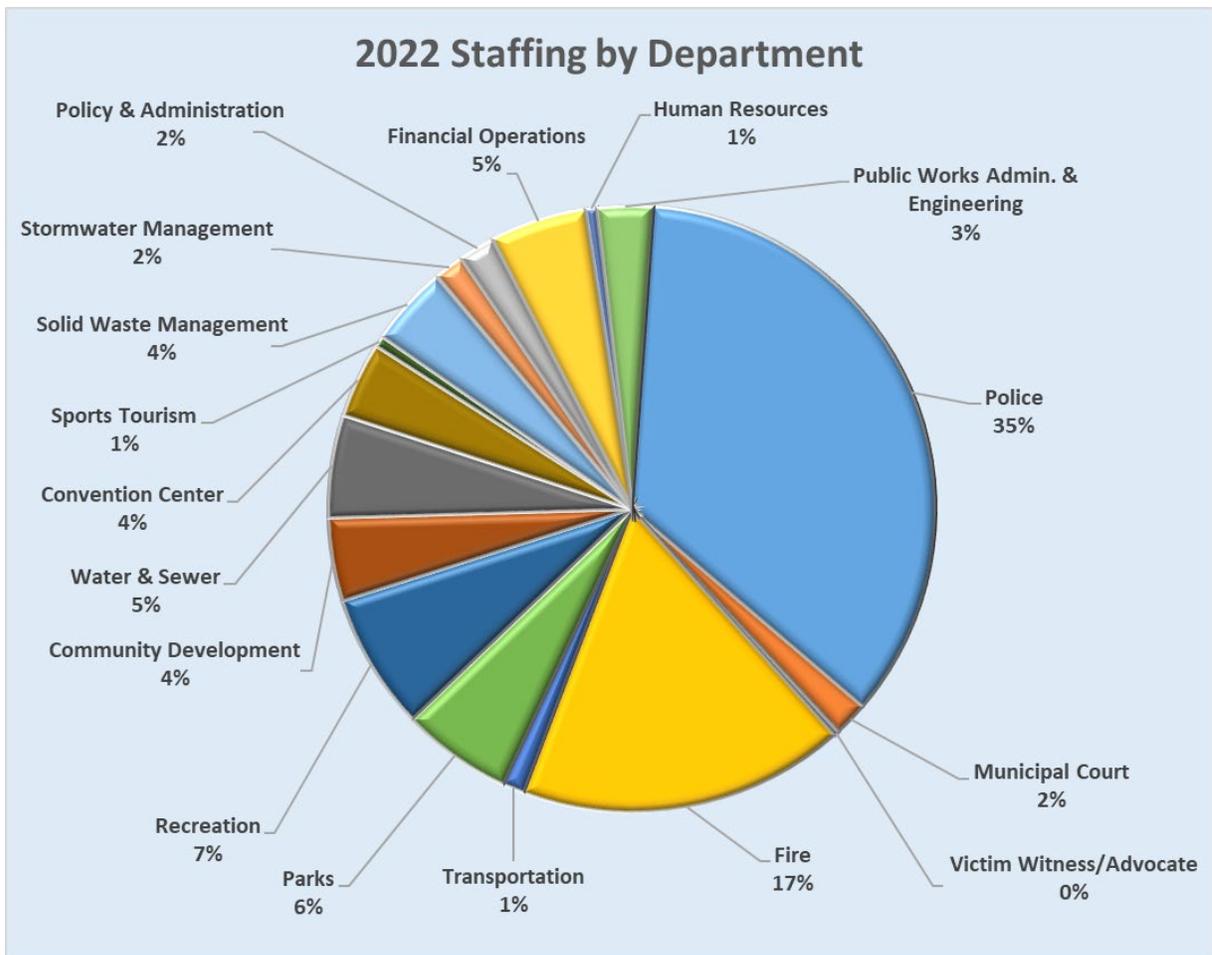
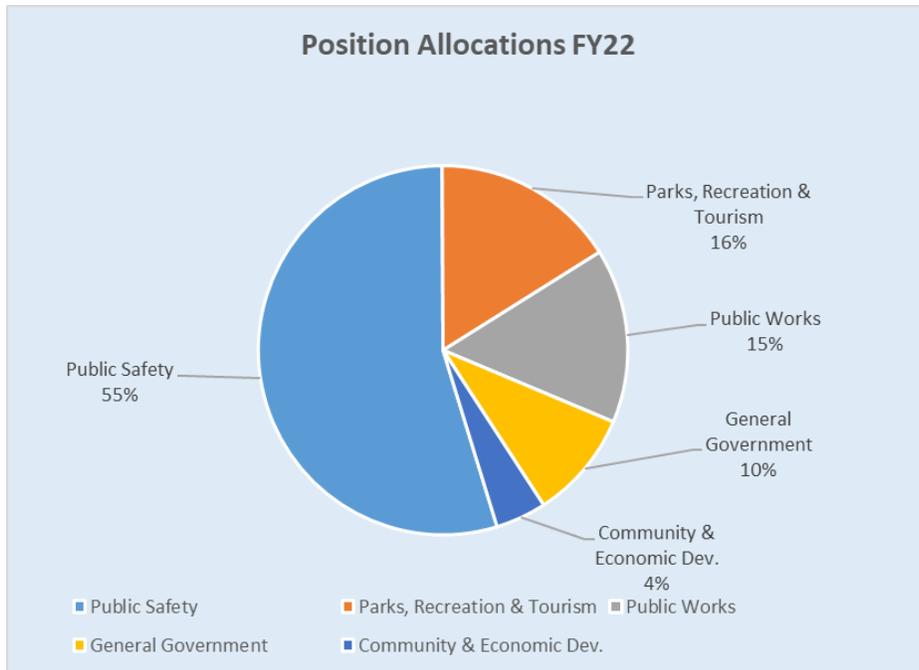


## City of Myrtle Beach Staffing

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.

|  | 2019-20           | 2020-21           | 2021-22           | Net<br>Change   |
|--|-------------------|-------------------|-------------------|-----------------|
| <b><u>Community Services</u></b>           |                   |                   |                   |                 |
| Police                                     | 328               | 338               | 348               | 10              |
| Municipal Court                            | 18                | 18                | 18                | -               |
| Victim Witness/Advocate                    | 3                 | 3                 | 3                 | -               |
| Fire                                       | 172               | 172               | 172               | -               |
| Transportation                             | 12                | 12                | 12                | -               |
| Parks                                      | 54                | 56                | 58                | 2               |
| Recreation                                 | 78                | 73                | 72                | -1              |
| Community Development                      | 42                | 44                | 44                | -               |
| Water & Sewer                              | 53                | 53                | 54                | 1               |
| Convention Center                          | 42                | 43                | 40                | -3              |
| Golf Course                                |                   |                   |                   | -               |
| Sports Tourism                             | 6                 | 6                 | 6                 | -               |
| Solid Waste Management                     | 42                | 43                | 42                | -1              |
| Stormwater Management                      | <u>16</u>         | <u>16</u>         | <u>16</u>         | <u>-</u>        |
| <b>Total Community Services</b>            | <b>867</b>        | <b>877</b>        | <b>885</b>        | <b>8</b>        |
| <b><u>Support Services</u></b>             |                   |                   |                   |                 |
| Policy & Administration                    | 18                | 17                | 19                | 2               |
| Financial Operations                       | 50                | 50                | 51                | 1               |
| Human Resources                            | 6                 | 6                 | 6                 | -               |
| Public Works Administration & Engineering* | <u>27</u>         | <u>27</u>         | <u>29</u>         | <u>2</u>        |
| <b>Total Support Services</b>              | <b><u>101</u></b> | <b><u>100</u></b> | <b><u>105</u></b> | <b><u>5</u></b> |
| <b>Total Authorized Positions</b>          | <b>968</b>        | <b>977</b>        | <b>990</b>        | <b>13</b>       |

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





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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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>City Council</b><br>Provides leadership and develops the strategic vision for the City of Myrtle Beach.   | \$560,496<br>8               | \$529,950<br>8               | \$628,861<br>8               |
| <b>City Manager</b><br>Responsible for implementing Council's policy decisions, providing vision and leadership to the organization, and facilitating and directing the daily operations of City Government. | \$1,420,103<br>9             | \$1,522,651<br>9             | \$1,900,225<br>8             |
| <b>City Attorney</b><br>Legal representation or procurement of representation for the City of Myrtle Beach.  | \$1,898,063<br>4             | \$1,326,047<br>4             | \$1,695,913<br>7             |
| <b>Victims Advocate</b><br>Provides information, support, and advocacy for victims of crime throughout the criminal justice process.   | \$265,908<br>3               | \$258,700<br>3               | \$288,322<br>3               |

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Public Information</b>   | \$319,396                    | \$319,783                    | \$334,677                    |
| Responsible for communication with the press, compliance with FOIA regulations, and general dissemination of information to the public. | 3                            | 3                            | 3                            |
| <b>Municipal Court</b>  | \$1,234,478                  | \$1,229,673                  | \$1,321,355                  |
| Operation of the Municipal Court for the City of Myrtle Beach.  | 16                           | 16                           | 16                           |
| <b>Public Defender</b>  | \$189,950                    | \$215,231                    | \$223,004                    |
| Court appointed legal representation for defendants who cannot afford to hire an attorney.  | 2                            | 2                            | 2                            |
| <b>Capital Outlay</b>   | \$0                          | \$0                          | \$30,000                     |
| <b>Total Policy &amp; Management</b>  | \$5,888,394                  | \$5,402,035                  | \$6,422,357                  |
|   | 45                           | 45                           | 47                           |



## **Policy & Management Budget Formation**

The Policy & Management budget increased by 18.8% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- A \$134,150 increase in the City Manager's budget for a new Diversity, Equity and Inclusion Director to oversee the development and implementation of programs and services that promote diversity within the organization.
- A \$188,592 increase in the City Attorney's budget in Personal Services for an Assistant City Attorney and an Administrative Legal Assistant. These two new positions will assist with increased workload.
- A \$236,000 increase in Professional Fees in the City Manager's budget for recruiter services, financial consultants, and other consultants and studies.
- Increases in the City Attorney's Budget of \$50,000 in Professional Fees due to increased litigation and \$24,828 in Software Licensing Fees for new litigation management software.
- Increase of \$4,800 in the Municipal Court budget in Other Special Departmental Supplies for security enhancements.
- A capital outlay request of \$30,000 in the Public Information Budget for Video and Audio Equipment for City Council Chambers.

### **Strategic Emphasis for 2021-22:**

#### **Public Information**

- Upgrade the audio and video capabilities in Council Chamber.
- Consistently provide timely and reliable content on social media through a thoughtful, positive and judicious approach to presentation of information.
- Provide proof-of-performance and educational information about city activities, programs and services, especially on social media.
- Educate our various audiences about the city's actions, decisions, activities, programs and services

## 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                     | 2016      | 2017      | 2018      | 2019      | 2020      |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Public Information</b>   |           |           |           |           |           |
| Facebook Posts              | 1,353     | 1,627     | 1,523     | 1,766     | 1,746     |
| News Releases               | 184       | 180       | 191       | 86        | 78        |
| FOIA Requests               |           |           | 326       | 402       | 451       |
| Proclamations               | 62        | 66        | 61        | 71        | 37        |
| E-mails (PIO)               | 13,100    | 12,365    | 13,853    | 14,254    | 15,000    |
| 30 Minute Radio Shows       | 52        | 52        | 52        | 52        | 52        |
| Progress Report             |           |           |           |           |           |
| Newsletter                  | Quarterly | Quarterly | Quarterly | Quarterly | Quarterly |
| <b>Municipal Court</b>      |           |           |           |           |           |
| Cases Filed                 | 25,084    | 28,180    | 27,838    | 27,795    | 23,000    |
| Arrest Warrants Issued      | 3,374     | 3,663     | 4,112     | 4,362     | 3,000     |
| <b>Victims Advocate</b>     |           |           |           |           |           |
| Cases Opened                | 2,373     | 2,294     | 1,996     | 1,925     | 1,838     |
| Bond Hearings Attended      | 1,324     | 1,292     | 1,112     | 1,299     | 1,243     |
| Bench Trials Attended       | 465       | 415       | 466       | 536       | 585       |
| Pre-Trial Conf., Jury Trial | 140       | 134       | 131       | 195       | 91        |



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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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Financial Management &amp; Reporting</b>  | \$652,400                    | \$704,221                    | \$761,147                    |
| 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.             | 5                            | 6                            | 6                            |
| <b>Information Systems</b>   | \$1,363,661                  | \$1,774,005                  | \$2,673,518                  |
| 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.               | 11                           | 11                           | 14                           |
| <b>Accounting</b>  | \$454,908                    | \$356,659                    | \$382,805                    |
| 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. | 6                            | 5                            | 5                            |
| <b>Capital Outlay</b>  | \$0                          | \$95,815                     | \$33,000                     |
| <b>Total Financial Management &amp; Reporting</b>  | \$2,470,969                  | \$2,930,700                  | \$3,850,470                  |
|  | 22                           | 22                           | 25                           |

## Financial Management & Reporting Budget Formation

The Financial Management & Reporting budget increased by 31.3% when compared to the FY2020-21 Adopted Budget and reflects:

### Budget Increases:

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- A \$172,100 increase in the Information System's (IS) budget for a Chief Innovation Officer position. This new position was created to assess current processes, recommend smart and innovative approaches to service provisions, and direct the executive team on the best practices and process improvements.
- A \$348,100 increase in Software License Fees in the IS budget for subscription fees for the new ERP system.
- A \$109,260 increase in the IS budget in Professional Fees for additional programming during the implementation of the Utility Billing Module of the new ERP system.
- A \$33,000 Capital Outlay for a Ford Explorer for the Information System department.

### Service Delivery Highlights and Challenges:

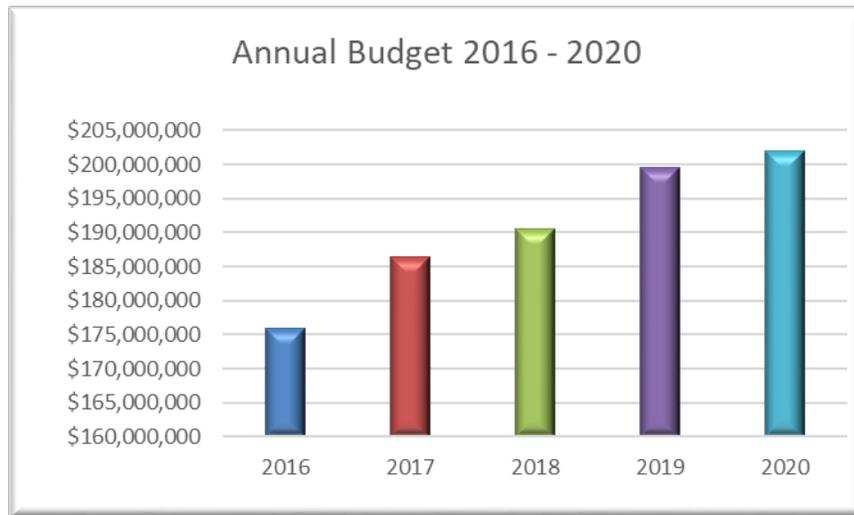
- Focus on financial stability, cost control, cybersecurity, reporting and transparency, compliance and control, and completion of ERP system replacement in the coming fiscal year. Addressing those priorities will require considerable investment in staff and infrastructure.
- Maintaining and updating 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 the gathering of and delivery of information both internally and externally.

**Strategic Emphasis for 2021-22:**

- 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.
- Transition Information Systems staffing to increase the number of skilled programmers and developers to meet changing program and citywide needs.
- Explore opportunities to utilize GIS in different ways to enhance transparency and accessibility.

## Demand and Performance Indicators

| Measure                       | 2016          | 2017          | 2018          | 2019          | 2020          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
| Accounts Payable Checks       | 13,607        | 13,281        | 14,650        | 13,997        | 12,828        |
| Payroll Direct Deposit/Checks | 28,164        | 29,998        | 31,797        | 31,099        | 31,699        |
| Journal Entries Processed     | 9,475         | 9,350         | 9,788         | 9,674         | 8,546         |
| Budget Adjustments            | 28            | 37            | 36            | 27            | 26            |
| Annual Adopted Budget         | \$175,924,329 | \$186,441,281 | \$190,593,398 | \$199,633,406 | \$202,021,638 |



## Financial Services



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

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Financial Services</b><br>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.  | \$265,461<br>2               | \$307,029<br>2               | \$263,367<br>2               |
| <b>Business License</b><br>Enforce business license, hospitality, and local accommodations ordinances; and ensure efficient collection of these fees.   | \$398,705<br>6               | \$386,628<br>6               | \$437,200<br>6               |
| <b>Purchasing</b><br>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. | \$527,038<br>7               | \$543,860<br>7               | \$591,227<br>7               |

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Revenue Billing</b>  | \$694,112                    | \$690,745                    | \$725,413                    |
| 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                            |
| <b>Capital Outlay</b>   | \$0                          | \$0                          | \$0                          |
| <b>Total Financial Services</b>   | \$1,885,316                  | \$1,928,262                  | \$2,017,207                  |
|   | 23                           | 23                           | 23                           |

## Financial Services Budget Formation

The Financial Services budget increased by 4.6% when compared to the FY2020-21 Adopted Budget and reflects:

### Budget Increases:

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- A \$5,000 increase in Professional Fees in the Business License division for programming related to the ERP implementation.
- Reinstatement of the Fleet Lease program resulted in \$4,739 increase in Fleet Lease expense in the Purchasing division. The program was suspended for FY21 as a cost savings measure.
- A \$2,000 increase in the Purchasing division in Travel, Meetings, and Schools for increased training for Buyers.

### Budget Decreases:

- Decreases in the Financial Services Administration budget of \$19,000 in Professional Fees and \$4,800 in Postage & Freight due to efficiencies created in statement processing and a reduction of the need for outside programming services.
- A \$2,400 decrease in the Purchasing division in Other Services due to the completion of the ERP Purchasing Module implementation.
- A \$21,992 decrease in the Revenue Billing division in Rentals due to the Utility Bill printing function being outsourced which eliminated the printer used for this process.

### Service Delivery Highlights and Challenges:

- Issued 8,760 business licenses in FY 2020; business license revenue is the second largest revenue source for the general fund. FY 2020 collections exceeded \$24.7 million. The effects of the Covid pandemic were felt city-wide.
- In FY 2020, the city serviced more than 1,482 Hospitality Fee and Local Accommodations Tax accounts.
- Processed 392 purchase orders and the warehouse processed more than 6,830 transactions, distributed 37,626 items, and received 4,493 customers consisting of receiving and issuing inventory in FY 2020.
- Serviced an average of 22,288 utility accounts for FY 2020. There are three customer service representatives, one floating customer service representative/cashier, and one supervisor to supervise the CSR's who service these accounts, which averages 5,572 customers per customer service representative.

- The Municipal Association of South Carolina funded the development of an online business license renewal/payment portal that will be free to all member cities. MASC plans to stand up the portal in calendar year 2021. For a city to participate in the portal, the city must have adopted the uniform business license year and due date which the City of MB has. Portal users will be charged a convenience fee for the online payment that is charged and collected by the 3<sup>rd</sup> party processor. The Office of Revenue and Fiscal Affairs will manage the portal. The cities will receive 100% of the business license renewal fees paid through the portal. The uniform business license year is business friendly and simplifies the administrative process for the business. The new ERP system will also provide the ability to process BL applications online as well, however, the implementation is ongoing.
- A challenge is seeking competitive bids and pricing and the continual education and offering of workshops to educate small businesses on the process of doing business with the city. The city uses an online software product called Vendor Registry to disseminate Invitations for Bids and Requests for Proposals to a broader audience. This system is free to the vendor/contractor and it allows the city to reach more potential vendors/contractors than by using the traditional newspaper advertisement.
- The city continues to experience growth in residential accounts on both the southern and northern portions of the city. In FY 2020, the AMI (automated meter information) meter project continued with the change-out and installation of the large meters (3" and above) that serve commercial accounts as well as some residential and any new service beginning as of 7/1/2019. The city has installed more than 5,088 AMI meters as of 12/31/2020. The next phase of the project will focus on the remaining commercial meters and then progress to the smaller meters that are primarily residential.

**Strategic Emphasis for 2021-22:**

- Implementation process to replace the city's financial software package with a comprehensive ERP system began in the fall of 2019. The new ERP system will enable 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, provide more data and analytics, and transparency.
- The continued task of reviewing content on the city's website with a goal of providing useful and easy to understand information about business license, utility billing, and purchasing processes began in the fall of 2019 and continues today with constant updates so that information is always valid and current. Continued updates and enhancements to the information is an on-going process. The conversion to the new ERP system will provide more technology to our customers and should contribute to better communication.

## Demand and Performance Indicators

| Measure                      | 2016   | 2017   | 2018   | 2019   | 2020   |
|------------------------------|--------|--------|--------|--------|--------|
| Business Licenses Issued     | 9,318  | 10,242 | 10,097 | 10,281 | 8,760  |
| Utility Accounts             | 19,823 | 20,390 | 20,863 | 21,388 | 22,288 |
| Hospitality Monthly Accounts | 1,208  | 1,258  | 1,359  | 1,496  | 1,482  |
| Annual Purchase Orders       | 486    | 552    | 600    | 557    | 392    |



## 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.

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Human Resources &amp; Organizational Development</b>   | \$744,105                    | \$710,066                    | \$802,084                    |
| Provides services relating to recruitment, testing, compensation, employee relations, training, organizational development and benefits design, consulting, and management. | 6                            | 6                            | 6                            |
| <b>Capital Outlay</b>   | \$0                          | \$0                          | \$0                          |
| <b>Total Human Resources &amp; Organizational Development</b>   | \$744,105                    | \$710,066                    | \$802,084                    |
|   | 6                            | 6                            | 6                            |

## **Human Resources & Organization Development Budget Formation**

The Human Resources & Organization Development (HR/OD) budget increased by 13.0 % when compared to the FY2021-22 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- A \$42,000 increase in Professional Fees for a Compensation Study.
- A \$4,750 increase in Other Special Departmental Supplies for Recruitment Services.

### **Service Delivery Highlights and Challenges:**

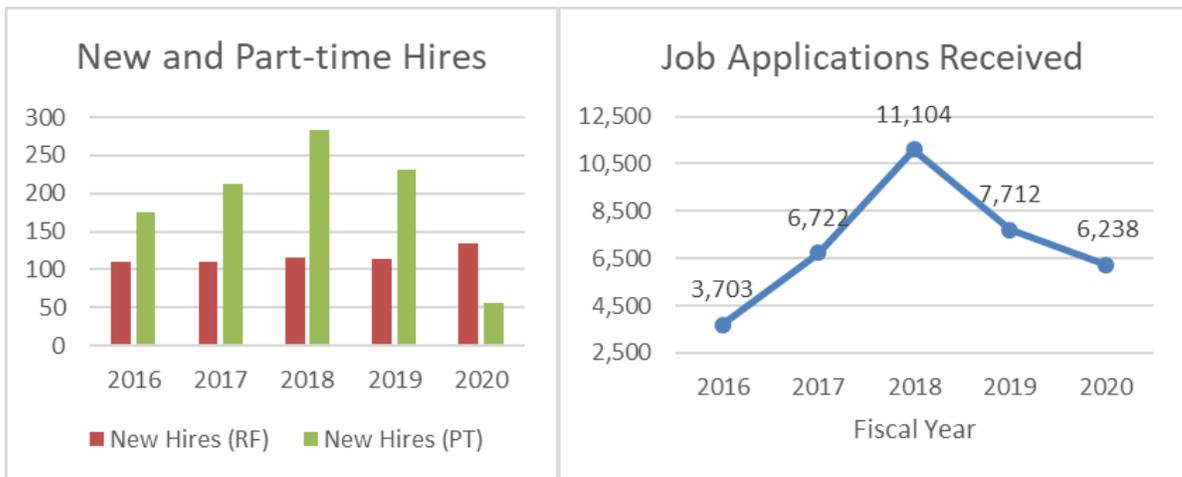
- Every member of the HR/OD team earned the IPMA-HR Senior Certified Professional (SCP) certification, which is the highest level of certification offered to HR Professionals by the International Public Management Association for Human Resources. It is also the public sector equivalent of the certification provided by the Society for Human Resources Management (SHRM).
- Began the process of updating the Employee Handbook and converting it to an electronic document.
- Cross-trained all of the team members to be able to accomplish tasks associated with the four core functions (Source, Align, Develop, Reward/Retain).

### **Strategic Emphasis for 2021-22:**

- Work through the SmartMove Project (ERP Implementation) to facilitate a seamless recruiting, hiring, and onboarding of employees through the advances in technology that have been implemented over the last year.
- Perform compensation study of critical areas to determine competitive positioning of City's staff while preserving budget objectives.
- Develop and provide necessary Supervisory training to all departments
- Provide fundamental Customer Service and First In SERVICE training to all employees throughout the City
- Continue to develop department requested and quarterly compliance training to all staff

## Demand and Performance Indicators

| Measure                   | 2016  | 2017  | 2018   | 2019   | 2020   |
|---------------------------|-------|-------|--------|--------|--------|
| New Hires (RF)            | 110   | 111   | 116    | 114    | 134    |
| New Hires (PT)            | 175   | 213   | 283    | 231    | 57     |
| Terminations (RF)         | 74    | 87    | 100    | 108    | 129    |
| Terminations (PT)         | 129   | 105   | 163    | 198    | 86     |
| Benefit Meetings          | 748   | 0     | 0      | 0      | 0      |
| Training Classes Offered  | 16    | 23    | 27     | 67     | 58     |
| Training Class Attendance | 157   | 1587  | 1630   | 1,717  | 1,450  |
| Jobs Advertised           | 470   | 597   | 165    | 353    | 195    |
| Job Applications Received | 3,703 | 6,722 | 11,104 | 7,712  | 6,238  |
| Job Fairs Attended        | 11    | 33    | 11     | 12     | 4      |
| Annual Turnover Rate      | 9.75% | 9.80% | 7.96%  | 13.10% | 14.41% |



## 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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Insurance &amp; Risk Services</b>   | \$442,363                    | \$435,140                    | \$459,424                    |
| 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. | 5                            | 5                            | 5                            |
| <b>Capital Outlay</b>  | \$0                          | \$0                          | \$0                          |
| <b>Total Insurance &amp; Risk Services</b>   | \$442,363                    | \$435,140                    | \$459,424                    |
|  | 5                            | 5                            | 5                            |

## **Insurance & Risk Services Budget Formation**

The Insurance & Risk Services budget increased by 5.6% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- An increase of \$6,410 in Fleet Lease Expense due to the funding of the program being suspended in FY21.

### **Budget Decreases:**

- A \$3,240 decrease in Travel, Meetings and Schools due to a reduction in conferences.

### **Service Delivery Highlights and Challenges:**

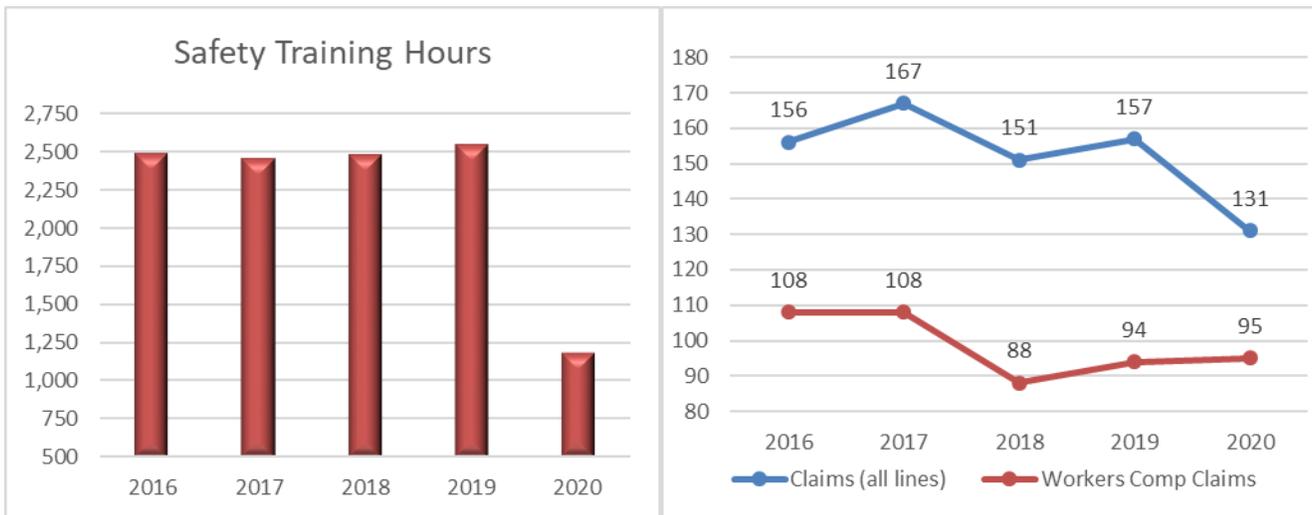
- Employee safety and training.
- Employee health and wellness.
- Monitoring loss time injuries and reduction of claim counts.
- Communicating to staff the service programs available and how to access these programs.
- Exposure identification and mitigation.
- Safety Inspections Internal and External.
- Provided Cyber protection for all employees and access to a product that provides will preparation, legal advice, contract/document review, and IRS audit assistance.

### **Strategic Emphasis for 2021-22:**

- Identify additional needs for Clinic's to better serve our employees. Enhance mental health program and additional providers.
- Continue to research Health insurance options/ programs to give employees more options and more participation in the choice of their benefits.
- Utilize our training software to review common losses and assign individual training.
- Identify new exposures the City has and access ways to cost effectively mitigate them to meet growing needs of the City.
- Continue to identify ways to streamline the benefit process and communicate more program benefits to employees.

## Demand and Performance Indicators

| Measure                  | 2016  | 2017  | 2018  | 2019  | 2020  |
|--------------------------|-------|-------|-------|-------|-------|
| Safety Training Hours    | 2,491 | 2,458 | 2,487 | 2,555 | 1,191 |
| Safety Classes Conducted | 26    | 31    | 29    | 28    | 24    |
| Claims (all lines)       | 156   | 167   | 151   | 151   | 131   |
| Workers comp claims      | 108   | 108   | 88    | 94    | 95    |



## **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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Planning &amp; Zoning</b>   | \$1,126,185                  | \$879,000                    | \$1,040,365                  |
| Provides administrative and planning services for Subdivision Administration, Zoning Annexation, Neighborhood Services Initiatives, Urban Design, and Committee Support for Planning Commission, Tourism Committee, etc. | 11                           | 11                           | 11                           |
| <b>Capital Outlay</b>  | \$0                          | \$0                          | \$0                          |
| <b>Total Planning &amp; Zoning</b>   | \$1,126,185                  | \$879,000                    | \$1,040,365                  |
|  | 11                           | 11                           | 11                           |

## Planning & Zoning Budget Formation

The Planning & Zoning budget increased by 18.3% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- An increase of \$19,767 in Fleet Lease Expense due to the funding of the program being suspended in FY21.

### **Service Delivery Highlights and Challenges:**

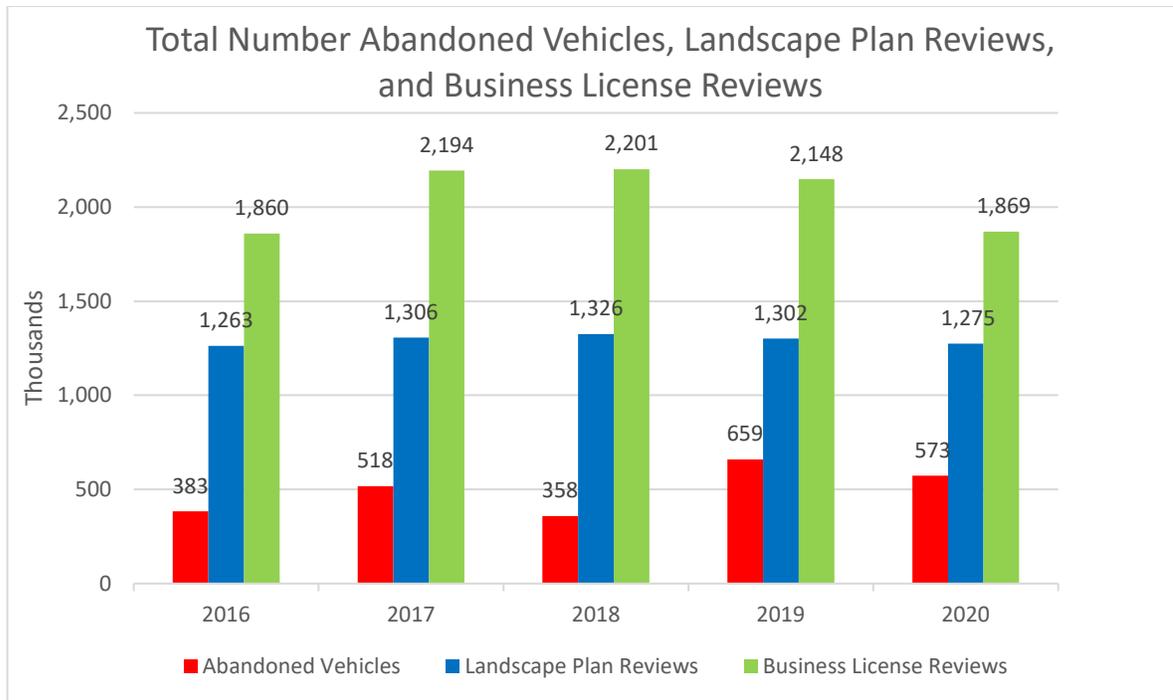
- Emphasis on code enforcement and property maintenance in the downtown area to improve and aid in crime reduction, neighborhood enrichment, and economic development objectives.
- Residential and commercial growth in the city continues to provide many challenges and opportunities as developers subdivide and implement new neighborhoods.
- Comprehensive and long-range planning projects have been stalled or delayed due to lack of staff to accomplish them.
- Myrtle Beach improved from an honorable mention to a bronze-level "bicycle-friendly community" as rated by the League of American Bicyclists.

### **Strategic Emphasis for 2021-22:**

- Maintain timely response to applications for the Planning Commission, Board of Zoning Appeals, and Community Appearance Board.
- Improve communication between departments by providing additional reporting on applications to the Planning Commission (annexations, rezonings, subdivisions, etc).
- Complete the 2021 Boundary Survey.
- Continue to support the quality of life court.
- Continue to update and validate the current street name database for emergency services.
- Work with city team creating the city's first disaster recovery plan.
- Continue work on the 10-year update to the Beach Management plan, due in 2022.
- Continue supporting the Bicycle and Pedestrian Advisory Committee on the goal to make Myrtle Beach more multimodal.

## Demand and Performance Indicators

| Measure                  | 2016  | 2017  | 2018  | 2019  | 2020  |
|--------------------------|-------|-------|-------|-------|-------|
| Abandoned Vehicles       | 383   | 518   | 358   | 659   | 573   |
| Landscape Plan Reviews   | 1,263 | 1,306 | 1,326 | 1,302 | 1,275 |
| Business License Reviews | 1,860 | 2,194 | 2,201 | 2,148 | 1,869 |



## Construction Services



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

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Construction Services</b>  | \$1,442,845                  | \$1,448,089                  | \$1,673,900                  |
| Administers and enforces the City's principal community development, building construction, and land use management codes, which ensure public safety and orderly community growth. | 19                           | 19                           | 19                           |
| <b>Capital Outlay</b>   | \$0                          | \$0                          | \$0                          |
| <b>Total Construction Services</b>  | <b>\$1,442,845</b>           | <b>\$1,448,089</b>           | <b>\$1,673,900</b>           |
|   | 19                           | 19                           | 19                           |

## **Construction Services Budget Formation**

The Construction Services budget increased by 15.6% when compared to the FY2021-22 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- An increase of \$36,557 in Fleet Lease Expense due to the funding of the program being suspended in FY21.

### **Service Delivery Highlights and Challenges:**

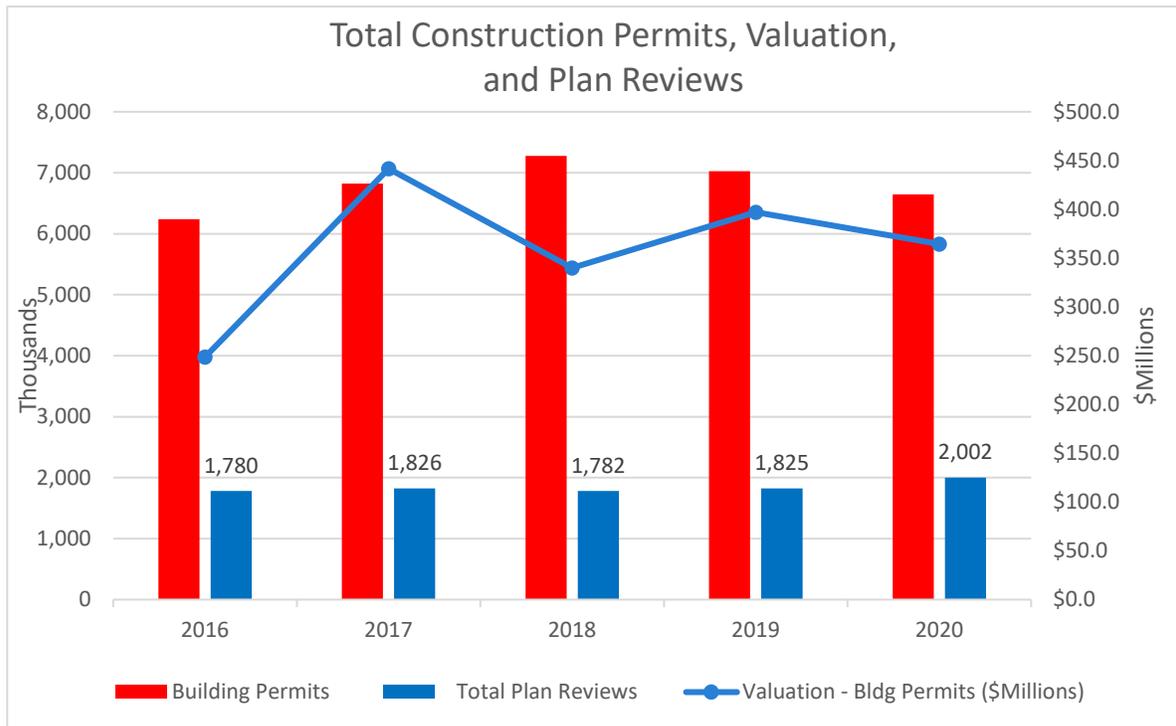
- Residential and commercial growth continues to remain at peak levels throughout the City.
- Continue proactive enforcement of the Property Maintenance Code Enforcement Program to improve and aid in public safety, economic development, and improved quality of life objectives. This accomplished by being proactive in getting more properties in compliance with the current adopted codes.

### **Strategic Emphasis for 2021-22:**

- Formulate a proactive Neighborhood Enrichment plan to aid in accomplishing the objective of improving the quality of life, public safety, economic development and better communication for the citizens of Myrtle Beach.
- Work alongside the Planning & Zoning Department, continuing our effort to maintain a successful program with the Quality of Life Court.
- Work to maintain the same level of turn-around for building inspections and permitting while remaining consistent with the steady level of new residential and commercial construction projects.

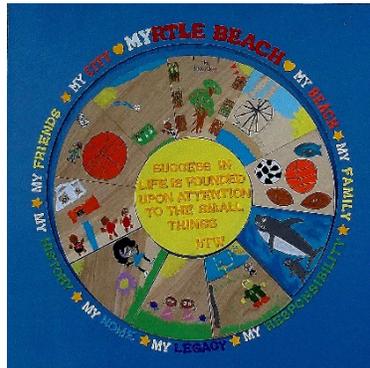
## Demand and Performance Indicators

| Measures                               | 2016    | 2017    | 2018    | 2019    | 2020    |
|--|---------|---------|---------|---------|---------|
| Building Permits                       | 6,239   | 6,824   | 7,277   | 7,024   | 6,644   |
| Valuation - Bldg. Permits (\$Millions) | \$248.6 | \$441.7 | \$340.0 | \$397.0 | \$364.4 |
| Building Inspections                   | 15,286  | 18,422  | 23,126  | 21,945  | 22,168  |
| Property Maintenance Letters           | 382     | 579     | 490     | 570     | 479     |
| Sign Applications                      | 210     | 298     | 245     | 231     |         |
| Residential Plan Reviews               | 1,006   | 1,035   | 1,149   | 1,130   | 1,314   |
| Commercial Plan Reviews                | 774     | 791     | 633     | 695     | 688     |
| Total Plan Reviews                     | 1,780   | 1,826   | 1,782   | 1,825   | 2,002   |



<sup>1</sup> Abandoned Vehicles, Landscape Plan reviews, and Business license reviews are now reported in the Planning & Zoning Dept.

## Neighborhood Services



**Mission:** To make our neighborhoods catalysts for our future.

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Neighborhood Services</b>  | \$319,886                    | \$333,127                    | \$388,726                    |
| Responsible for coordination of neighborhood outreach, community services, and the administration of the Community Development Block Grant. | 3                            | 3                            | 3                            |
| <b>Capital Outlay</b>   | \$0                          | \$0                          | \$0                          |
| <b>Total Neighborhood Services</b>  | \$319,886<br>3               | \$333,127<br>3               | \$388,726<br>3               |

## **Neighborhood Services Budget Formation**

The Neighborhood Services budget increased by 16.7% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- An increase of \$5,887 in Fleet Lease Expense due to the funding of the program being suspended in FY21.

### **Service Delivery Highlights and Challenges:**

- We collaborated with all neighborhoods, including LMI areas, through outreach events (toy drives, senior meals, and tree lighting). Will work to reach out to our Latino residents and have a greater presence.
- 2020 My Beach 101 was a success with no resident withdrawing. Will continue to work in an effort to keep our residents informed of city functions.
- Continue collaboration with the city police department to host National Night Out meetings.
- Created Beachside Chats, an initiative encouraging community engagement and dialogue. Received a \$5,000 grant from Bank of America to assist with this program.

### **Strategic Emphasis for 2021-22:**

- Increase outreach to our Latino residents through events, and encourage participation in the Neighborhood Watch groups.
- Continue to collaborate and partner with other agencies and departments to address pressing needs within neighborhoods.
- Beachside Chats will continue as we foster conversations on race, peace, healing and understanding.
- Assist with coordination of the Waves of Praise Annual Gospel Fest, to include addition of Citywide Gospel Mass Choir.

## Demand and Performance Indicators

| Measure                        | 2016      | 2017      | 2018      | 2019      | 2020 |
|--------------------------------|-----------|-----------|-----------|-----------|------|
| Neighborhood Meetings Held     | 65        | 68        | 132       | 150       | 17   |
| Housing Rehab Projects         | 8         | 8         | 5         | 3         | N/A  |
| Historic Colored School Visits | 1,100     | 1,658     | 1,658     | 1,650     | 863  |
| Youth Work Readiness           | 16        | N/A       | 6         | 6         | N/A  |
| Summer Youth Workers           | 8         | 8         | 6         | 6         | N/A  |
| CDBG Administration            | \$494,357 | \$472,184 | \$479,486 | \$410,718 | N/A  |
| Arts/Crafts Afterschool Part.  | 18        | 22        | 22        | 16        | 12   |
| Attendance - Free Summer       | 0         | 22        | 22        | 16        | N/A  |
| Attendance - National Night    | 25        | 100       | 50        | 600       | 600  |
| Community Youth                | 1         | 16        | 50        | 50        | N/A  |
| MyBeach 101                    | 40        | 25        | 31        | 25        | 25   |
| Jazz Festival                  | 1,000+    | 10,000    | N/A       | 15,000    | N/A  |

*Note: No data for many of the categories in 2020 due to COVID-19 environment.*

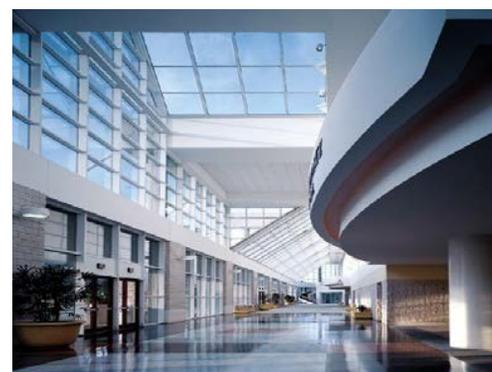
## Myrtle Beach Convention Center



**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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Administration</b><br>Responsible for the administrative services and the overall management and direction of the Myrtle Beach Convention Center facility.  | \$1,474,485<br>3             | \$1,199,825<br>3             | \$1,435,535<br>3             |
| <b>Convention Services</b><br>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. | \$516,381<br>6               | \$564,792<br>6               | \$604,185<br>6               |
| <b>Convention Center Sales &amp; Marketing</b><br>Responsible for the marketing and sale of space at the convention center and the coordination of events for our clients.                                       | \$1,039,957<br>7             | \$938,063<br>7               | \$1,149,479<br>7             |

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Convention Center Operations</b>   | \$2,420,916                  | \$2,449,735                  | \$2,740,694                  |
| 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                           | 18                           |
| <b>MBCC Concessions</b>   | \$581,903                    | \$942,585                    | \$1,104,461                  |
| Operation and management of all concession services related to the Myrtle Beach Convention Center and the City's athletic fields.   | 6                            | 6                            | 6                            |
| <b>Capital Outlay</b>   | \$867,185                    | \$270,000                    | \$0                          |
| <b>Total Myrtle Beach Convention Center</b>   | \$6,900,827                  | \$6,365,000                  | \$7,034,354                  |
|   | 43                           | 43                           | 40                           |



## **Myrtle Beach Convention Center Budget Formation**

The Myrtle Beach Convention Center budget increased by 10.5% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- A \$5,500 increase in Departmental Designation in the Administrative division for advertising for the Annual Garage Sale and team building activities.
- A \$3,500 increase in Other Services in the Convention Services division for Public Safety at events.
- Reinstatement of the Fleet Lease program resulted in \$5,131 increase the Convention Services division and a \$3,265 increase in the Operations division in Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.
- A \$113,000 increase in Advertising in the Sales & Marketing division and a \$219,878 increase in M&R Buildings and Grounds in the Operations division to pre-pandemic levels.

### **Budget Decreases:**

- To create efficiencies, a Crew Leader position and a Maintenance Worker position were transferred to the Public Works department and a Maintenance Worker position was transferred to the Parks Department.

### **Service Delivery Highlights and Challenges:**

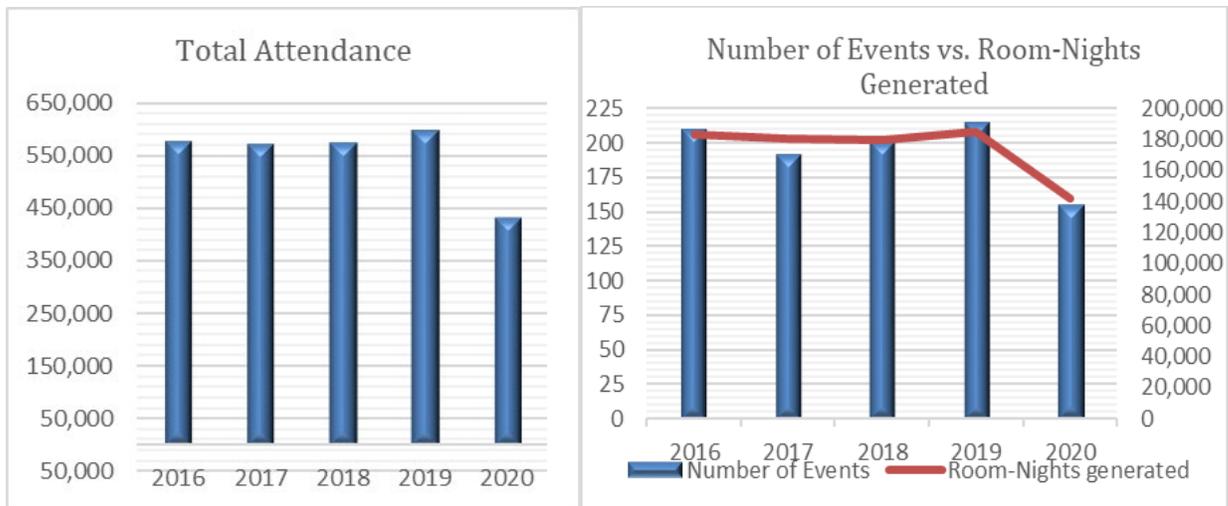
- Hosted safe events during the pandemic.
- Recognized operational savings due to fewer events and by using In-house labor to accomplish facility upgrades.
- Accommodated events from other venues that remained closed during the pandemic.

### **Strategic Emphasis for 2021-22:**

- Secure rescheduled dates for postponed events.
- Identify, solicit, and secure events relocated due to Covid-19.
- Secure future events from clients allowed to cancel 2020 events without penalty.

## Demand and Performance Indicators

| Measure                              | 2016    | 2017    | 2018    | 2019    | 2020    |
|--------------------------------------|---------|---------|---------|---------|---------|
| Number of Events                     | 210     | 192     | 201     | 215     | 156     |
| Room-Nights generated                | 183,700 | 181,000 | 179,725 | 185,500 | 142,300 |
| Total Attendance                     | 574,300 | 568,975 | 571,650 | 596,000 | 431,000 |
| % Occupancy of the Convention Center | 70%     | 65%     | 68%     | 67%     | 47%     |



**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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Administration</b>  | \$3,322,135                  | \$3,369,830                  | \$3,331,229                  |
| Provides administrative support to all levels of the organization, including training, payroll, and some ancillary regulatory services.                      | 28                           | 33                           | 29                           |
| <b>Investigations</b>  | \$4,508,795                  | \$4,032,933                  | \$5,613,172                  |
| Provides investigative support to address major crimes and prepare cases for general sessions court. This division also includes crime scene investigations. | 43                           | 43                           | 55                           |
| <b>Uniform Patrol</b>  | \$13,058,174                 | \$12,706,955                 | \$8,998,487                  |
| Provides uniformed patrol services in a variety of traditional and non-traditional approaches and assignments.   | 150                          | 151                          | 95                           |
| <b>Special Operations</b>  | \$3,652,436                  | \$3,926,919                  | \$9,353,882                  |
| Plans for long-term growth and development within the organization and handles all special events planning and coordination.                                 | 35                           | 36                           | 95                           |

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>May Bike Events</b>  | \$630,844                    | \$1,035,408                  | \$1,049,671                  |
| Supports costs relating to Memorial Day Weekend by providing funding for overtime, additional resources, equipment, and training.   | -                            | -                            | -                            |
| <b>Sports Tourism</b>   | \$47,870                     | \$35,602                     | \$35,602                     |
| Supports costs relative to sponsored sporting events at city venues by providing funding for overtime and equipment.  | -                            | -                            | -                            |
| <b>Special Events</b>   | \$43,657                     | \$134,687                    | \$134,687                    |
| Supports costs relating to sponsored special events at city venues or public property by providing funding for overtime and equipment.  | -                            | -                            | -                            |
| <b>Support Services</b>   | \$5,960,206                  | \$6,607,921                  | \$6,637,057                  |
| 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. | 72                           | 75                           | 74                           |
| <b>Animal Control</b>   | \$245,516                    | \$255,000                    | \$275,000                    |
| Funds operating costs through contributions to the Grand Strand Humane Society for operating the animal shelter.  | -                            | -                            | -                            |
| <b>Capital Outlay</b>   | \$216,914                    | \$358,000                    | \$852,000                    |
| <b>Total Police Department</b>  | \$31,686,547                 | \$32,463,255                 | \$36,280,787                 |
|   | 328                          | 338                          | 348                          |

## **Police Department Budget Formation**

The Police Department budget increased by 11.8% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, and reinstatement of the Holiday Bonus. In addition, Police employees will receive a 4% market increase in January 2022, 1% more than other City employees, as a continuation of the recruitment and retention plan instituted in 2018.
- The budget increased by \$964,128 due to the addition of ten police officers. \$300,000 of this amount is to fund five vehicles for the new officers. A \$400,000 grant from the South Carolina Department of Public Safety will help offset some of these costs.
- Reinstatement of the Fleet Lease program resulted in \$892,000 increase the Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.
- Increases in Uniforms of \$155,082, \$44,451 in Small Tools & Equipment, and \$51,442 in Other Special Departmental Supplies to pre-pandemic levels.
- Capital Outlay requests of \$50,000 for Portable Radios, \$50,000 for Security Gates at the Law Enforcement Center, \$362,000 for three Camera Servers, and \$90,000 for the City-Wide Camera Replacement Plan.

### **Service Delivery Highlights and Challenges**

- Continued reduction in violent crime. From 2019 to 2021, there was a 19% decrease in crime.
- The continued use of technology has increased success in a variety of case investigations, both short term and long term and their solvability rates.
- The renovation of the Police Annex Building is complete, providing additional training space.
- Continue to communicate effectively internally and with our community. This has assisted in not only messaging when incidents are occurring in real time, but also developing strategies to prevent incidents from occurring. This has increased the safety and confidence between community and police.

### **Strategic Emphasis for 2020-21:**

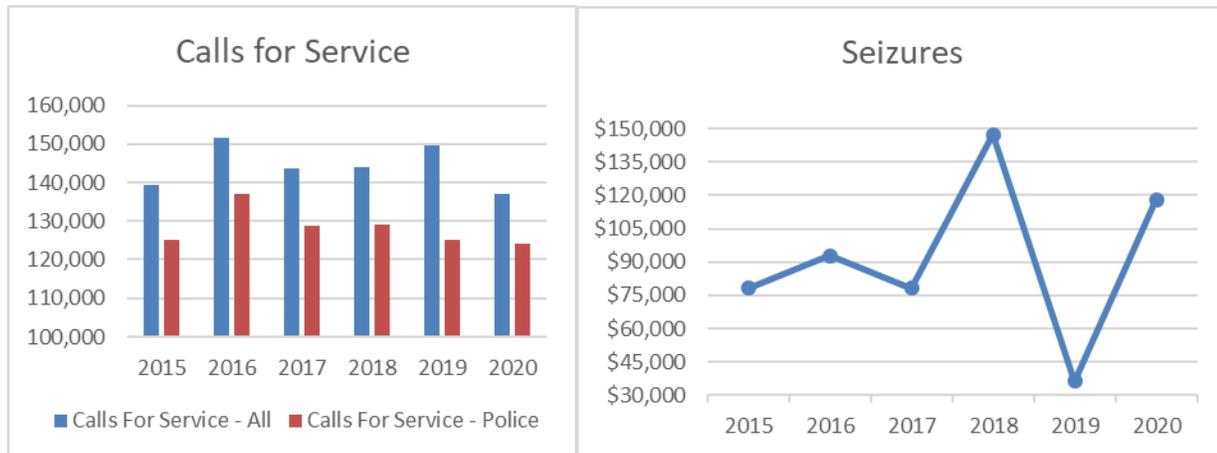
- Continued reduction in crime by Intelligence Led Policing, partnering with the courts, federal agencies, and local resources, and continue active partnerships

with the community.

- Improve retention of employees by addressing workload issues and efficiencies, mentorship programs for upcoming supervisors, improvements in technology and work assignment opportunities, and ongoing improvements in training to include advanced specialty courses.
- Reduce the number of sworn officer vacancies with hiring incentives for recruitment, the new salary base with step program, Field Training Program, specialized units and intern and fellowship programs to attract local applicants.
- Continuing the enhanced use of technology, improving the use of crime data, upgrading body worn cameras and radio equipment for safety and compliance and evaluating the Real Time Crime Unit to incorporate the use of the surveillance camera system, License Plate Readers (LPR), social media data-mining, and the crime analyst into the ongoing needs throughout the City.
- Continue to evaluate all police buildings based on age and space in relationship to the increase in employees.
- Continued proactive social media messaging and evaluating needed technology, personnel and resources to effectively communicate with our team and the community.
- 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.
- Continue innovation and increase of support staff in relation to the increase of officers on patrol and within the department who address services within the city and assess the demands of the public for information related to public safety.
- Continue to 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                           | 2016     | 2017     | 2018      | 2019     | 2020      |
|-----------------------------------|----------|----------|-----------|----------|-----------|
| Traffic Fatalities                | 7        | 9        | 12        | 3        | 7         |
| Traffic Collision Investigated    | 4,071    | 3,851    | 2,740     | 2,684    | 2,297     |
| Animals Picked Up                 | 610      | 569      | 565       | 663      | 436       |
| Calls For Service - All           | 151,517  | 143,613  | 143,885   | 149,492  | 137,179   |
| Calls For Service - Police        | 136,860  | 128,665  | 129,182   | 125,055  | 124,142   |
| Arrest Totals (Including Tickets) | 22,633   | 25,728   | 26,876    | 26,034   | 22,074    |
| Seizures                          | \$92,888 | \$78,127 | \$147,341 | \$36,418 | \$117,951 |
| Part I Crimes                     | 4,033    | 4,742    | 4,002     | 4,285    | 3,499     |
| Homicides                         | 6        | 4        | 4         | 3        | 6         |
| Investigative Case Files          | 3,532    | 3,567    | 3,226     | 3,156    | 3,220     |



## 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.

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Administration</b>   | \$1,167,514                  | \$1,111,296                  | \$1,219,045                  |
| Provides administrative support, direction, and policy development for the emergency services and technical services functions.   | 9                            | 9                            | 9                            |
| <b>Emergency Services</b>   | \$14,314,773                 | \$14,324,434                 | \$16,661,701                 |
| 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                          |
| <b>Technical Services</b>   | \$1,106,978                  | \$960,285                    | \$1,069,245                  |
| 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                            | 8                            | 8                            |
| <b>Emergency Management</b>   | \$86,134                     | \$161,908                    | \$126,484                    |
| Responsible for developing emergency response plans and taking a lead role in the coordination of those plans during an emergency.  | 1                            | 1                            | 1                            |

| <b>Service</b>                             | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Capital Outlay</b>                      | \$0                          | \$270,000                    | \$1,047,500                  |
| <b>Total Fire &amp; Emergency Services</b> | \$16,675,399                 | \$16,828,143                 | \$20,123,975                 |
|  | 171                          | 171                          | 171                          |

## **Fire & Emergency Services Budget Formation**

The Fire & Emergency Services budget increased overall by 20% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Reinstatement of the Fleet Lease program resulted in \$47,198 increase in Administration, \$909,226 in the Emergency Services division, and \$32,895 in the Technical Services division. The program was suspended for FY21 as a cost savings measure.
- The Fire Department budget includes the implementation of bonuses for those firefighters performing the swimmer duties in the Beach Services program, as well as longevity bonuses totaling approximately \$536,000. In addition, this budget brings uncertified new hires, certified fire fighters and paramedics pay up to a new starting minimum totaling approximately \$175,000.
- The department will purchase a new Type II ambulance in FY22 increasing the Emergency Services operating budget by \$560,000.
- The Emergency Services budget also reflects an increase of \$447,500 for the purchase of Self-contained breathing apparatus, and \$40,000 for two (2) Jet Skis for the Beach Service program.

### **Budget Decreases:**

- Reduced the Travel, Meeting and Schools line-item budget in the Emergency Services division by \$1,200; Technical Services by \$3,500 and the Emergency Management division by \$500.

### **Service Delivery Highlights and Challenges:**

- Continued to save over 98.5% of the value of property & contents involved in fire.
- Phase 1 of the traffic preemption system was completed and placed into operation. This system gives responding emergency vehicles the green light, reducing response times and increasing intersection safety.
- COPE program was successful in assisting addicts in seeking treatment. Unfortunately, there were limited interactions for over half the year due to COVID-19.
- Increased demands for service remain a challenge; emergency responses, training requirements (EMS, ISO, national standards, etc.), special events, and beach responsibilities.

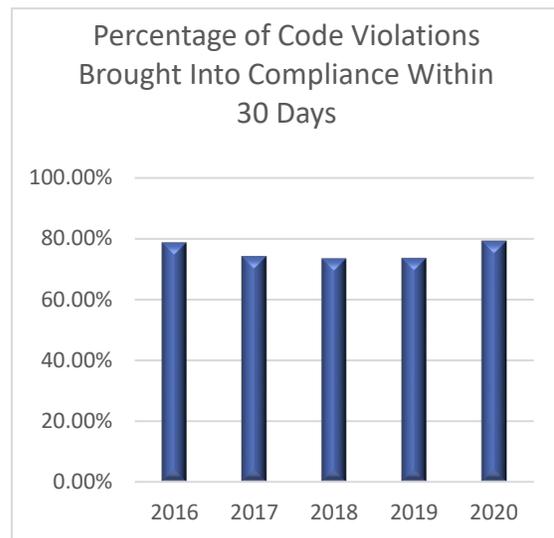
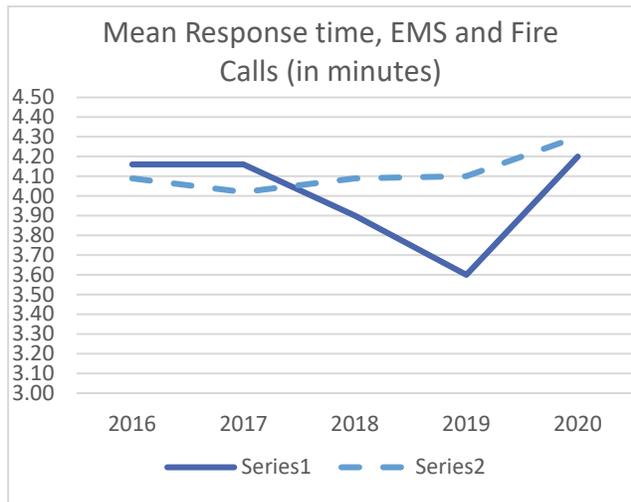
- The overall cost & demand of EMS is challenging, paramedic compensation, increase cost for supplies, wear/tear on ambulances & personnel, costs for paramedic training, inability to recruit new paramedics, and the opioid epidemic.

**Strategic Emphasis for 2021-2022:**

- Adopt a compensation package that will recruit quality candidates and allow for horizontal growth.
- Introduce a sustainable operational deployment plan to meet the year-round & peak season service demands on the beach, as well as communicating safety information to the public.
- Focus on employee health & wellness, both physical & mental. Continue to institute cancer reduction strategies to lessen the already higher than normal risk of cancer to our employees and update outdated equipment and living quarters.
- Continue the outreach and relationship with the community. Fire personnel participating in neighborhood watch meetings, hold additional Citizens Fire Academies and Companion Fire Academy, be visible and available to the community, Develop videos and PSAs. Strategic Initiatives: Enhanced Communications, Improved Quality of Life, and Public Safety.

## Demand and Performance Indicators

| Measure  | 2016   | 2017   | 2018   | 2019   | 2020   |
|--|--------|--------|--------|--------|--------|
| Fire Calls / Company   | 447.55 | 494.09 | 492.8  | 490.1  | 451.63 |
| EMS Calls / Company  | 686.77 | 745.85 | 829.10 | 872.61 | 856.17 |
| Mean Response Time for Fire Calls ( in minutes)                      | 4.16   | 4.16   | 3.9    | 3.6    | 4.2    |
| Mean Response Time for EMS Calls ( in minutes)                       | 4.1    | 4.0    | 4.1    | 4.1    | 4.3    |
| Fire Code Inspections Conducted                                      | 3,951  | 3,969  | 4,201  | 4,372  | 3,463  |
| Code Violations Discovered Through Inspection                        | 2,143  | 2,290  | 2,808  | 3,793  | 4,204  |
| Code Violations Brought Into Compliance Within 30 days               | 1,687  | 1,700  | 2,062  | 2,790  | 3,360  |
| Percentage of Code Violations Brought Into Compliance Within 30 Days | 78.72% | 74.23% | 73.43% | 73.60% | 79.20% |





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## 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.

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Special Events</b>   | \$309,903                    | \$511,140                    | \$722,007                    |
| 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                            | 5                            | 5                            |
| <b>Right-of-Way and Beach Maintenance</b>   | \$2,518,021                  | \$2,310,407                  | \$3,025,327                  |
| 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. | 18                           | 18                           | 21                           |

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Litter Control</b>  | \$512,373                    | \$587,718                    | \$600,614                    |
| 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                            | 8                            |
| <b>Grounds Maintenance</b>   | \$1,952,479                  | \$1,983,624                  | \$2,224,633                  |
| 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.                | 21                           | 21                           | 21                           |
| <b>Cemetery</b>  | \$238,531                    | \$235,562                    | \$229,869                    |
| 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                            |
| <b>Capital Outlay</b>  | \$0                          | \$29,950                     | \$29,500                     |
| <b>Total Parks Division</b>  | \$5,531,307                  | \$5,658,401                  | \$6,831,950                  |
|  | 54                           | 56                           | 58                           |

## **Parks Division Budget Formation**

The Parks Division budget increased by 20.7% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Capital outlay budget of \$9,500 for a Trash Dumpster for the Broyhill Load and Pack and \$20,000 for two Zero Turn Mowers.
- To create efficiencies, a Head Lifeguard position was transferred from the Recreation Department and converted to a Maintenance Worker, a Maintenance Worker was transferred from the Convention Center Department, and a Crew Leader was transferred from the Litter Control Division to the Right of Way Division.
- Reinstatement of the Fleet Lease program resulted in \$493,135 increase the Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.

### **Budget Decreases:**

- Decreases of \$25,000 in M&R Buildings and Grounds, and \$56,161 in Other Services.

### **Service Delivery Highlights and Challenges:**

- We continue to improve the city's irrigation plan to provide quality city landscapes.
- Expanded beautification efforts for parks, streets, rights of ways, and development districts must be balanced with available resources to adequately maintain the growing infrastructure.
- Responding to the growing challenge of developing the City's tree canopy while protecting infrastructure, maintaining sight lines, ensuring diversity of species, and adequately caring for the trees to maintain health and structure.
- A dedicated staff delivers first class beach maintenance services for millions of tourists. Growing tourism and a warming climate will lengthen that beach season and demands on staff, equipment, and infrastructure will continue to grow. Operations must be prepared to grow as well.

### **Strategic Emphasis for 2021-22:**

- Continue to improve beautification of entry corridors to Myrtle Beach by upgrading tree, turf, and landscaping
- Adequately providing staff and funding for M&R for city playground improvements.

- Continuing to provide first class beach and beach access maintenance services.
- Upgrading the beautification and provide maintenance of City Parks as funding allows, and engage the community to assist in those efforts through volunteer opportunities.
- Continue to address staffing needs in the Parks Division.
- Work with various City Departments to clean and beautify the downtown area and provide staff assistance for events.

### Demand and Performance Indicators

| Measure                       | 2016      | 2017      | 2018      | 2019      | 2020     |
|-------------------------------|-----------|-----------|-----------|-----------|----------|
| City Parks Maintained         | 51        | 51        | 51        | 52        | 52       |
| Park Rentals (days)           | 195       | 175       | 177       | 164       | 164      |
| Picnic Shelter Rentals (days) | 101       | 109       | 52        | 78        | 78       |
| Miles of Right-of-Way         | 102       | 102       | 102       | 102       | 102      |
| Number of City Trees Maint.   | *28,000   | *28,000   | 28,398    | 28,398    | 28,463   |
| Trees Planted by Staff        | 185       | 257       | 398       | 111       | 80       |
| Miles of Beaches Cleaned      | 9.25      | 9.25      | 9.25      | 9.25      | 9.25     |
| Miles of Median Maintained    | 49        | 49.5      | 49.5      | 49.5      | 49.5     |
| Special Events Staffed        | 34        | 38        | 35        | 42        | 35       |
| Special Events Staff Hours    | 3,477     | 5,184     | 6,600     | 6,790     | 2,412    |
| Cost of Servicing Sp. Events  | \$128,115 | \$220,746 | \$326,419 | \$308,205 | \$59,930 |

\* Does not include Hurricane Matthew

## Recreation



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

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Administration</b>   | \$503,430                    | \$461,170                    | \$480,837                    |
| 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. | 6                            | 4                            | 4                            |
| <b>Historic Colored School</b>  | \$27,488                     | \$25,340                     | \$26,840                     |
| 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.       | -                            | -                            | -                            |
| <b>Historic Train Depot</b>   | \$42,424                     | \$72,041                     | \$72,441                     |
| 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.  | -                            | -                            | -                            |

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Myrtle's Market</b>  | \$5,731                      | \$9,200                      | \$9,200                      |
| 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.  | -                            | -                            | -                            |
| <b>Recreation</b>   | \$5,655,395                  | \$4,558,853                  | \$5,065,049                  |
| 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                           | 42                           | 41                           |
| <b>Field Maintenance</b>  | \$4,796                      | \$1,365,907                  | \$1,569,999                  |
| Responsible for maintaining all sports fields for the city's recreation leagues and sports tourism tournaments. The field inventory includes sports complexes on the north and south ends of Myrtle Beach consisting of turf and natural baseball fields, football fields, soccer fields, and multi-purpose greenspace.   | -                            | 16                           | 16                           |

|   |             |             |             |
|---|-------------|-------------|-------------|
| <b>Baseball Stadium</b>   | \$261,792   | \$323,036   | \$303,359   |
| Pelican's Ball Park is home to the Myrtle Beach Pelicans, a class A Advanced Affiliate of the Chicago Cubs.         | -           | -           | -           |
| <b>Whispering Pines Golf Course</b>   | \$47,616    | \$64,851    | \$50,513    |
| An 18-hole championship golf course that provides reasonably priced rounds of golf with excellent customer service. | -           | -           | -           |
| <b>Capital Outlay</b>   | \$41,889    | \$13,080    | \$0         |
| <b>Total Recreation</b>   | \$6,590,561 | \$6,893,478 | \$7,578,238 |
|   | 67          | 62          | 61          |

## **Recreation Budget Formation**

The Recreation budget increased by 9.9% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- An \$18,000 increase in Professional Fees for the development of a website that will interface with the recreation software to allow citizens to register for programs online.
- Reinstatement of the Fleet Lease program resulted in \$111,880 increase the Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.

### **Service Delivery Highlights and Challenges:**

- Growth in memberships, daily use, program participation, and rentals continues as a result of a growing population, demand, value, and quality of offerings.
- Excellent staff members who have a good knowledge of the industry.
- A very good "brand" in the community gives strong support and involvement from patrons.
- Facility challenges related to aging infrastructure, space, and scheduling conflicts exist among recreation centers and ballfields requiring high levels of collaboration, flexibility, and prioritization.
- Specialized staff such as lifeguards, contracted officials, and volunteer coaches are becoming more challenging to find.
- Weather can create challenges due to tight schedules of some of our outdoor facilities.

### **Strategic Emphasis for 2021-22:**

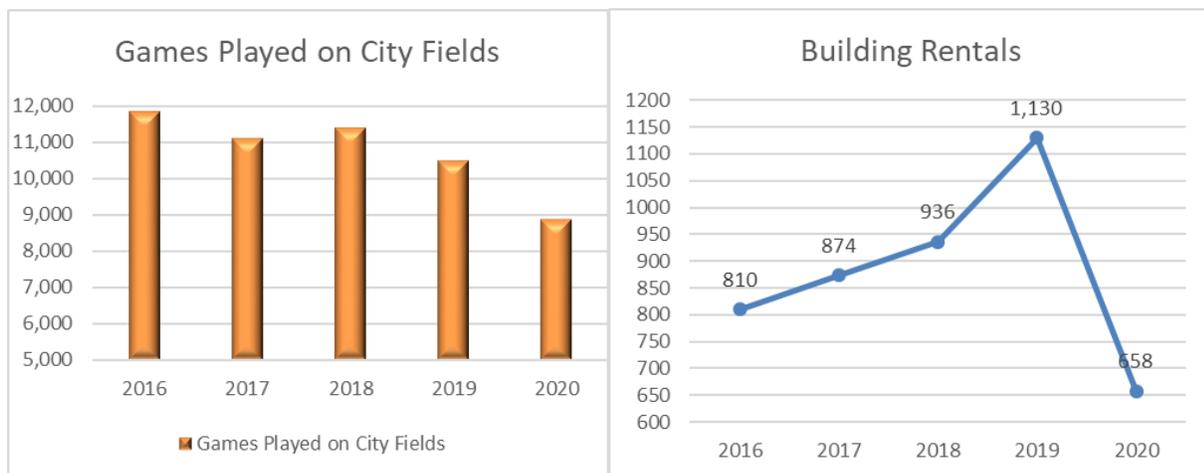
- Continue facility renovations and equipment upgrades to offer safe and functional play spaces for our residents and guests to enjoy.
- Create community by providing services for all ages including fitness, programs, sports, rentals, cultural activities, camps, special events, and community enrichment services.
- Continue to offer top quality programming and customer service by allowing staff to participate in professional training opportunities and conferences.

- Continue exploring community partnership opportunities to provide better services and recreational experiences for our citizens.
- Expand departmental marketing efforts to reach new customer base.

## Demand and Performance Indicators

| Measure                         | 2016    | 2017    | 2018    | 2019    | 2020    |
|---------------------------------|---------|---------|---------|---------|---------|
| Building Rentals                | 810     | 874     | 936     | 1,130   | 658     |
| Aquatics (Lessons, Laps & Open) | 48,115  | 45,353  | 40,046  | 40,046  | 10,855  |
| Adult Sports                    | 3,665   | 3,435   | 3,453   | 3,691   | 2,293   |
| Youth Sports                    | 2,481   | 2,263   | 2,403   | 2,307   | 2,004   |
| Games Played on City Fields     | 11,832  | 11,097  | 11,362  | 10,462  | 8,876   |
| Programs (Camps & After School) | 508     | 535     | 488     | 470     | 321     |
| Tennis Center                   | 18,076  | 24,560  | 25,855  | 21,545  | 18,137  |
| Daily Center Use*               | 252,221 | 275,551 | 290,786 | 296,923 | 103,183 |

\*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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Chapin Memorial Library</b>   | \$1,195,250                  | \$1,176,791                  | \$1,249,319                  |
| 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. | 11                           | 11                           | 11                           |
| <b>Capital Outlay Requests</b>   | \$11,980                     | \$0                          | \$0                          |
| <b>Total Chapin Memorial Library</b>   | \$1,207,230                  | \$1,176,791                  | \$1,249,319                  |
|  | 11                           | 11                           | 11                           |

## Chapin Memorial Library Budget Formation

The Chapin Memorial Library budget increased by 6.2% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Increases of \$1,940 in Software Maintenance, \$3,670 in Software Licensing Fees, \$4,500 in Travel, Meetings and Schools, and \$14,900 in Books and Periodicals to pre-pandemic levels.

### **Service Delivery Highlights and Challenges:**

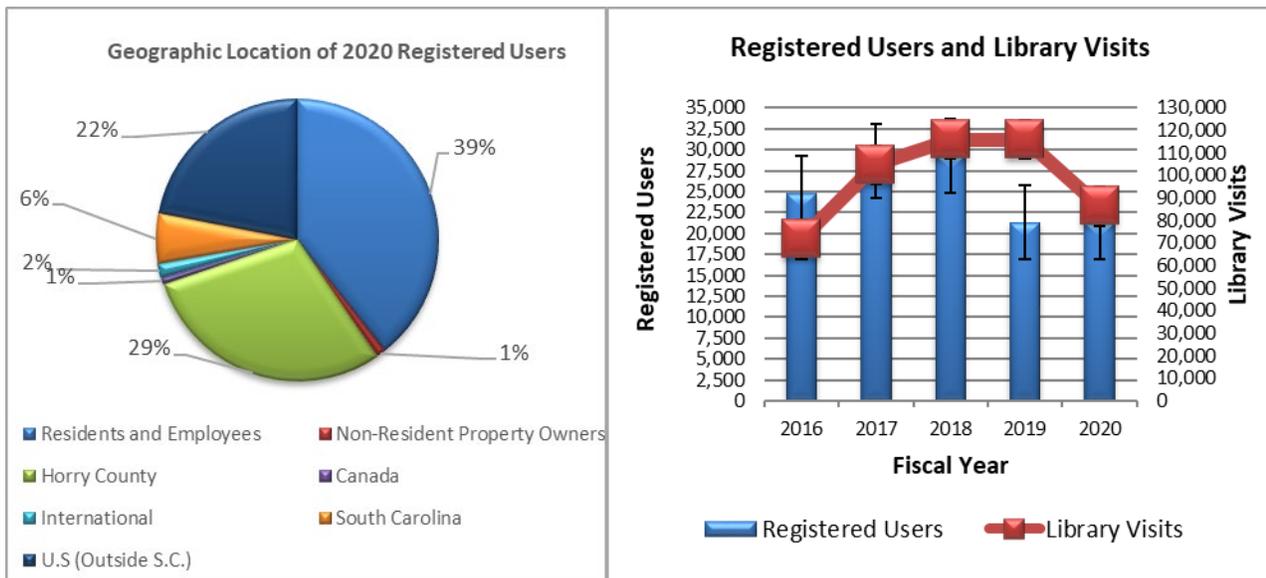
- Caring, dedicated staff provide quality service, supporting residents and visitors with their diverse needs.
- Flexible adaptation for programming needs amidst current conditions, but limited off desk time for programming, planning, and implementation.
- Digital offerings are appreciated but in higher demand due to COVID19.
- Marketing and public awareness continue to be a challenge.

### **Strategic Emphasis for 2021-22:**

- Continue to audit and curate library collections to meet the needs of the community.
- Address increased digital use and demand.
- Resume programs to serve educational and recreational needs of our community.
- Increase visibility in the community through outreach and marketing. A comprehensive plan including social media, off site visits, marketing materials, and collaborative partnerships is needed to reach non-active library users and future library users. Increasing outreach services can help achieve this goal, directly impacting community quality of life issues.

## Demand and Performance Indicators

| Measure                            | 2016    | 2017    | 2018    | 2019                  | 2020    |
|------------------------------------|---------|---------|---------|-----------------------|---------|
| Registered Users                   | 24,779  | 28,703  | 29,266  | 21,321 <sup>(1)</sup> | 21,260  |
| Library Visits                     | 71,768  | 104,788 | 115,982 | 116,015               | 86,365  |
| Sessions on Public Computers       | 33,583  | 31,837  | 23,621  | 26,074                | 14,236  |
| Annual Number of Wireless Sessions | N/A     | N/A     | 33,040  | 26,187                | 32,658  |
| Total Physical Circulation         | 147,252 | 176,976 | 178,360 | 149,318               | 115,638 |
| Summer Reading Participation       | 2,307   | 2,053   | 2,649   | 2,877                 | 623     |
| Support from Horry County          | 35,000  | 17,500  | 0       | 0                     | 35,000  |
| Support from Other Sources         | 24,769  | 144,000 | 83,000  | 23,790                | 62,520  |



<sup>(1)</sup> - Database was audited and outdated registrations were purged. Now maintaining only three years beyond expiration.

## Sports Tourism



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

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Sports Tourism</b>  | \$1,816,730                  | \$2,007,566                  | \$1,803,197                  |
| 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. | 6                            | 6                            | 6                            |
| <b>Concessions</b>   | \$782                        | \$0                          | \$0                          |
| Operation of concession services at Grand Park, Ashley Booth, and Ned Donkle sports complexes.   | -                            | -                            | -                            |
| <b>Myrtle Beach Sports Center</b>  | \$335,218                    | \$1,429,003                  | \$1,438,829                  |
| Marketing, management, and operation of the Myrtle Beach Sports Center.  | -                            | -                            | -                            |
| <b>Capital Outlay</b>  | \$101,855                    | \$68,500                     | \$50,000                     |
| <b>Total Sports Tourism</b>  | \$2,254,585                  | \$3,505,069                  | \$3,292,026                  |
|  | 6                            | 6                            | 6                            |

## **Sports Tourism Budget Formation**

The Sports Tourism budget decreased by 6.1% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Reinstatement of the Fleet Lease program resulted in \$3,460 increase to the Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.

### **Budget Decreases:**

- The cost allocation transferred from the General Fund for labor and materials from the Field Maintenance division of the Recreation department decreased \$261,486. The reduction is a result of streamlined full time staffing in Field Maintenance and the utilization of more part-time staff.

### **Service Delivery Highlights and Challenges:**

- Provision of safe & memorable guest experiences through preparation and engagement by well trained, enthusiastic team members.
- Engagement of sponsors in a manner that results in positive scenarios for guests, local businesses, and department.
- Deteriorating playing surfaces.
- Continue to increase departmental revenues, while maintaining departmental expenses, to foster long-term sustainability.

### **Strategic Emphasis for 2021-22:**

- Engagement with new GM and all levels of management at the Myrtle Beach Sports Center, to better coordinate intern staffing, collection and reporting of data and assistance in identifying and solidifying new sports tourism events.
- Recruit, hire and train additional front line sports tourism assistants to adequately staff ticketing, sponsor fulfillment, economic impact data collection, event operations and guest service functions.
- Reestablish face-to-face relationships and continue to identify new partnerships that generate direct spending in the community.
- Post Covid-19, re-engage in the development of ancillary track and field/cross country programming which supports the development of local officials, volunteers and coaches.

## Demand and Performance Indicators

| Measure (Venue)              | 2016         | 2017         | 2018         | 2019         | 2020         |
|------------------------------|--------------|--------------|--------------|--------------|--------------|
| MB Convention Center         | \$70,084,762 | \$42,050,623 | \$22,429,488 | \$27,930,570 | \$7,322,312  |
| Grand Park Athletics Complex | \$46,367,968 | \$44,424,899 | \$41,054,061 | \$41,269,652 | \$23,232,658 |
| Streets & Roads              | \$5,331,808  | \$5,569,296  | \$2,728,627  | \$1,668,535  | \$1,935,515  |
| Doug Shaw Memorial Stadium   | \$4,077,360  | \$584,780    | \$4,045,090  | \$4,898,103  | \$3,390,522  |
| City Gymnasiums              | Incl w/ MBSC | Incl w/ MBSC | \$286,913    | \$312,018    | \$0          |
| City Pools                   | \$205,862    | \$0          | \$0          | \$0          | \$0          |
| MB Sports Center             | \$31,338,453 | \$23,740,842 | \$20,899,429 | \$25,476,821 | \$10,372,252 |
| Non-City Venues              | \$30,129,281 | \$41,763,239 | \$45,506,105 | \$42,593,710 | \$15,105,235 |
| MB Tennis Center             | \$0          | \$0          | \$0          | \$50,133     | \$42,759     |

| Measure (Sport)  | 2016         | 2017         | 2018         | 2019         | 2020         |
|------------------|--------------|--------------|--------------|--------------|--------------|
| Archery          | \$7,273,456  | \$0          | \$0          | \$0          | \$0          |
| Baseball         | \$43,225,670 | \$50,386,292 | \$49,190,804 | \$47,287,097 | \$17,027,288 |
| Basketball       | \$20,211,180 | \$14,857,981 | \$15,813,336 | \$15,993,925 | \$4,892,879  |
| Body Building    | \$0          | \$0          | \$192,813    | \$52,445     | \$0          |
| Cheer            | \$21,389,752 | \$7,744,253  | \$8,225,857  | \$12,016,771 | \$145,403    |
| Cornhole         | \$0          | \$0          | \$0          | \$77,127     | \$122,447    |
| Crossfit         | \$0          | \$0          | \$0          | \$183,270    | \$202,962    |
| Dance            | \$44,003,286 | \$30,799,410 | \$10,264,754 | \$14,624,375 | \$911,813    |
| E-sports         | \$326,345    | \$0          | \$0          | \$0          | \$0          |
| Extreme Sports   | \$0          | \$0          | \$376,308    | \$0          | \$0          |
| Fastpitch        | \$21,496,688 | \$22,815,470 | \$23,350,021 | \$22,296,347 | \$11,529,265 |
| Football         | \$2,294,623  | \$448,489    | \$1,720,813  | \$2,959,041  | \$2,814,053  |
| Gymnastics       | \$1,615,187  | \$4,679,511  | \$2,942,876  | \$4,162,678  | \$2,360,236  |
| Handball         | \$0          | \$250,263    | \$308,509    | \$236,202    | \$0          |
| Kickball         | \$0          | \$0          | \$273,817    | \$362,722    | \$314,573    |
| Lacrosse         | \$404,529    | \$136,291    | \$0          | \$0          | \$0          |
| Martial Arts     | \$1,476,547  | \$540,029    | \$0          | \$0          | \$620,791    |
| Pickleball       | \$41,959     | \$59,761     | \$222,066    | \$249,892    | \$199,567    |
| Running          | \$5,364,035  | \$5,569,296  | \$2,728,627  | \$1,668,535  | \$1,935,515  |
| Slowpitch        | \$5,994,562  | \$7,305,951  | \$6,616,279  | \$7,768,728  | \$7,047,388  |
| Soccer           | \$5,107,502  | \$5,046,966  | \$4,549,476  | \$4,486,376  | \$1,495,497  |
| Special Olympics | \$0          | \$0          | \$616,195    | \$617,018    | \$0          |
| Swimming         | \$205,862    | \$0          | \$0          | \$0          | \$0          |
| Tennis           | \$0          | \$0          | \$0          | \$50,133     | \$42,759     |
| Track & Field    | \$1,628,111  | \$0          | \$2,324,277  | \$1,755,792  | \$630,598    |
| Twirling         | \$389,697    | \$453,495    | \$453,495    | \$0          | \$0          |
| Volleyball       | \$5,088,866  | \$6,810,054  | \$6,373,752  | \$6,888,304  | \$4,375,436  |
| Wrestling        | \$0          | \$230,167    | \$405,638    | \$462,764    | \$4,732,783  |

## 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.

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Capital Projects</b>   | \$158,071                    | \$100,491                    | \$192,652                    |
| Coordinates and manages the vertical capital improvement projects.  | 2                            | 2                            | 2                            |
| <b>Building Maintenance</b>   | \$746,131                    | \$743,644                    | \$843,296                    |
| 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                            |
| <b>Capital Outlay</b>   | \$0                          | \$0                          | \$21,000                     |
| <b>Total Capital Projects</b>   | <b>\$904,202</b>             | <b>\$844,135</b>             | <b>\$1,056,948</b>           |
|   | 9                            | 9                            | 9                            |

## Capital Projects and Building Maintenance Budget Formation

The Capital Projects budget increased by 91.7% and Building Maintenance increased by 13.4% when compared to the FY2020-21 Adopted Budget and reflects:

### Budget Increases:

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- A Project Coordinator position that was previously unfunded was reinstated at \$55,000 for FY22.
- Reinstatement of the Fleet Lease program resulted in \$5,138 increase to the Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.
- Also, the capital outlay purchase of a mobile 1,000 gallon fueling system increased the Building Maintenance budget by \$21,000.

### Service Delivery Highlights and Challenges:

- Completed updates the maintenance program for all City Facilities. This was and remains imperative due to the aging of many of the buildings.
- Continue effort developing 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 2021-22:

- Continuation of the Roof Maintenance Program 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

| <b>Measure</b>                       | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| City Buildings Maintained            | 97          | 100         | 102         | 103         | 111         |
| City Parks' Buildings                | 39          | 39          | 39          | 39          | 39          |
| Boardwalk & Withers Swash<br>(Miles) | 1.5         | 1.9         | 2.1         | 2.3         | 1.5         |
| Dune Walkovers                       | 125         | 125         | 123         | 123         | 123         |
| Street Median Lighting               | 90          | 90          | 90          | 90          | 90          |
| Bridges, Docks, & Lighting           |             | 2           | 2           | 2           | 2           |



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## 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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Administration</b>  | \$655,930                    | \$666,336                    | \$542,342                    |
| 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.   | 7                            | 5                            | 5                            |
| <b>Engineering</b>   | \$609,373                    | \$610,932                    | \$884,952                    |
| 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. | 8                            | 8                            | 10                           |
| <b>Street Maintenance</b>  | \$1,004,011                  | \$889,130                    | \$1,096,311                  |
| 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.    | 8                            | 8                            | 8                            |

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Infrastructure Projects</b>   | \$279,011                    | \$309,735                    | \$308,911                    |
| Coordinates and manages infrastructure projects.   | 3                            | 3                            | 3                            |
| <b>Traffic Engineering</b>   | \$3,295,962                  | \$3,801,624                  | \$3,854,374                  |
| 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                            |
| <b>Capital Outlay</b>  | \$0                          | \$0                          | \$0                          |
| <b>Total Administration, Engineering, &amp; Transportation</b>   | \$5,844,750                  | \$6,277,757                  | \$6,686,890                  |
|  | 30                           | 28                           | 30                           |



## **Public Works - Administration, Engineering, & Transportation Budget Formation**

The Public Works - Administration, Engineering & Transportation budget increased by 6.5% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Reinstatement of the Fleet Lease program resulted in a \$208,109 cumulative increase in Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.

### **Budget Decreases:**

- Cumulative decrease of \$10,800 in Travel Meetings & Schools.

### **Service Delivery Highlights and Challenges:**

- Secured approximately \$2,481,000 in grant funding from CDGG, RIA, SCDHEC, FEMA, and MBAFB RDA. The department has already submitted or will submit additional grant applications to FEMA's Building Resilient Infrastructure and Communities (BRIC), US Bureau of Commerce's Economic Development Administration (EDA), EPA's Brownfields Program, and additional RIA projects.
- Presently in the construction phase for the enhancement of our existing 25<sup>th</sup> Avenue South Ocean Outfall with a header pipe.
- The age and condition of our underground infrastructure has resulted in a number of costly emergency repairs. As the city continues to be involved in master planning efforts, the evaluation of the underground infrastructure within the planning area(s) is a critical component.

### **Strategic Emphasis for 2021-22:**

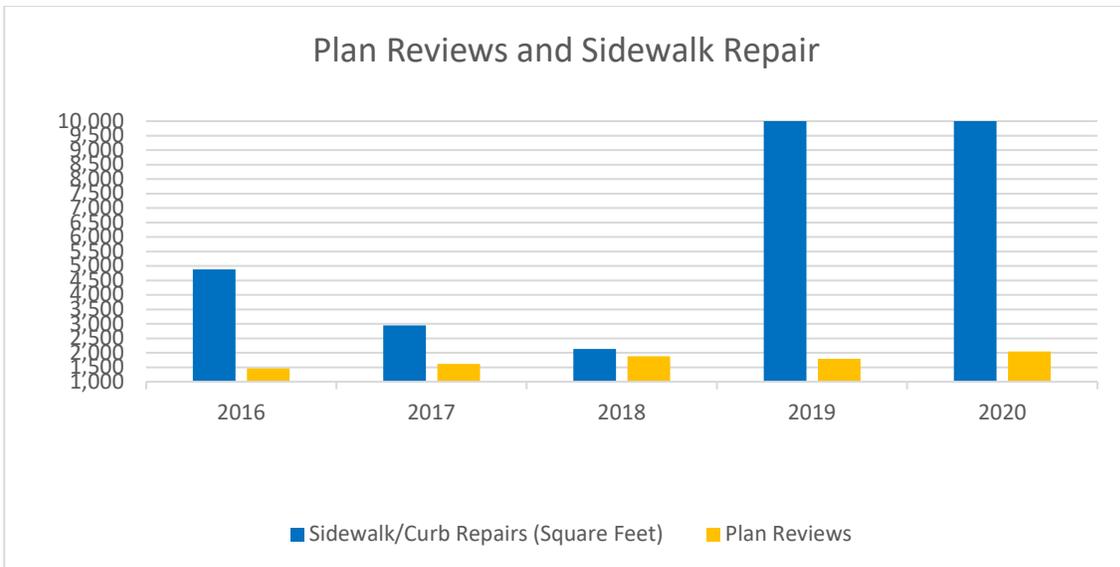
- Initiate a comprehensive review of current City Codes and Policies with the formation of a cross-departmental task force to offer recommendations to improve our organization's land development regulations, and compliance with State and Federal Requirements to enhance the development experience within our community.
- Maximize the value of our capital and operation/maintenance investments with the support of an underground utility system evaluation program. The asset management approach will lead to improved capital planning and enhance the information contained within our GIS mapping asset inventory.

## Demand and Performance Indicators

| Measure                                       | 2016   | 2017   | 2018   | 2019    | 2020   |
|---|--------|--------|--------|---------|--------|
| Road Resurfacing (Square Yards) <sup>1</sup>  | 47,927 | 36,315 | 39,283 | 233,618 | 28,681 |
| Asphalt Repairs (tons)                        | 184    | 224    | 190    | 210     | 180    |
| Sidewalk/Curb Repair <sup>2</sup> (linear ft) | 4,879  | 2,943  | 2,130  | 62,851  | 12,990 |
| Plan Reviews                                  | 1,463  | 1,615  | 1,880  | 1,790   | 2,045  |
| Traffic Control Devices                       | 79     | 79     | 80     | 80      | 80     |
| PUPS locate tickets                           |        | 13,972 | 13,123 | 13,691  | 15,210 |

<sup>1</sup>Road Resurfacing (Square Yards) in 2019 included Operating and Ride 3 Funds

<sup>2</sup>Sidewalk/Curb Repairs (Square Feet) in 2019 included both Operating and CIP



## 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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Administration</b>  | \$3,710,474                  | \$3,747,339                  | \$4,700,687                  |
| General administration costs associated with delivery of potable water and transmission and disposal of wastewater.  | -                            | -                            | -                            |
| <b>Utility Location</b>  | \$176,979                    | \$156,726                    | \$172,907                    |
| Responsible for utility location in conjunction with infrastructure projects, both City and Non-City.  | 2                            | 2                            | 2                            |
| <b>Construction Division</b>   | \$667,624                    | \$545,104                    | \$722,639                    |
| 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                            |

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Water</b>   | \$11,667,993                 | \$11,325,033                 | \$11,642,032                 |
| 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                           |
| <b>Sewer</b>   | \$9,582,112                  | \$9,563,270                  | \$10,340,921                 |
| 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                           |
| <b>Capital Outlay</b>  | \$0                          | \$74,458                     | \$195,865                    |
| <b>Total Water &amp; Sewer Utility</b>   | \$25,805,182                 | \$25,411,930                 | \$27,775,051                 |
|  | 53                           | 53                           | 53                           |

## Water & Sewer Utility Budget Formation

The Water & Sewer Utility budget increased 9.3% when compared to the FY2020-21 Adopted Budget and reflects:

### Budget Decreases:

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Reinstatement of the Fleet Lease program resulted in a \$648,393 cumulative increase in Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.

### Service Delivery Highlights and Challenges:

- As of December 2020, successful installation of 564 1.5" and 2" water meters and 2,330 AMI communication units on existing meters.
- Completed the Water and Sewer Fee and Cost of Service Analysis study with the assistance of Confluence Consulting.
- Annual inflow and infiltration (I&I) maintenance activities such as root control treatment and manhole/pipeline relining activities are essential and allow for continuous improvement of the sanitary sewer system to mitigate sanitary sewer losses, which will also directly affects storm water quality. We will work to continue these important annual maintenance activities.

### Strategic Emphasis for 2021-22:

- Anticipate future investment by GSWSA in wastewater treatment plant influent metering devices and International Drive water booster station, and upgraded 36" transmission line within the Carolina Forest area. Myrtle Beach is investing in a new 36" transmission line to meet peak seasonal demands within the northern section of our water distribution system and offer utility redundancy during emergency conditions.
- Continue work installing 1.5" and 2" commercial meters and will installing smart remote turn-on/off meters at customer locations experiencing recurring non-payment to allow efficient response by our water crews.
- Development of a multi-year phased water distribution system and sanitary sewer system assessment plan – a goal of evaluating the citywide system within five years using internal and external resources.

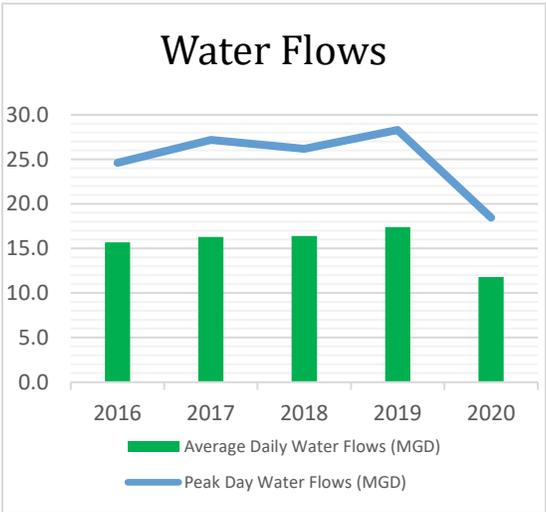
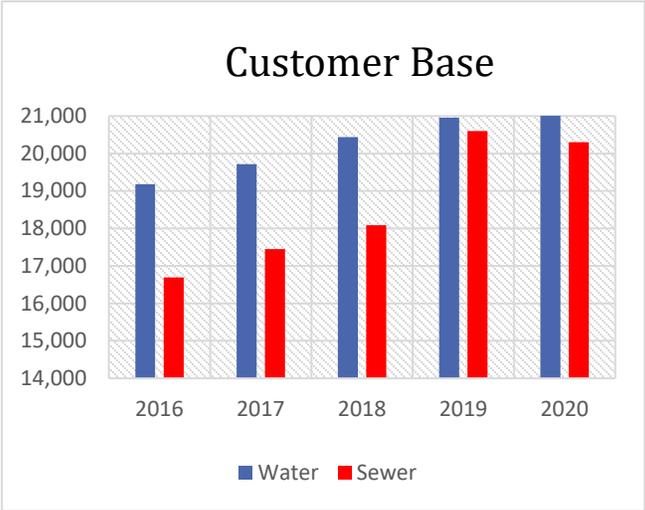
## Demand and Performance Indicators

| Measure                            | 2016     | 2017      | 2018      | 2019    | 2020    |
|------------------------------------|----------|-----------|-----------|---------|---------|
| Total No. of Water Customers       | 19,180   | 19,721    | 20,439    | 20,955  | 22,144  |
| Total No. of Sewer Customers       | 16,697   | 17,451    | 18,090    | 20,597  | 20,301  |
| Average Daily Water Flows (MGD)    | 15.7     | 16.3      | 16.4      | 17.4    | 11.81   |
| Peak Day Water Flows (MGD)         | 24.6     | 27.2      | 26.2      | 28.3    | 18.46   |
| New Water Meters Installed         | 517      | 597       | 625       | 531     | 642     |
| Water Lines Installed (linear ft.) | 16,039   | *19,970   | 21,736    | 21,901  | 17,589  |
| Water Valves Installed             | 232      | 322       | 436       | 264     | 415     |
| Fire Hydrants Maintained           | 2,554    | 2,584     | 2,642     | 2,699   | 2,736   |
| Water Service Calls Completed      | 2,567    | 2,126     | 2,823     | 2,598   | 2,104   |
| Sewer Service Calls                | 582      | 497       | 542       | 425     | 480     |
| Sewer Lines Cleaned (feet)         | 268,890  | **240,000 | 113,377   | 199,978 | 203,290 |
| Sewer Lines Chk'd by Camera (feet) | **68,867 | 168,000   | **159,813 | 56,000  | 227,683 |
| Sewer Lines Upgrades (feet)        | ***700   | ***1,817  | 300       | ***0    | 0       |
| Water Lines Upgrades (feet)        | 400      | 2,080     | 2,080     | ***0    | 0       |
| Sewer Line Smoke Testing (feet)    |          |           | 159,813   | 188,200 | 1,062   |
| Manhole Inspections                |          |           | 885       | 306     | 146     |

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

\*\*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 – animal shelter, bus shelter, Briarcliffe Grinders



## 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.

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Administration</b>   | \$903,371                    | \$866,969                    | \$1,300,747                  |
| 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                            | 4                            | 4                            |
| <b>Residential Collection</b>   | \$2,245,256                  | \$2,515,158                  | \$2,508,237                  |
| Provides weekly curbside collection of containerized refuse, small yard waste clippings, and commingled recyclable materials.   | 23                           | 23                           | 23                           |
| <b>Special Services</b>   | \$633,103                    | \$667,083                    | \$583,424                    |
| Collection of litter receptacles located on ocean front street ends along Ocean Boulevard.  | 5                            | 5                            | 5                            |

| <b>Service</b>  | <b>Budget / Positions</b>    |                              |                              |
|---|------------------------------|------------------------------|------------------------------|
|   | <b>FY 2018-19<br/>Actual</b> | <b>FY 2019-20<br/>Budget</b> | <b>FY 2020-21<br/>Budget</b> |
| <b>Commercial Collection</b>  | \$567,644                    | \$427,562                    | \$506,545                    |
| 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                            |
| <b>Transfer Station</b>   | \$1,612,094                  | \$1,808,180                  | \$1,958,808                  |
| 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                            |
| <b>Alert Crew</b>   | \$111,686                    | \$88,650                     | \$105,208                    |
| Responds to all after-hours calls during weekdays and weekends related to Public Works; and assist Police with various activities.  | 2                            | 2                            | 2                            |
| <b>Capital Outlay</b>   | \$0                          | \$0                          | \$150,000                    |
| <b>Total Solid Waste</b>  | \$6,073,154                  | \$6,373,602                  | \$7,112,969                  |
|   | 40                           | 42                           | 42                           |

## **Solid Waste Budget Formation**

The Solid Waste budget increased by 11.6% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Reinstatement of the Fleet Lease program resulted in a \$995,358 cumulative increase in Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.

### **Service Delivery Highlights and Challenges:**

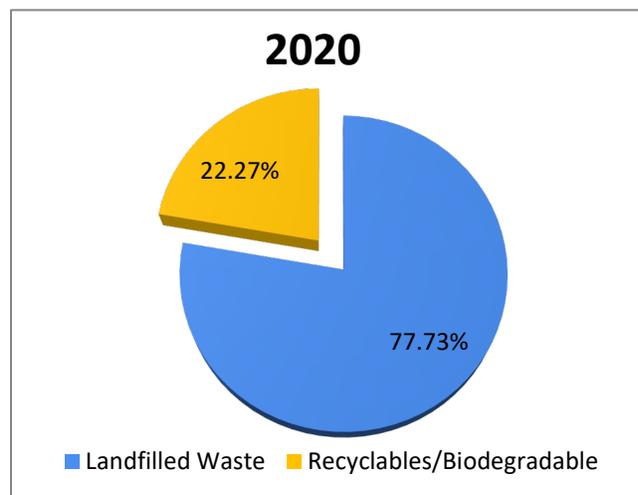
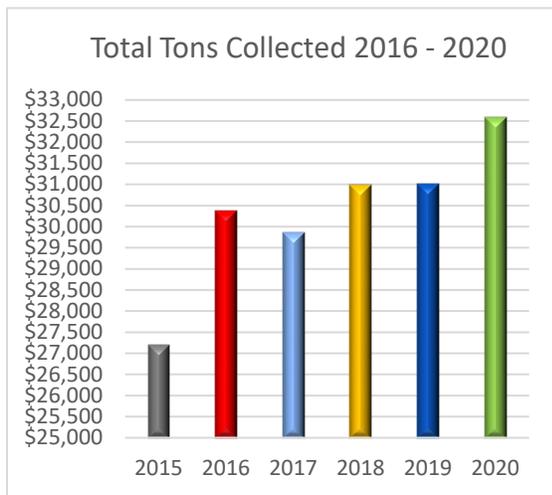
- The Solid Waste Collection customer base continues to expand each year with the City's rapid residential growth. We received, equipment, and facility support with the approval of a more efficient open top municipal transfer station facility. To date, the supporting equipment is in the procurement process and the construction has begun.
- Illegal dumping of solid waste material continues to have a significant impact on the health and safety of residents, appearance of our community, and non-revenue generating impact to our operational budget. We received staffing support with the approval of our Solid Waste Code Enforcement Program and we were approved for a knuckle boom truck, dedicated for illegal dumping operations.
- Continuous growth of the customer base requires constant changes to routing methodologies and practices. Technology exists to enhance routing development.
- Expansion of recycling and other waste diversion programs are important in support of environmental stewardship, SCDHEC recycling goals for waste diversion, and the development of beneficial re-use markets for increased revenue.

### **Strategic Emphasis for 2021-22:**

- Support complaint collection practices and address illegal dumping activities within our Quality of Life Court.
- Provide a thorough evaluation of our solid waste services rates to assess the financial performance of operating and proposed solid waste programs.
- We aim to streamline our recyclable waste stream to coincide with economic and market conditions in an effort to reduce the potential receipt of load contamination fee charges from the Horry County Solid Waste Authority.

## Demand and Performance Indicators

| Tons of Collections       | 2016          | 2017          | 2018          | 2019          | 2020          |
|---------------------------|---------------|---------------|---------------|---------------|---------------|
| Garbage                   | 21,155        | 21,765        | 21,280        | 20,980        | 23,490        |
| Bulk Waste                | 2,500         | 2,010         | 1,955         | 1,902         | 1,840         |
| Yard Waste                | 4,612         | 4,590         | 3,465         | 4,396         | 4,310         |
| Recyclables               | 2,000         | 1,425         | 2,865         | 3,682         | 2,920         |
| E-Waste                   | 39            | 25            | 15            | 5             | 12            |
| Scrap Metal               | 61            | 45            | 16            | 54            | 17            |
| <b>Total Collections</b>  | <b>30,367</b> | <b>29,860</b> | <b>30,981</b> | <b>31,019</b> | <b>32,589</b> |
| Recyclables/Biodegradable | 6,712         | 6,015         | 8,541         | 8,137         | 7,529         |
| Percentage                | 22.1%         | 20.1%         | 27.6%         | 26.2%         | 22.3%         |



## 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.

| <b>Service</b>   | <b>Budget / Positions</b>    |                              |                              |
|--|------------------------------|------------------------------|------------------------------|
|  | <b>FY 2019-20<br/>Actual</b> | <b>FY 2020-21<br/>Budget</b> | <b>FY 2021-22<br/>Budget</b> |
| <b>Storm Water Management</b>  | \$3,562,580                  | \$2,361,158                  | \$3,481,355                  |
| 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. | 16                           | 16                           | 16                           |
| <b>Capital Outlay</b>  | \$0                          | \$0                          | \$9,280                      |
| <b>Total Storm Water Management</b>  | \$3,562,580<br>16            | \$2,361,158<br>16            | \$3,481,355<br>16            |

## **Storm Water Management Budget Formation**

Storm Water Management budget increased by 47.4% when compared to the FY2020-21 Adopted Budget and reflects:

### **Budget Decreases:**

- City-wide personal service budget allocations include a 24.5% increase in employer funded health insurance premiums, a 1% increase in employer's retirement contribution, reinstatement of the Holiday Bonus, and effective January 2022, a 3% market increase.
- Reinstatement of the Fleet Lease program resulted in a \$566,684 cumulative increase in Fleet Lease expense. The program was suspended for FY21 as a cost savings measure.

### **Service Delivery Highlights and Challenges:**

- Submitted an EPA Building Resilient Infrastructure and Communities (BRIC) grant application that includes several implementation projects for Withers Basin.
- Completed the Storm Water Management Fee and Level of Service Analysis study with the assistance of consultants, WK Dickson.
- The underground storm water utility infrastructure within some areas of our city has extended beyond its designed useful life. Due to development that occurred years prior to the adoption of our storm water management ordinance, there are several locations in the city where the underground storm water network leaves the public right-of-way onto private property; in some cases, runs underneath or within close proximity to structures. The challenge lies in navigating infrastructure replacement solutions to either install new infrastructure within the right-of-way in an effort only to address storm water generated within the public space, or relocate and replace the infrastructure traversing private property while securing adequate utility easements from property owners to allow suitable maintenance access by city crews.

### **Strategic Emphasis for 2021-22:**

- Continue supporting the Watershed-Based Storm Water Master Plan with expansion of the citywide study over a multi-year period – Phased 2 planned for FY22.
- Focus on identifying portions of a storm water network (open channel or pipeline) that traverses private property and identifying the presence of an existing drainage easement and/or segments that are in conflict with structures. Propose creation of a future multi-year public/private partnership drainage improvement program to offer solutions within these areas.
- Development of a multi-year phased storm water management system condition assessment plan with a goal of evaluating the citywide open channel and closed pipe system within a five-year period using internal and external resources.

## Demand and Performance Indicators

| <b>Measure</b>                | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|
| Catch Basins Repaired         | 3           | 26          | 16          | 66          | 15          |
| Storm Drains Cleaned (In. ft) | 65,952      | 437,139     | 168,022     | 93,680      | 84,225      |
| Ditches/Canals Maintained     | 226,343     | 267,395     | 213,423     | 191,231     | 191,231     |
| Miles of Streets Swept        | 16,976      | 16,941      | 18,816      | 21,368      | 16,929      |



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## **Capital Projects & 2022-26 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.

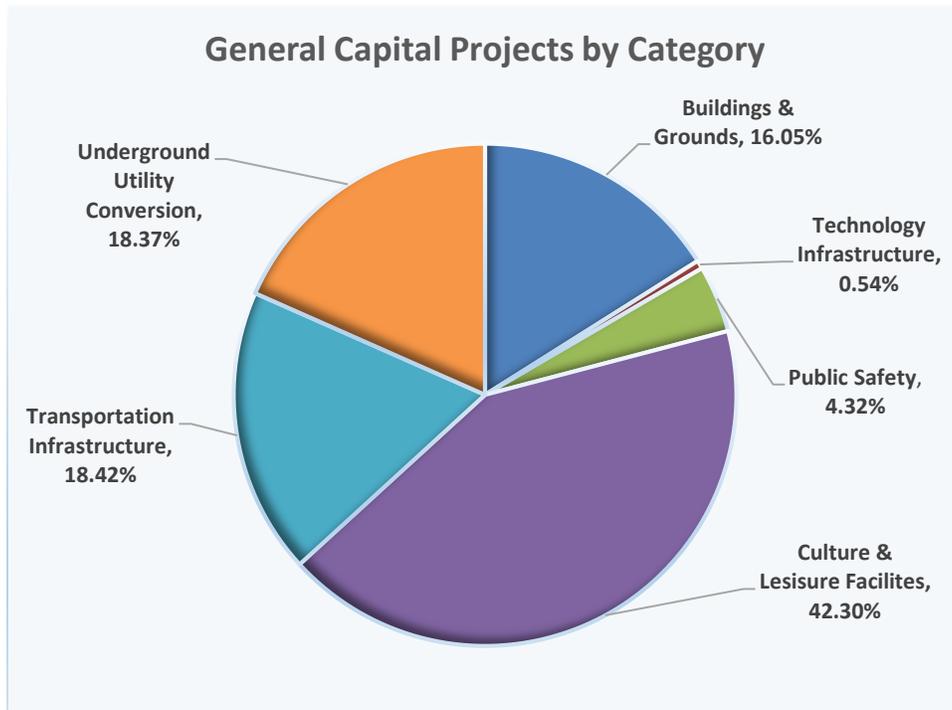
A Capital Improvements Plan is a schedule for the financing and construction of physical assets such as equipment, buildings, streets, sewers, and recreation amenities. The plan extends over several future years indicating the beginning date of each project, the amount available in each year, the methods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

Maintenance of City capital equipment and facilities is integral to preserving and prolonging the useful life of the City's capital infrastructure. The Capital Improvement Plan, in addition to construction and renovation projects, includes funding for scheduled maintenance of certain facility and facility infrastructure.

## FY 2022-2026 General Capital Improvements

### General Capital Improvement Plan by Funding Source

| Financing                      | 2021-2022           | 2022-2023           | 2023-2024           | 2024-2025         | 2025-2026           | TOTAL                |
|--------------------------------|---------------------|---------------------|---------------------|-------------------|---------------------|----------------------|
| Hospitality Fee                | 5,500,000           | \$675,000           | \$800,000           | \$800,000         | \$2,800,000         | \$10,575,000         |
| Hospitality Tax                | 5,393,000           | 5,102,000           | 5,107,000           | 5,047,000         | 3,257,000           | 23,906,000           |
| Intergovernmental              | 1,235,000           | 985,000             | 900,000             | 400,000           | 425,000             | 3,945,000            |
| General                        | 9,495,000           | 2,975,000           | 2,500,000           | 2,525,000         | 2,610,000           | 20,105,000           |
| Other Sources to Be Determined | 11,985,000          | 11,949,000          | 18,050,000          | 4,443,000         | 9,946,500           | 56,373,500           |
| <b>Total Financing Sources</b> | <b>\$33,608,000</b> | <b>\$21,686,000</b> | <b>\$27,357,000</b> | <b>13,215,000</b> | <b>\$19,038,500</b> | <b>\$114,904,500</b> |



## General Capital Improvement Plan by Category

| Category                      | 2021-2022           | 2022-2023           | 2023-2024           | 2024-2025           | 2025-2026           | TOTAL                |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Buildings & Grounds           | \$6,989,000         | \$1,080,500         | \$537,000           | \$3,207,000         | \$6,627,500         | \$18,441,000         |
| Technology Infrastructure     | 500,000             | 30,000              | 30,000              | 30,000              | 30,000              | 620,000              |
| Public Safety                 | 559,000             | 183,000             | 1,078,000           | 2,404,000           | 737,500             | 4,961,500            |
| Culture & Leisure Facilities  | 11,010,000          | 6,368,500           | 21,307,000          | 2,579,000           | 7,338,500           | 48,603,000           |
| Transportation Infrastructure | 5,980,000           | 11,174,000          | 1,405,000           | 1,305,000           | 1,305,000           | 21,169,000           |
| Underground Conversion        | 8,570,000           | 2,850,000           | 3,000,000           | 3,690,000           | 3,000,000           | 21,110,000           |
| <b>Total</b>                  | <b>\$33,608,000</b> | <b>\$21,686,000</b> | <b>\$27,357,000</b> | <b>\$13,215,000</b> | <b>\$19,038,500</b> | <b>\$114,904,500</b> |

### 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 2022-2026 General Capital Improvements Plan includes \$33.6 million in FY2022 appropriations and \$114.9 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: \$21.2 million for transportation system infrastructure; \$48.6 million for the acquisition, construction, and maintenance of Cultural and Leisure Services facilities; \$5 million for the acquisition, construction, and maintenance of Public Safety facilities; \$18.4 million for the acquisition, construction, and maintenance of City general facilities and grounds; \$620k for replacement and renewal of technology infrastructure and \$21.1 million for undergrounding utility conversion.

### 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."<sup>2</sup>

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 22 - 26)**

### ***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 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 and in need of revitalization. The plan includes \$4.9 million to revitalize the existing structure and amenities as well as \$5.3 million to extend the Boardwalk southward to Withers Swash.

Funding for a number of maintenance projects is included in the plan to preserve existing facilities and equipment. The \$825,000 HVAC replacement program has been incorporated into the plan, as well as \$475,000 for routine roof inspection and maintenance, and \$164,500 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 \$620,000 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, improvements to Midway Park and the Ned Donkle Complex, lighting improvements, renovations to the Pepper Geddings pool deck, and installation of cameras at the Chapin Memorial Library.

## ***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.

## ***Underground Utility Conversion***

The future in utility wires lies underground, and this is because of the huge benefits. Each year the City undertakes a number of projects that require the relocation of utilities underground. Underground installations improve the aesthetics of streets and neighborhoods. Projects like sidewalk widening and tree planting can also take place more seamlessly without the obstacle of power lines. Underground lines eliminate weather-related power outages and provide more reliable service to subscribers. It prevents disruptions that are caused by falling tree limbs, high winds, and heavy snow and ice. Investments surrounding the visual improvement of traditional commercial areas is one of the best ways to attract new business and stimulate economic development. The City plans to invest approximately \$21.1 million over the 5-year planning 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 FY22 – 26 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 \$5,000 per year beginning in FY22.

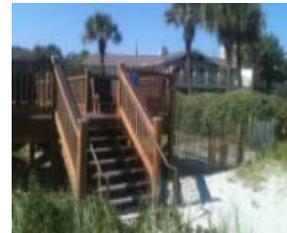
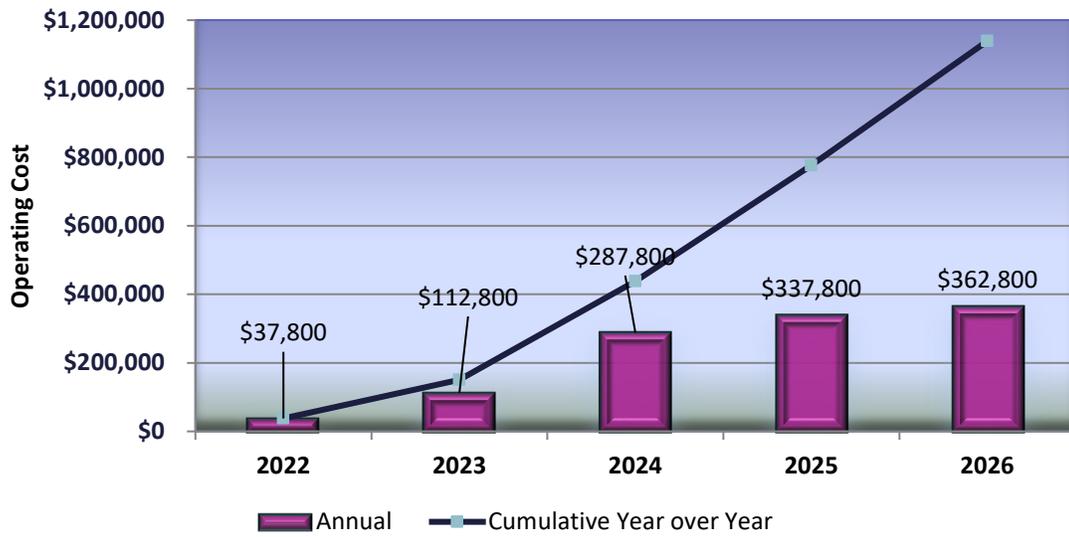
Operating costs associated with transportation projects included in the five-year plan will

be approximately \$7,000 in FY22 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 \$1.1 million. 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 2022 Fiscal Year will result in \$37,800 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 \$1.2 million or the equivalent of approximately 3.75 mills on the City's property tax rate in the absence of other revenue growth.

### Projected Operating Cost of New Capital Improvements FY22 - 26



### General Capital Improvement Plan by Category

| <b>Admin, Buildings &amp; Grounds</b>        | <b>2021-2022</b> | <b>2022-2023</b> | <b>2023-2024</b> | <b>2024-2025</b> | <b>2025-2026</b>   | <b>TOTAL</b>       |
|--|------------------|------------------|------------------|------------------|--------------------|--------------------|
| Public Facility Infrastructure               | \$ 25,000        | \$               | \$ 28,000        | \$ 50,000        | \$ 50,000          | \$ 164,500         |
| Roof Maintenance Program                     | 95,000           | 95,000           | 95,000           | 95,000           | 95,000             | 475,000            |
| HVAC Replacement Program                     | 175,000          | 125,000          | 175,000          | 175,000          | 175,000            | 825,000            |
| Public Works Shed Demolition                 | 20,000           |                  | -                | -                | -                  | 20,000             |
| Replacement Generators                       | 39,000           |                  | 39,000           | 39,000           | 39,000             | 195,000            |
| City Services Building                       | -                | -                | -                | -                | 2,820,000          | 2,820,000          |
| City Hall Roof & Renovations                 | -                | -                | -                | 23,000           | 574,000            | 597,000            |
| City Hall Annex Roof                         | -                | -                | -                | -                | 74,500             | 74,500             |
| <b>Total Admin., Buildings &amp; Grounds</b> | <b>\$354,000</b> | <b>\$270,500</b> | <b>\$337,000</b> | <b>\$382,000</b> | <b>\$3,827,500</b> | <b>\$5,171,000</b> |
| <b>Technology Infrastructure</b>             | <b>2021-2022</b> | <b>2022-2023</b> | <b>2023-2024</b> | <b>2024-2025</b> | <b>2025-2026</b>   | <b>TOTAL</b>       |
| Technology Infrastructure                    | \$ 500,000       | \$               | \$ 30,000        | \$ 30,000        | \$ 30,000          | \$ 620,000         |



| Public Safety                                | 2021-2022        | 2022-2023        | 2023-2024          | 2024-2025          | 2025-2026        | TOTAL              |
|--|------------------|------------------|--------------------|--------------------|------------------|--------------------|
| Law Enforcement Center Sealant               | 150,000          | -                | -                  | -                  | -                | 150,000            |
| Fire Station #5 Roof &                       | 59,000           | -                | -                  | 496,500            | -                | 555,500            |
| Fire Station #6 Roof & Stucco Repair         | 350,000          | 94,000           | -                  | -                  | 737,500          | 1,181,500          |
| Grand Strand Humane Society                  | -                | -                | 195,000            | -                  | -                | 195,000            |
| Fire Station #2 Roof Renovations             | -                | -                | 85,000             | 755,500            | -                | 840,500            |
| Fire Station #4 Roof Renovations             | -                | -                | -                  | 1,152,000          | -                | 1,152,000          |
| Fire Station #1 Concrete Drive Replacement & | -                | 89,000           | 798,000            | -                  | -                | 887,000            |
| <b>Total Public</b>                          | <b>\$559,000</b> | <b>\$183,000</b> | <b>\$1,078,000</b> | <b>\$2,404,000</b> | <b>\$737,500</b> | <b>\$4,961,500</b> |



| <b>Cultural &amp; Leisure Facilities</b>   | <b>2021-2022</b> | <b>2022-2023</b> | <b>2023-2024</b> | <b>2024-2025</b> | <b>2025-2026</b> | <b>TOTAL</b> |
|--|------------------|------------------|------------------|------------------|------------------|--------------|
| Playground Improvements                    | \$ 150,000       | \$ 200,000       | \$ 150,000       | \$ 120,000       | \$ 100,000       | \$ 720,000   |
| Recreation Infrastructure                  | 100,000          | 75,000           | 75,000           | 75,000           | 75,000           | 400,000      |
| Parks Infrastructure                       | 50,000           | 50,000           | 50,000           | 50,000           | 50,000           | 250,000      |
| Midway Park & Court Improvements           | 472,000          | -                | -                | -                | -                | 472,000      |
| Ned Donkle Complex Improvements            | 423,500          | 666,500          | -                | -                | -                | 1,090,000    |
| Ned Donkle/Grand Park lighting Replace     | 153,000          | 357,000          | 357,000          | 357,000          | 357,000          | 1,581,000    |
| Chapin Library Cameras                     | 18,000           | -                | -                | -                | -                | 18,000       |
| Train Depot Roof                           | -                | 57,000           | -                | -                | -                | 57,000       |
| MB Tennis Center                           | -                | -                | -                | 22,000           | -                | 22,000       |
| MB Historic Colored School Roof            | -                | -                | -                | -                | 74,500           | 74,500       |
| Grand Park Storage Building                | -                | -                | -                | -                | 20,000           | 20,000       |
| Art Museum Renovation                      | -                | -                | -                | 500,000          | 3,256,000        | 3,756,000    |
| Chapin Library Renovation                  | -                | -                | -                | 400,000          | 2,993,000        | 3,393,000    |
| Park South Maint. Shop Roof                | -                | -                | -                | -                | 73,000           | 73,000       |
| Pepper Geddings Roof                       | -                | -                | 85,000           | 765,000          | -                | 850,000      |
| Public Restrooms (various locations)       | 85,000           | 85,000           | 85,000           | 85,000           | 85,000           | 425,000      |
| Withers Swash Restroom                     | -                | 95,000           | -                | -                | -                | 95,000       |
| Walkover                                   | 200,000          | 200,000          | 200,000          | 200,000          | 250,000          | 1,050,000    |
| Sand Dune Maintenance                      | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 25,000       |
| Valor Park Fountain                        | 30,000           | -                | -                | -                | -                | 30,000       |
| Pepper Geddings Pool Resurfacing & Decking | 250,000          | -                | -                | -                | -                | 250,000      |

|   |                     |                     |                     |                     |                     |                      |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Ocean Woods Cemetery – 71 Niche Columbarium | 13,500              | -                   | -                   | -                   | -                   | 13,500               |
| Ocean Woods Building                        | 80,000              | -                   | -                   | -                   | -                   | 80,000               |
| Ocean Woods Cemetery - Fence                | -                   | 78,000              | -                   | -                   | -                   | 78,000               |
| <b>Total Culture &amp; Leisure</b>          | <b>\$ 2,030,000</b> | <b>\$ 1,868,500</b> | <b>\$ 1,007,000</b> | <b>\$ 2,579,000</b> | <b>\$ 7,338,500</b> | <b>\$ 14,823,000</b> |



| <b>Transportation Infrastructure</b>              | <b>2021-2022</b>    | <b>2022-2023</b> | <b>2023-2024</b>    | <b>2024-2025</b>    | <b>2025-2026</b>    | <b>TOTAL</b>         |
|---|---------------------|------------------|---------------------|---------------------|---------------------|----------------------|
| 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             | 200,000             | 1,000,000            |
| Ocean Blvd. Milling & Resurfacing                 | 200,000             | 250,000          | 350,000             | 250,000             | 250,000             | 1,300,000            |
| Major Road Resurfacing                            | 200,000             | 200,000          | 200,000             | 200,000             | 200,000             | 1,000,000            |
| Sidewalk Grinding & Repair                        | 150,000             | 100,000          | 100,000             | 100,000             | 100,000             | 550,000              |
| Multimodal Transportation Improvements            | 275,000             | 275,000          | 275,000             | 275,000             | 275,000             | 1,375,000            |
| Ocean Blvd. ADA Ramps                             | 50,000              | -                | -                   | -                   | -                   | 50,000               |
| Public Art  | 100,000             | 100,000          | 100,000             | 100,000             | 100,000             | 500,000              |
| City-Wide Sign Replacement                        | 27,000              | 25,000           | 50,000              | 50,000              | 50,000              | 202,000              |
| City-Wide Pavement Marking                        | 100,000             | 100,000          | 100,000             | 100,000             | 100,000             | 500,000              |
| Master Street Tree Planting                       | 15,000              | 15,000           | 15,000              | 15,000              | 15,000              | 75,000               |
| Underground Utility Conversion                    | 8,570,000           | 2,850,000        | 3,000,000           | 3,690,000           | 3,000,000           | 21,110,000           |
| <b>Total Transportation System Infrastructure</b> | <b>\$ 9,902,000</b> | <b>\$</b>        | <b>\$ 4,405,000</b> | <b>\$ 4,995,000</b> | <b>\$ 4,305,000</b> | <b>\$ 27,737,000</b> |



## **FY 2022-2026 Arts & Innovation District Projects**

The capital plan for the newly created Arts & Innovation District includes a number of Renovation projects and improvements to the historic downtown area. The City's 2022-2026 Capital Improvements Plan includes \$49.1 million in capital outlays over the Five year planning period.

### **Financing Mix**

Financing for Arts & Innovation District 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 a period of time, for which the community will use the capital asset.

The *pay-as-you-go* financing allocated to funding the projects will consist of revenues generated from the collection of a 1.5% Hospitality Tax levied within the limits of the City, and Tax Credit Equity from a combination of historic tax credits and opportunity zone tax incentives. If necessary, *pay-as-you-use* funding may consist of a Bank Loan and/or Long-term debt issuance.

### **Highlights for the Five Year Arts & Innovation District Capital Improvements Plan (FY 2022-2026)**

The 5-year Arts & Innovation District Projects plan consist of renovations to existing historic structures, utilities and corridor infrastructure projects designed to preserve, and improve the appearance of the historic downtown by redeveloping the area. The largest projects included involve the construction of a Performing Arts Center at \$10 million, the construction of a new City owned Public Library at \$21.8 million, and Corridor Infrastructure improvements at \$14.5 million. These projects will enhance the look and feel of a newly revitalized downtown.

### **Operating Budget Impact of the Myrtle Beach Arts & Innovation District Capital Improvement Plan**

The renovations and expansion over the five year period will result in a cumulative operating impact of \$950,000. 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.

| <b>Arts &amp; Innovation District Projects</b>   | <b>2021-2022</b>     | <b>2022-2023</b>     | <b>2023-2024</b>     | <b>2024-2025</b> | <b>2025-2026</b> | <b>TOTAL</b>         |
|--|----------------------|----------------------|----------------------|------------------|------------------|----------------------|
| Performing Arts Theatre  | 7,000,000            | 3,000,000            | -                    | -                | -                | 10,000,000           |
| 9 <sup>th</sup> Ave. North Units Tenant Allowance  | 250,000              | -                    | -                    | -                | -                | 250,000              |
| New COMB Library   | 980,000              | 500,000              | 20,300,000           | -                | -                | 21,780,000           |
| Feasibility Studies  | 500,000              | -                    | -                    | -                | -                | 500,000              |
| Rails to Trails  | 1,000,000            | 1,000,000            | -                    | -                | -                | 2,000,000            |
| Land Acquisition Allowance (Redevelopment)   | 420,000              | -                    | -                    | -                | -                | 420,000              |
| Oak St/9 <sup>th</sup> Ave/8 <sup>th</sup> Ave N Impr – West of Kings Hwy                  | 3,055,000            | 4,596,000            | -                    | -                | -                | 7,651,000            |
| 7 <sup>th</sup> Ave N/8 <sup>th</sup> Ave N/9 <sup>th</sup> Ave N Impr – East of Kings Hwy | 1,173,000            | 3,006,000            | -                    | -                | -                | 4,179,000            |
| Intersection Improvements  | -                    | 2,292,000            | -                    | -                | -                | 2,292,000            |
| <b>Total Arts &amp; Innovation Projects</b>  | <b>\$ 14,378,000</b> | <b>\$ 14,394,000</b> | <b>\$ 20,300,000</b> | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ 49,072,000</b> |

**Arts & Innovation District Phase 1A Improvements  
Parking Lot/Underground Utilities**





## **FY 2022-2026 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 2022-2026 Storm Water Management Capital Improvements Plan includes \$75.2 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 22 - 26)**

The 5-year storm water management plan generally consist of projects designed to address drainage issues throughout the City. During FY22 through FY26, the City will invest approximately \$1 million into implementation projects as a result of the Storm Water Master Planning completed in the previous year and \$4.6 million to build a land acquisition bank for flood risk mitigation so that we may focus on both current and future storm drainage needs of the city.

The capital plan also addresses a number of ocean outfall projects, which include \$30.1 million for the 24<sup>th</sup> Avenue North Landward Improvements and Deep Ocean Outfall, addressing the removal of eleven (11) beachfront storm drainage pipes in that area, \$1 million for the preliminary design of a Deep Ocean Outfall at 18<sup>th</sup> Avenue South, and \$1.4 million for Ocean Outfall Maintenance.

Neighborhood and downtown drainage improvements of \$5.6 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                       | 2021-2022           | 2022-2023           | 2023-2024           | 2024-2025           | 2025-2026            | TOTAL                |
|---|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Hospitality Fee                         | \$ -                | \$ -                | \$ 300,000          | \$ 300,000          | \$ 300,000           | \$ 900,000           |
| Hospitality Tax                         | 1,000,000           | 1,000,000           | 1,000,000           | 1,000,000           | 1,000,000            | 5,000,000            |
| 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 | 621,700             | 2,015,200           | 1,418,400           | -                   | 9,200,000            | 13,255,300           |
| MBRDA Grants                            | 200,000             | 200,000             | 200,000             | 200,000             | -                    | 800,000              |
| Fund Balance & Revenues of the Fund     | 302,280             | 235,550             | 216,600             | 249,000             | 250,000              | 1,253,430            |
| Storm Water/Revenue Bonds               | 4,455,000           | 3,465,000           | 3,960,000           | 4,455,000           | 32,664,000           | 48,999,000           |
| <b>Total Financing Sources</b>          | <b>\$ 7,578,980</b> | <b>\$ 7,915,750</b> | <b>\$ 8,095,000</b> | <b>\$ 7,204,000</b> | <b>\$ 44,414,000</b> | <b>\$ 75,207,730</b> |



### Storm Water Management Projects By Category

| Storm Water Projects   | 2022-2023  | 2022-2023  | 2023-2024  | 2024-2025  | 2025-2026  | TOTAL      |
|--|------------|------------|------------|------------|------------|------------|
| Miscellaneous Emergency Drainage   | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 750,000 |
| Utility Rate Study   |            |            |            |            | 50,000     | 50,000     |
| Stormwater Master Plan Implementation Projects   | 200,000    | 200,000    | 200,000    | 200,000    | 200,000    | 1,000,000  |
| Stormwater Land Acquisition Bank for flood Risk Mitigation Improvements  | -          | 316,000    | 316,000    | 316,000    | 316,000    | 1,264,000  |
|  | 668,000    | 668,000    | 668,000    | 668,000    | 668,000    | 3,340,000  |
| Arts & Innovation District – Future Needs  | 1,903,930  | 2,250,000  | -          | -          | -          | 4,153,930  |
| Outfall Maintenance Programs   | -          | -          | -          | 90,000     | 1,300,000  | 1,390,000  |
| Withers Swash Retaining Wall   | 500,000    | -          | -          | -          | -          | 500,000    |
| Booker T. Washington/Oak St Improvements   | 465,300    | 465,300    | -          | -          | -          | 930,600    |
| Yaupon Drainage Ph III –14 <sup>th</sup> - 15 <sup>th</sup> S.   | 550,000    | -          | -          | -          | -          | 550,000    |
| Hwy 501/Balsam St. Hazard Mitigation Grant Program   | 710,500    | 1,678,950  | -          | -          | -          | 2,389,450  |
| Seagate Village – Stormwater Pipe Replacement  | 200,000    | 200,000    | 200,000    | 200,000    | -          | 800,000    |
| Rosehaven Drive Area Improvements  | -          | -          | 35,000     | 70,000     | 630,000    | 735,000    |
| Downtown Area – 6 <sup>th</sup> To N, Broadway to Kings Hwy (GSTATS)   | -          | -          | 1,000,000  | 1,000,000  | 1,300,000  | 3,300,000  |
| Seaboard Street Area Improvements-Seaboard GSTATS, Stockholder Ave, Enterprise Ave, & Executive Ave (Engineering Design) | 75,000     | -          | -          | -          | -          | 75,000     |

|  |                    |                    |                    |                     |                     |                     |
|--|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| 3 <sup>rd</sup> Ave S. Culvert & Floodplain                  | -                  | 780,000            | 2,026,000          | -                   | 200,000             | 3,006,000           |
| 48 <sup>th</sup> Avenue – Highway 17 Bypass Drainage         | -                  | -                  | 2,500,000          | -                   | -                   | 2,500,000           |
| Downtown Area – Regional Stormwater Pond (Eng/Design Only)   | -                  | 40,000             | -                  | -                   | -                   | 40,000              |
| SCDOT GSTATS Projects – Future Stormwater utility needs      | 811,250            | 167,500            | 1,000,000          | 1,000,000           | 1,300,000           | 4,278,750           |
| SCDOT RIDE 3 Projects Future stormwater utility needs        | 345,000            | -                  | -                  | -                   | -                   | 345,000             |
| 24th Ave N - Landward Improvements and Deep Ocean Outfall    | 1,000,000          | 1,000,000          | -                  | -                   | 28,100,000          | 30,100,000          |
| Stormwater System Evaluation (Withers Swash Pilot)           | -                  | -                  | -                  | 1,210,000           | -                   | 1,210,000           |
| Deep Ocean Outfall 18 <sup>th</sup> Ave S preliminary Design | -                  | -                  | -                  | -                   | 1,000,000           | 1,000,000           |
| Stormwater System Inventory & Evaluation                     | -                  | -                  | -                  | 2,300,000           | -                   | 2,300,000           |
| Beach Renourishment: Local share                             | -                  | -                  | -                  | -                   | 9,200,000           | 9,200,000           |
| <b>Total Storm Water Projects</b>                            | <b>\$7,578,980</b> | <b>\$7,915,750</b> | <b>\$8,095,000</b> | <b>\$ 7,204,000</b> | <b>\$44,414,000</b> | <b>\$75,207,730</b> |

## **FY 2022-2026 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 2022-2026 Capital Improvements Plan includes \$1.3 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 typically 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 22 - 26)**

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 escalator at \$390,000, and the replacement of the public space carpet at \$270,000. Parking lot resurfacing, metal door replacement, and Convention Center lobby renovations 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                  | 2021-2022         | 2022-2023         | 2023-2024         | 2024-2025   | 2025-2026   | TOTAL               |
|------------------------------------|-------------------|-------------------|-------------------|-------------|-------------|---------------------|
| General Revenues                   | \$ 722,500        | \$ 200,000        | \$ 375,000        | -           | -           | 1,297,500           |
| <b>Total Financing Sources</b>     | <b>\$ 722,500</b> | <b>\$ 200,000</b> | <b>\$ 375,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 1,297,500</b> |
| Metal Door Replacement             | 62,500            | -                 | -                 | -           | -           | 62,500              |
| Convention Center Lobby Renovation | 270,000           | -                 | -                 | -           | -           | 270,000             |
| Parking Lot Surface Improvements   | -                 | 200,000           | -                 | -           | -           | 200,000             |
| Escalator Replacement              | 390,000           | -                 | -                 | -           | -           | 390,000             |
| Public Space Carpet Replacement    | -                 | -                 | 375,000           | -           | -           | 375,000             |
| <b>Total MBCC Projects</b>         | <b>\$ 722,500</b> | <b>\$ 200,000</b> | <b>\$ 375,000</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 1,297,500</b> |



## **FY 2022-2026 Baseball Stadium Fund Capital Improvement Plan**

The City's 2022-2026 Baseball Stadium Capital Improvements Plan includes \$30,000 in fiscal year 2022 appropriations and \$ 3.4 million 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 Hospitality Tax 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 (FY22- 26)**

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

FY22 renovation projects include the second phase continuation of replacement of an HVAC system. \$700,000 toward the replacement of the artificial playing surface is reflected in the plan for FY23 through FY24. 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                      | 2021-2022        | 2022-2023         | 2023-2024         | 2024-2025           | 202-2025          | TOTAL               |
|--|------------------|-------------------|-------------------|---------------------|-------------------|---------------------|
| Hospitality Tax                        | \$ 21,000        | \$ 511,000        | \$ 504,000        | \$ 700,000          | \$ 665,000        | \$ 2,401,000        |
| Horry County                           | 9,000            | 219,000           | 216,000           | 300,000             | 285,000           | 1,029,000           |
| <b>Total Financing Sources</b>         | <b>\$ 30,000</b> | <b>\$ 730,000</b> | <b>\$ 720,000</b> | <b>\$ 1,000,000</b> | <b>\$ 950,000</b> | <b>\$ 3,430,000</b> |
| Stadium Renovations                    | 30,000           | 380,000           | 370,000           | 1,000,000           | 950,000           | 2,730,000           |
| Turf Replacement (5-year funding plan) | -                | 350,000           | 350,000           | -                   | -                 | 700,000             |
| <b>Total Baseball Stadium Projects</b> | <b>\$ 30,000</b> | <b>\$ 730,000</b> | <b>\$ 720,000</b> | <b>\$ 1,000,000</b> | <b>\$ 950,000</b> | <b>\$ 3,430,000</b> |



## **Enterprise Capital Improvement Plan**

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

### **FY 2022-2026 Water & Sewer Enterprise Fund Capital Improvement Plan**

The City's 2022-2026 Waterworks and Sewer System Capital Improvements Plan includes \$ 2.9 million in fiscal year 2022 appropriations and \$ 96.6 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 22 - 26)**

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 phased continuation of this project includes \$5.4 million that will span the current first 4 years of the plan. The plan also includes \$16 million for phased installation of 36" LDM Parallel Lines to handle the increased pressure from Grand Strand Water & Sewer Utility and represents the largest investment for the period. \$6.7 million for the Back Lot Sewer Abandonment in older neighborhoods. \$1.8 million for a sanitary sewer system evaluation pilot study for the Withers Swash are in FY23 and contemplates an investment of \$5.2 million for a city-wide sanitary sewer system evaluation, also in FY23. Major renovations to 12 existing pump stations account for \$10.6 million of projects between FY22 and FY25.

#### **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  | 2022-2022            | 2022-2023            | 2023-2024            | 2024-2025            | 2025-2026            | TOTAL                |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Retained Earnings  | \$ 5,499,400         | \$ 3,712,500         | \$ 1,062,500         | \$ 2,073,500         | \$ 2,370,500         | \$ 14,718,400        |
| Water Impact Fees  | 775,000              | 775,000              | 775,000              | 775,000              | 775,000              | 3,875,000            |
| Sewer Impact Fees  | 875,000              | 875,000              | 875,000              | 875,000              | 875,000              | 4,375,000            |
| Other Sources as Determined                                  | 20,850,000           | 23,790,000           | 11,860,000           | 9,280,000            | 7,900,000            | 73,680,000           |
| <b>Total Financing Sources</b>                               | <b>\$ 27,999,400</b> | <b>\$ 29,152,500</b> | <b>\$ 14,572,500</b> | <b>\$ 13,003,500</b> | <b>\$ 11,920,500</b> | <b>\$ 96,648,400</b> |
| Water System Improvements                                    | 2021-2022            | 2022-2023            | 2023-2024            | 2024-2025            | 2025-2026            | 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               |
| Water/Sewer Utility Rate Study                               | -                    | -                    | -                    | 25,000               | -                    | 25,000               |
| Phase 2: Mall Dr/Pine Island Rd/Oak Forrest Ln               | 212,000              | -                    | -                    | -                    | -                    | 212,000              |
| Ice Piggng of Water Mains                                    | 150,000              | 150,000              | 150,000              | 150,000              | 150,000              | 750,000              |
| Water Tank Painting/Maintenance                              | 275,000              | 175,000              | 175,000              | 175,000              | 350,000              | 1,150,000            |
| Deep Water Well Abandonment                                  | 80,000               | -                    | -                    | -                    | -                    | 80,000               |
| Advanced Metering Infrastructure                             | 1,200,000            | 1,300,000            | 1,400,000            | 1,500,000            | -                    | 5,400,000            |
| 36" Transmission Water Main Mr. Joe White Ave to N.M. B.     | 4,000,000            | 4,000,000            | 4,000,000            | 4,000,000            | -                    | 16,000,000           |
| Ext 12" Line 29 <sup>th</sup> Ave N to 8 <sup>th</sup> Ave N | -                    | 435,000              | -                    | -                    | -                    | 435,000              |
| Ext Line along 79 <sup>th</sup> Ave N (North Ocean Blvd.)    | -                    | 150,000              | 222,500              | -                    | -                    | 372,500              |
| Arcadian Shores Waterline Replacements                       | -                    | -                    | -                    | 458,500              | -                    | 458,500              |
| Ext 12" Line Hwy 15 Harrelson to Pridgen                     | -                    | -                    | -                    | -                    | 605,000              | 605,000              |
| Demolition of Ground Water Storage Tanks                     | -                    | 160,000              | -                    | -                    | -                    | 160,000              |
| SCDOT GSATS Projects – Future water utility needs            | 686,400              | -                    | -                    | -                    | 2,500,000            | 3,186,400            |
| SCDOT RIDE 3 Projects – Future water utility needs           | 552,000              | 2,368,000            | -                    | -                    | -                    | 2,920,000            |

|  |                      |                     |                     |                     |                     |                     |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Art & Innovative District Utilities Relocate - Water | 2,110,000            | -                   | -                   | -                   | -                   | 2,110,000           |
| PRV/Pressure Monitor Installations (Water)           | 2,431,100            | -                   | -                   | -                   | -                   | 2,431,100           |
| Grant Incidentals                                    | 50,000               | 50,000              | 50,000              | 50,000              | 50,000              | 250,000             |
| <b>Total Water Projects</b>                          | <b>\$ 12,016,500</b> | <b>\$ 9,058,000</b> | <b>\$ 6,267,500</b> | <b>\$ 6,628,500</b> | <b>\$ 3,905,000</b> | <b>\$37,875,500</b> |
| <b>Sewer System Improvements</b>                     | <b>2021-2022</b>     | <b>2022-2023</b>    | <b>2023-2024</b>    | <b>2024-2025</b>    | <b>2025-2026</b>    | <b>TOTAL</b>        |
| Miscellaneous Sewer Projects                         | 550,000              | 350,000             | 350,000             | 350,000             | 350,000             | 1,950,000           |
| Brick Manhole Lining                                 | 150,000              | 150,000             | 150,000             | 150,000             | 150,000             | 750,000             |
| Backlot Gravity Sewer Pipeline Relocation            | 50,000               | 1,300,000           | 1,300,000           | 1,300,000           | -                   | 3,950,000           |
| 5 <sup>th</sup> Ave N Water/Sewer Upgrades           | -                    | -                   | -                   | -                   | 230,000             | 230,000             |
| Sewer Relining to Reduce I&I                         | 145,000              | 145,000             | 145,000             | 145,000             | 145,000             | 725,000             |
| Sanitary Sewer Study, Withers Swash Pilot            | -                    | 1,781,000           | -                   | -                   | -                   | 1,781,000           |
| Sanitary Sewer Study – City-wide                     | -                    | 5,157,500           | -                   | -                   | -                   | 5,157,500           |
| Manhole Video Inspection                             | 100,000              | 100,000             | 100,000             | 100,000             | 100,000             | 500,000             |
| Water/Sewer Rate Study                               | -                    | -                   | -                   | 25,000              | -                   | 25,000              |
| Bear Branch Pump Station Renovation (05)             | -                    | 1,100,000           | -                   | -                   | -                   | 1,100,000           |
| The Forest PS Replace (06)                           | -                    | 880,000             | -                   | -                   | -                   | 880,000             |
| North Woods Pump Station (53)                        | 1,400,000            | -                   | -                   | -                   | -                   | 1,400,000           |
| Dunes Club #2 Pump Station (09)                      | -                    | -                   | 650,000             | -                   | -                   | 650,000             |
| Hilton PS (15) Eng. & Replace                        | -                    | 75,000              | 700,000             | -                   | -                   | 775,000             |
| Kingston Plantation PS (03)                          | -                    | 80,000              | 1,400,000           | -                   | -                   | 1,480,000           |
| 74 <sup>th</sup> Ave N PS (71)                       | -                    | 80,000              | 1,600,000           | -                   | -                   | 1,680,000           |
| 52 <sup>nd</sup> Ave N PS (41)                       | -                    | -                   | 80,000              | 1,000,000           | -                   | 1,080,000           |
| 77 <sup>th</sup> Ave N PS (44)                       | -                    | -                   | 80,000              | 1,400,000           | -                   | 1,480,000           |

|   |           |           |           |           |           |           |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Spivey N. PS (63)                                     | -         | -         | -         | 75,000    | 800,000   | 875,000   |
| 3 <sup>rd</sup> Ave N PS (23)                         | -         | -         | -         | 80,000    | 1,400,000 | 1,480,000 |
| Church of God PS (69)                                 | -         | -         | -         | -         | 75,000    | 75,000    |
| Causey St./Hwy 643 Gravity Plan                       | 50,000    | 2,000,000 | -         | -         | -         | 2,050,000 |
| Force Main Connections                                | -         | 110,000   | -         | -         | 315,500   | 425,500   |
| Back Lot Sewer Abandonment – Older Neighborhoods      | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | 1,500,000 | 6,700,000 |
| 5 <sup>th</sup> Ave S/Boundary St. Force main Phase 2 | 2,500,000 | -         | -         | -         | -         | 2,500,000 |
| Canal St. 24" Force main Replace (Eng + Construct)    | 2,500,000 | -         | -         | -         | -         | 2,500,000 |
| Mr. Joe White Ave 36" FM                              | 477,950   | -         | -         | -         | -         | 477,950   |
| Campground Sewer Metering Project                     | 50,000    | 300,000   | -         | -         | -         | 350,000   |
| Control Panel: 74 <sup>th</sup> Ave & Pine Island     | 100,000   | -         | -         | -         | -         | 100,000   |
| Replacement of Sewer Force main Air Release Valves    | 75,000    | -         | -         | -         | -         | 75,000    |
| Citywide FM Valve Replacement Program                 | 300,000   | 300,000   | 300,000   | 300,000   | 300,000   | 1,500,000 |
| Root Control Program                                  | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   | 500,000   |
| SCDOT GSATS – Projects – Future sewer utility needs   | 983,000   | -         | -         | -         | 2,500,000 | 3,483,000 |
| SCDOT RIDE 3 Projects – Future sewer utility needs    | 1,104,000 | 4,736,000 | -         | -         | -         | 5,840,000 |

| <b>Sewer System Improvements Cont'd</b>               | <b>2021-2022</b>     | <b>2022-2023</b>     | <b>2023-2024</b>     | <b>2024-2025</b>     | <b>2025-2026</b>     | <b>TOTAL</b>         |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Arts & Innovation District Utilities Relocation Sewer | 2,087,550            |                      |                      |                      |                      | 2,087,550            |
| Grant Incidentals                                     | 50,000               | 50,000               | 50,000               | 50,000               | 50,000               | 250,000              |
| Pump Station Stand by pump                            | 1,910,400            |                      |                      |                      |                      | 1,910,400            |
| <b>Total Sewer Projects</b>                           | <b>\$ 15,982,900</b> | <b>\$ 20,094,500</b> | <b>\$ 8,305,000</b>  | <b>\$ 6,375,000</b>  | <b>\$ 8,015,500</b>  | <b>\$ 58,772,900</b> |
| <b>Total Water &amp; Sewer System</b>                 | <b>\$ 27,999,400</b> | <b>\$ 29,152,500</b> | <b>\$ 14,572,500</b> | <b>\$ 13,003,500</b> | <b>\$ 11,920,500</b> | <b>\$ 96,648,400</b> |

## Water and Sewer System Capital Improvement Projects

Seagate Village Fire Hydrant Improvements – RDA Funded Project



5<sup>th</sup> Ave South 24-in Sewer Force Main Replacement – RIA Funded Project



Mr. Joe White Ave 36-in Sewer Force Main Emergency Repair





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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. Such debt is reported within the Water and Sewer enterprise 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, 2021

| Outstanding Debt Issue                           | Type of<br>Security Pledged | Project(s)<br>Financed  | Final<br>Maturity | Interest<br>Rates | Amount<br>Outstanding |
|--|-----------------------------|---|-------------------|-------------------|-----------------------|
| General Obligation Bonds, Series 2012A           | Full faith and credit       | Grand Park and other miscellaneous Recreation projects.   | Mar-32            | 3.00-3.50%        | 2,625,000             |
| General Obligation Bonds, Series 2012B (Taxable) | Full faith and credit       | MB Convention Center HVAC and Roof Renovations.   | Mar-32            | 2.50-4.00%        | 470,000               |
| General Obligation Bonds, Refunding Series 2015B | Full faith and credit       | Refunded GO Series C issued for Fire Station Construction – 38 <sup>th</sup> Avenue North.  | Sep-25            | 1.99%             | 821,000               |
| General Obligation Bonds, Series 2019            | Full faith and credit       | ERP software  | Mar-34            | 3.00-5.00%        | 6,245,000             |
| General Obligation Bonds, Series 2020A           | Full faith and credit       | Solid Waste Transfer Station  | Mar-40            | 2.27%             | 5,500,000             |
| General Obligation Bonds, Series 2020B           | Full faith and credit       | Refunded 2011B that refunded (referendum) 2002A & B and 2003A & B for Storm water and recreation projects & 2015A that refunded 2006 A&B (referendum) for Construction of North Park, Grand park, a Bike path & Stormwater projects | Mar-31            | 1.23%             | 13,704,000            |
| General Obligation Bonds, Series 2020C           | Full faith and credit       | Refunded 2015 that refunded GO Series 2008 issued for Construction of North Park, Grand Park, Crabtree Gym & Public Facility Land Purchase  | Mar-31            | 1.36%             | 6,393,000             |
| General Obligation Bonds, Series 2020D           | Full faith and credit       | Refunded 2012B for MB Convention Center HVAC & Roof Renovations   | Mar-32            | 1.75%             | 5,845,000             |
| <b>Total</b>                                     |                             |   |                   |                   | <b>\$41,603,000</b>   |

### 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 2020B 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 2020-2021

| Item   | Amount              |
|--|---------------------|
| Assessed Value:  |                     |
| Taxable Property<br>(est. at 06/30/2021)                     | \$ 554,641,990      |
| Taxable Value of Property in TIF Districts                   | (119,558,269)       |
| Exempt Merchants' Inventory                                  | <u>3,407,035</u>    |
| Total Assessed Valuation                                     | 438,490,756         |
| Rate (8.0% of Assessed Valuation)                            | <u>0.08</u>         |
| Constitutional Debt Limit                                    | 35,079,260          |
| Total General Obligation Debt<br>Outstanding                 | \$ 41,603,000       |
| Add back: GO Debt Issued per<br>referendum                   | <u>(13,704,000)</u> |
| Less: Outstanding restricted debt                            | <u>27,899,000</u>   |
| <b>Constitutional GO Debt Margin at<br/>Fiscal Year 2021</b> | <b>\$7,180,260</b>  |

For the fiscal year ended 2021 outstanding GO debt of \$27.9 million issued under the constitutional debt limit equaled 79.5% of the City's constitutional debt limit. Available general obligation debt margin was estimated at \$7.2 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 \$2.8 million per year based upon the estimated 2020 assessed valuation and a 92% collection rate. Hospitality fee revenues fund debt service payments for the Series 2020B 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, 2021.

**Gross Debt Service Requirements, General Obligation Debt 6/30/2021**

| <b>Fiscal Year<br/>Ending 6/30</b> | <b>Principal</b>    | <b>Interest</b>    | <b>Total</b>        |
|------------------------------------|---------------------|--------------------|---------------------|
| 2022                               | 3,829,000           | 1,005,749          | 4,834,749           |
| 2023                               | 3,907,000           | 749,406            | 4,656,406           |
| 2024                               | 3,990,000           | 678,044            | 4,668,044           |
| 2025                               | 4,056,000           | 604,899            | 4,660,899           |
| 2026                               | 4,137,000           | 528,296            | 4,665,296           |
| 2027-2040                          | 21,684,000          | 2,038,528          | 23,722,528          |
| <b>Total</b>                       | <b>\$41,603,000</b> | <b>\$5,604,922</b> | <b>\$47,207,922</b> |

**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, 2021, 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, 2021**

| <b>Outstanding Debt Issue</b>                            | <b>Type of<br/>Security Pledged</b> | <b>Project(s)<br/>Financed</b>  | <b>Final<br/>Maturity</b> | <b>Interest<br/>Rates</b> | <b>Amount<br/>Outstanding</b> |
|--|-------------------------------------|---|---------------------------|---------------------------|-------------------------------|
| Tax Increment Revenue<br>Bonds, Refunding<br>Series 2016 | Incremental<br>Property Taxes       | Former Myrtle Beach Air<br>Force Base<br>Redevelopment Area<br>Projects | Oct-35                    | 4.00-<br>5.00%            | \$ 33,390,000                 |
| <b>Total</b>   |                                     |   |                           |                           | <b>\$33,390,000</b>           |

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, 2021.

**Gross Debt Service Requirements, Tax Increment Revenue Bonds**

| <b>Fiscal Year<br/>Ending 6/30</b> | <b>Principal</b>    | <b>Interest</b>     | <b>Total</b>        |
|------------------------------------|---------------------|---------------------|---------------------|
| 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                               | 1,815,000           | 1,129,175           | 2,944,175           |
| 2026                               | 1,905,000           | 1,036,175           | 2,941,175           |
| 2027-2036                          | 24,725,000          | 4,676,575           | 29,401,575          |
| <b>Total</b>                       | <b>\$33,390,000</b> | <b>\$10,744,700</b> | <b>\$44,134,700</b> |



**Oceanfront Redevelopment Financing District**

At June 30, 2021, 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 6<sup>th</sup> Avenue South and 16<sup>th</sup> 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, 2021**

| 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%     | \$6,535,000        |
| <b>Total</b>                           |  |  |                |                | <b>\$6,535,000</b> |

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, 2021.

**Gross Debt Service Requirements, Oceanfront Redevelopment TIFD**

| Fiscal Year Ending 6/30 | Principal          | Interest           | Total              |
|-------------------------|--------------------|--------------------|--------------------|
| 2022                    | 375,000            | 267,950            | 642,950            |
| 2023                    | 395,000            | 249,200            | 644,200            |
| 2024                    | 415,000            | 229,450            | 644,450            |
| 2025                    | 435,000            | 208,700            | 643,700            |
| 2026                    | 460,000            | 186,950            | 646,950            |
| 2027-2034               | 4,455,000          | 688,300            | 5,143,300          |
| <b>Total</b>            | <b>\$6,535,000</b> | <b>\$1,830,550</b> | <b>\$8,365,550</b> |



## 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 three series of debt secured by the fee and they are accounted for in the Hospitality Fee Fund.

#### Outstanding Hospitality Fee Revenue Debt June 30, 2021

| 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%     | 12,495,000          |
| 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%     | 38,815,000          |
| 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%     | 8,605,000           |
| <b>Total</b>                                      |  |   |                |                | <b>\$59,915,000</b> |

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. Due to the economic impact of Covid 19, the Convention Center Hotel Corporation was unable to fund a reserve sufficient to cover the debt service on these bonds. In order to fulfill the City's moral obligation to secure the corporation's debt, the City budgeted \$1.4 million in its FY22 budget to shore up the reserve fund balance in the Convention Center Hotel Corporation.

### Gross Debt Service Requirements, Hospitality

| Fiscal Year<br>Ending 6/30 | Principal           | Interest            | Total               |
|----------------------------|---------------------|---------------------|---------------------|
| 2022                       | 2,850,000           | 2,899,908           | 5,749,908           |
| 2023                       | 2,980,000           | 2,760,353           | 5,740,353           |
| 2024                       | 2,945,000           | 2,656,897           | 5,601,897           |
| 2025                       | 2,945,000           | 2,512,259           | 5,457,259           |
| 2026                       | 3,095,000           | 2,360,544           | 5,455,544           |
| 2027-2036                  | 45,100,000          | 14,334,302          | 59,434,302          |
| <b>Total</b>               | <b>\$59,915,000</b> | <b>\$27,524,263</b> | <b>\$87,439,263</b> |

### 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, 2021

| 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%     | 5,850,000           |
| 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%     | 14,585,000          |
| 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%          | 5,239,465           |
| <b>Total Waterworks &amp; Sewer System Revenue Debt</b> |   |  |                |                | <b>\$25,674,465</b> |

The following table sets forth the annual debt service requirements for the Waterworks and Sewer System Revenue Debt incurred as of June 30, 2021.

### Gross Debt Service Requirements, Waterworks & Sewer System

| Fiscal Year Ending 6/30 | Principal           | Interest           | Total               |
|-------------------------|---------------------|--------------------|---------------------|
| 2022                    | 1,825,173           | 959,351            | 2,784,524           |
| 2023                    | 1,905,250           | 881,424            | 2,786,674           |
| 2024                    | 1,945,419           | 838,167            | 2,783,586           |
| 2025                    | 2,020,682           | 757,205            | 2,777,887           |
| 2026                    | 7,741,041           | 670,446            | 8,411,487           |
| 2027-2036               | 10,236,900          | 1,569,222          | 11,806,122          |
| <b>Total</b>            | <b>\$25,674,465</b> | <b>\$5,675,815</b> | <b>\$31,350,280</b> |



## 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 14<sup>th</sup> Avenue Storm Water Basin. A State Revolving Fund Loan financing in 2009 allowed for landward drainage improvements to 4<sup>th</sup> 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, 2021

| 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 <sup>th</sup> Avenue Ocean Outfall                 | May-27         | 3.25%          | 3,730,606           |
| Storm water Revenue SRF Loan, Series 2009 | Storm water Fees         | 4 <sup>th</sup> Avenue Landward Drainage Improvements | Oct-26         | 1.67%          | 1,321,404           |
| Storm water Revenue SRF Loan, Series 2014 | Storm water Fees         | 4th Avenue Ocean Outfall Drainage Improvements        | Feb-36         | 2.00%          | 8,100,307           |
| <b>Total Revolving Loan Fund Debt</b>     |                          |   |                |                | <b>\$13,152,317</b> |

The following table sets forth the annual debt service requirements for the Storm Drainage System Revenue Debt incurred as of June 30, 2021.

### Gross Debt Service Requirements, Storm Water System

| Fiscal Year Ending 6/30 | Principal           | Interest           | Total               |
|-------------------------|---------------------|--------------------|---------------------|
| 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                    | 1,293,385           | 181,404            | 1,474,789           |
| 2026                    | 1,320,624           | 154,165            | 1,474,789           |
| 2027-2036               | 6,815,553           | 590,642            | 7,406,195           |
| <b>Total</b>            | <b>\$13,152,317</b> | <b>\$1,627,823</b> | <b>\$14,780,140</b> |

## 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 May 2020 (Moody's) and Aug 2017 (S&P) | Aa2, negative 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 September 3, 2020, the City amended the 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, 2022; (b) district infrastructure improvements, \$4m ; and (c) Library/Children's Museum, \$21.7 million, 2022-2024; 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.

During the FY22 planning process, the City hired a consultant to undertake a storm water rate sufficiency study and adopted a comprehensive 5 year storm water capital plan. The storm water projects under consideration, along with their estimated borrowing amounts and issue dates are as follows: (a) Neighborhood storm water improvements, \$6.2 million, 2022-2026; (b) Ocean Outfalls, \$31.1 million 2022 - 2026; (c) System wide inventory and evaluation, \$3.5 million, 2025; (d) 3<sup>rd</sup> Avenue Drainage, \$3.0 million, 2023-2026;(e) 48<sup>th</sup> Avenue and Kings Highway drainage, \$2.5 million, 2023; and (f) Roadway improvement, projects \$2.7 million. While the City will explore opportunities for grant funding of the projects, debt financing instruments, State Revolving Loans and Storm Water Revenue Bonds, will be among the financing options.

### **Water & Sewer Revenue Funded Debt**

As with the Storm Water System, a rate sufficiency study was performed for the Water and Sewer System during the FY22 budget process and the City adopted a comprehensive 5 year water and sewer capital plan. The 2022-2026 Capital Improvement plan includes (a) Pressure valve monitoring systems, \$2.4 million, 2022; (b) 36" Parallel water line, \$16 million 2022 - 2025; (c) Water and sewer line extensions and upgrades, \$7.1 million, 2022 - 2026; (d) Development and highway relocation driven upgrades, \$11.2 million, 2022-2026;(e) Pump station renovations, \$16.9 million, 2022 - 2026; (f) Sewer line inventory and evaluation, \$6.9 million, 2023; (g) Backlot sewer line relocation, \$6.7 million, 2022-2026 ; and (h) Forcemain renovation and replacement, \$6.5 million, 2022-2026. While the City will explore opportunities for grant funding of the projects, debt financing instruments, State Revolving Loans and Water and Sewer Revenue Bonds, will be among the financing options.





# **Supplementary Information**

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**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

According to 2020 Census data, the city has grown by 31.6% since 2010 and there are more than 514,000 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 714,000 people.

### Horry County Incorporated Places

| City               | Population<br>(2020) |
|--------------------|----------------------|
| Myrtle Beach       | 35,682               |
| North Myrtle Beach | 18,790               |
| Conway             | 24,849               |
| Surfside Beach     | 4,580                |
| Loris              | 2,807                |
| Aynor              | 978                  |
| Briarcliff Acres   | 612                  |
| Atlantic Beach     | 483                  |

*Source US Census Bureau, 2020 Estimates*

### Selected Incorporated Places within 45 minutes driving distance

| City                | Population<br>(2020) |
|---------------------|----------------------|
| Garden City, SC     | 10,235               |
| Georgetown, SC      | 8,403                |
| Shalotte, NC        | 4,409                |
| Sunset Beach, NC    | 4,172                |
| Carolina Shores, NC | 4,802                |
| Tabor City, NC      | 3,893                |
| Calabash, NC        | 2,360                |
| Pawley's Island, SC | 109                  |

### Horry County Demographics

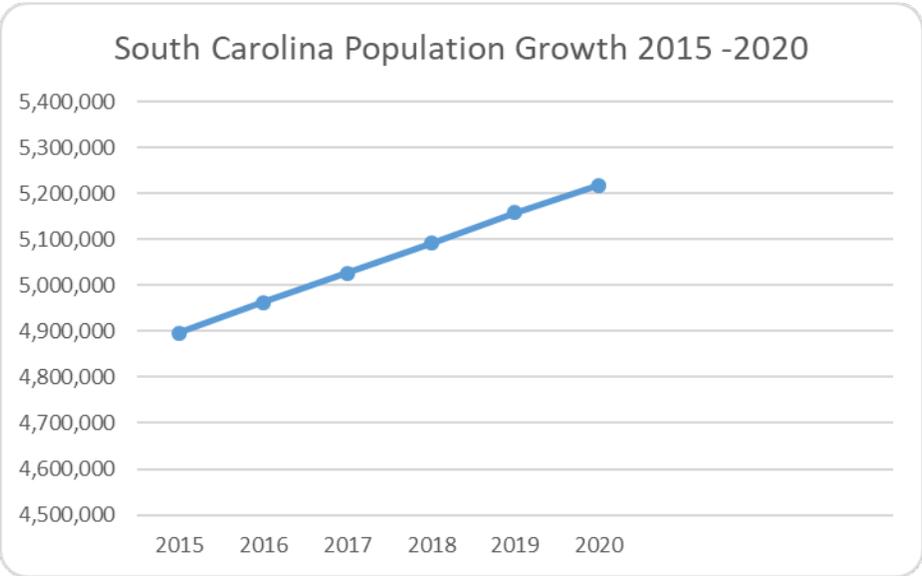
|   |          |
|---|----------|
| Population (2020 Census)                        | 351,029  |
| White (2019)                                    | 82.9%    |
| Black or African-American (2019)                | 12.9%    |
| American Indian and Alaska Native (2019)        | 0.6%     |
| Asian (2019)                                    | 1.4%     |
| Native Hawaiian & Other Pacific Islander (2019) | .1%      |
| Identifies 2 or More Races (2019)               | 2.1%     |
| Hispanic/Latino (2019)                          | 6.1%     |
| Persons under 18 (2019)                         | 17.6%    |
| Persons Between 18 & 65 (2019)                  | 52.8%    |
| Persons 65 and older (2019)                     | 25.1%    |
| Average Household Size (2019)                   | 2.50     |
| High School Graduate (2019)                     | 89.6%    |
| Bachelors or Higher Degree (2019)               | 23.6%    |
| Mean Travel to Work Time (2019)                 | 22.4 min |
| Median Household Income (2019)                  | \$50,704 |
| Per Capita Income (2019)                        | \$28,202 |
| Individuals Below Poverty Line (2019)           | 12.7%    |

*Source US Census Bureau*

# Population & Growth Trends

|                             | 2015          | 2016          | 2017          | 2018          | 2019          | 2020          | % Change    |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------|
| <b>City of Myrtle Beach</b> | <b>29,198</b> | <b>30,106</b> | <b>30,760</b> | <b>31,783</b> | <b>32,700</b> | <b>35,682</b> | <b>9.1%</b> |
| Myrtle Beach MSA            | 431,672       | 447,964       | 464,242       | 481,751       | 497,405       | 514,488       | 3.4%        |
| South Carolina              | 4,896,006     | 4,963,031     | 5,027,102     | 5,091,702     | 5,157,702     | 5,218,040     | 1.2%        |

Source: US Census Bureau Estimates



## Local Employers

### Horry County, Top 10 Employers

| Company/Organization                 | Type of Business  | # Employees |
|--------------------------------------|-------------------|-------------|
| Horry County School District         | Education ( K-12) | 5,300       |
| Wal-Mart                             | Retail Sales      | 3,000       |
| Coastal Carolina University          | Higher Education  | 2,200       |
| Horry County                         | County Government | 2,200       |
| Conway Hospital                      | Hospital          | 2,000       |
| McLeod Loris Seacoast                | Hospital          | 1,489       |
| Grand Strand Regional Medical Center | Hospital          | 1,400       |
| Food Lion                            | Grocery Store     | 1,000       |
| City of Myrtle Beach                 | Local Government  | 990         |
| Horry Telephone Cooperative          | Utility           | 700         |

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

### Horry County, 5 Largest Industrial Employers

| Company/Organization        | Type of Business             | # Employees |
|-----------------------------|------------------------------|-------------|
| AVX Corporation             | Electronics Manufacturer     | 700         |
| Conbraco Industries, Inc.   | Steel Products & Components  | 400         |
| Met glass, Inc.             | Amorphous Metal              | 200         |
| New South Lumber Const. Inc | Structural Building Products | 170         |
| UFP Mid Atlantic, LLC.      | Structural Building Products | 100         |

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



## Labor Force

### Horry County Labor Force Participation Rates

|                                     | 2016    | 2017    | 2018    | 2019    | 2020    |
|-------------------------------------|---------|---------|---------|---------|---------|
| Civilian Labor Force <sup>(1)</sup> | 139,212 | 143,389 | 149,037 | 147,445 | 147,697 |
| Employment                          | 131,442 | 136,283 | 142,633 | 142,249 | 134,956 |
| Unemployment                        | 7,770   | 7,106   | 6,404   | 5,196   | 12,741  |
| Percent of Labor Force              | 5.6%    | 5.0%    | 4.3%    | 3.5%    | 8.6%    |

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

<sup>(1)</sup> 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 2016-2020

| Year | MSA* | County | State | U.S  |
|------|------|--------|-------|------|
| 2020 | 8.7% | 8.6%   | 6.2%  | 8.1% |
| 2019 | 4.0% | 3.5%   | 2.8%  | 3.7% |
| 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% |

\*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.

Southern Living listed Myrtle Beach as one of "The Best Trips To Take With Your Girlfriends in 2021". TripAdvisor lists Myrtle Beach as one of the "Top 25 Beaches – United States" (2021). Trips to Discover lists Myrtle Beach as #7 of the "12 Best Places To Travel With Your Dog In The U.S" (2020). *USA Today* ranked Myrtle Beach #1 on a list of 50 affordable cities where everyone wants to live (2019) and named the Myrtle Beach Boardwalk and SkyWheel to the list of 10 Best South Carolina Attractions (2018). *Coastal Living* magazine lists Myrtle Beach in the top 10 beach towns for affordable living (2018). *Southern Living* magazine has routinely placed Myrtle Beach in its "Favorites" lists with recent designations as Best Beach Town (2019), Best Southern dog park (2018), and Best Southern Labor Day Getaway (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 2019, approximately 3.3 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> |
|-------------|-----------------|-------------------|
| 2016        | 972,041         | 970,886           |
| 2017        | 1,134,119       | 1,142,925         |
| 2018        | 1,254,494       | 1,255,401         |
| 2019        | 1,307,168       | 1,304,395         |
| 2020        | 556,217         | 557,603           |

Source Myrtle Beach International Airport



| <u>Year</u> | <u>Estimated Number of Visitors (millions)</u> |
|-------------|--|
| 2016        | 18.6   |
| 2017        | 19.6   |
| 2018        | 20.4   |
| 2019        | 20.6   |
| 2020        | 12.8   |

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:

**CONVENTION SOUTH MAGAZINE 2020 READER'S CHOICE AWARD WINNER ANNOUNCED**  
**BUSINESS INSIDER**

**MYRTLE BEACH ONE OF 10 MOST POPULAR PLACES ON VRBO TO RENT A HOME FOR JULY 4TH**

**TRIPS DISCOVER**

**MYRTLE BEACH #7 ON LIST OF 12 BEST PLACES IN THE U.S. TO TRAVEL WITH YOUR DOG**  
**BEST CITIES**

**MYRTLE BEACH #9 ON AMERICA'S 100 BEST SMALL CITIES**

**U.S. NEWS & WORLD REPORT MYRTLE BEACH #10 ON LIST OF 16 TOP EAST COAST BEACHES TO VISIT**

**POPSUGAR**

**MYRTLE BEACH #3 ON LIST OF 10 CITIES THAT PROVIDE AFFORDABLE SPRING BREAKS TRIPS**  
**LIVEABILITY**

**GO THERE: A TREASURE HUNTER'S GUIDE TO MYRTLE BEACH, SC**

**TRAVEL + LEISURE**

**10 CHEAP BEACH VACATIONS THE WHOLE FAMILY WILL LOVE**

**POPSUGAR**

**13 FAMILY SPRING BREAK DESTINATIONS THAT WILL ONLY GET BETTER IN 2020**

**NATIONAL GEOGRAPHIC**

**5 SURPRISING WAYS TO CELEBRATE GARDENS THIS SPRING**

**FOX NEWS BUSINESS**

**THESE BEACH VACATIONS ARE CHEAP AND HAVE SOMETHING FOR THE WHOLE FAMILY**

**TRAVELPULSE**

**AMERICA'S BEST BEACHES TO VISIT THIS SUMMER**

**TRAVELPULSE**

**TOP 10 DESTINATIONS CAMPERS ARE BOOKING THIS FALL**

**GOLFDIGEST**

**9 GOLF TRIPS WE'RE DREAMING OF TAKING THIS WINTER**

**BUSINESS JET TRAVELER 13 BEST U.S. BOTANICAL GARDENS**

**AARP**

**8 SPECTACULAR HOLIDAY LIGHTS DISPLAYS AROUND THE COUNTRY**

**U.S. NEWS & WORLD REPORT THE 15 BEST CHRISTMAS LIGHTS DISPLAYS IN THE U.S.**

## 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 2,887 classroom teachers, 61% have earned post-graduate degrees or education.

**Horry County Public Schools Enrollment**

| Year    | Pre-K | Kindergarten | 1-8    | 9-12   | Total  |
|---------|-------|--------------|--------|--------|--------|
| 2016-17 | 1,325 | 3,158        | 26,762 | 12,787 | 44,032 |
| 2017-18 | 1,316 | 3,266        | 27,470 | 12,371 | 44,423 |
| 2018-19 | 1,395 | 3,061        | 27,792 | 12,425 | 44,672 |
| 2019-20 | 1,471 | 3,199        | 28,203 | 12,731 | 45,604 |
| 2020-21 | 1,271 | 2,874        | 27,214 | 12,754 | 44,113 |

Source: South Carolina Department of Education. (May 2021)



Palmetto Regional FIRST Robotics Tournament – March 2019



Horry County Schools Robotics Team - Winner 2015



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## **Budget Ordinance No. 2020-31**

Ordinance 2021-28 - 1st Reading, May 25, 2021

Ordinance 2021-28 - 2nd Reading, June 8, 2021

1 CITY OF MYRTLE BEACH  
2 COUNTY OF HORRY  
3 STATE OF SOUTH CAROLINA  
4  
5  
6  
7  
8  
9

AN ORDINANCE TO LEVY TAXES AND  
ESTABLISH A MUNICIPAL BUDGET  
FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2021, AND ENDING JUNE 30,  
2022.

10 **WHEREAS**, Section 5-13-30(3) of the Code of Laws of South Carolina requires that a municipal  
11 council shall 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  
13 Council duly assembled, and by the authority of the same, that taxes are hereby levied, and  
14 revenue estimates and appropriations are hereby established as set forth in the following Municipal  
15 Budget Ordinance for the Fiscal Year beginning July 1, 2021 and ending June 30, 2022 (the  
16 "Ordinance").

17 **Sec. 1. Levy of taxes.**

18 For the support of general governmental functions of the City, an *ad valorem* tax to apply  
19 for the period July 1, 2021 through June 30, 2022, both inclusive, for the sums and in the  
20 manner set forth as follows, is and shall be levied, collected, and paid into the treasury of  
21 the City of Myrtle Beach, South Carolina, for the use and service thereof.

|    |   |             |
|----|---|-------------|
| 22 | <u>Tax Levy and Distribution (in mills)</u> |             |
| 23 |   |             |
| 24 | Operations                                  | 72.9        |
| 25 | Debt Service                                | <u>6.0</u>  |
| 26 | <b>Total Tax Levy (in mills)</b>            | <b>78.9</b> |
| 27 |   |             |
| 28 |   |             |
| 29 |   |             |
| 30 |   |             |

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

35  
36 **Sec. 2. Estimates of revenues and other financing sources, and establishment of**  
37 **appropriations.**

38 A. Moneys from revenues and other financing sources are hereby estimated to be  
39 available to finance appropriations of the 2021-22 fiscal year in the manner and the  
40 amounts as set forth in Exhibit A, which is attached hereto and made a part hereof.

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

48  
49 *Capital Project Appropriations.* Appropriations in the General Capital Projects Fund  
50 shall not lapse at June 30, 2021, but each project appropriation shall remain in force

1 for the life of the project and shall be closed out upon completion or other disposition of  
2 the project.

3  
4 *Tax Levies and Appropriations Established by Other Ordinances.* Appropriations of  
5 bond proceeds for capital expenditure or investment, bond issuance costs or for annual  
6 installments of capitalized interest according to a predetermined schedule are  
7 established in the Bond Ordinance providing for the issuance of any bonded debt  
8 obligations. In the case of General Obligation Bonds, direction to levy taxes in amounts  
9 sufficient for the payment of debt service in annual installments are also given with  
10 instructions to the chief financial officer of the City to advise the County Auditor of those  
11 amounts each year. Nothing in this ordinance shall modify or amend the terms of any  
12 such ordinance.

13  
14 **Sec. 3. Affirmation/amendment of various schedules of fees and charges.**

- 15 A. **Waterworks and Sewer System fees and charges.** Pursuant to provisions of the  
16 Code of Ordinances of the City of Myrtle Beach, Sec. 21-9(b), the schedule of Water  
17 and Sewer System Fees and Charges is hereby amended to read in its entirety  
18 according to the schedule attached hereto as Exhibit B.
- 19 B. **Water Connection Fees.** Pursuant to provisions of the Code of Ordinances of the City  
20 of Myrtle Beach, Sec. 21-7(b), the schedule of Water connection fees and charges is  
21 hereby amended according to the schedule attached hereto as Exhibit C.
- 22 C. **Sewer Connection Fees.** Pursuant to provisions of the Code of Ordinances of the City  
23 of Myrtle Beach, Sec. 21-8(b), the schedule of Sewer connection fees and charges is  
24 hereby amended to read in its entirety according to the schedule attached hereto as  
25 Exhibit D.
- 26 D. **Other Fees and Charges.** Various other fees and charges set by ordinance are hereby  
27 affirmed or amended to read in their entirety according to the schedules appearing in  
28 Exhibits E through M, attached hereto.

29  
30  
31 **Sec. 4. FY2020-21 Encumbrances and Remaining Grant Authorizations Re-appropriated;  
32 Recording of Commitments of Amounts Appropriated from Fund Balance.**

- 33 A. Encumbrances in each fund at June 30, 2021, representing obligations made against  
34 2020-21 appropriations outstanding as of that date, are hereby re-appropriated. The  
35 appropriations shall be distributed to the 2021-22 budgetary accounts corresponding to  
36 the referenced encumbrances and the expenditures will be charged to those accounts  
37 during the 2021-22 budget year as such obligations are satisfied, provided however,  
38 that such encumbrances, when taken together with 2020-21 expenditures, would not  
39 have caused any fund to exceed its budgetary authorization for the year ended June  
40 30, 2021.
- 41 B. For each fund in which a re-appropriation occurs under Sec. 4.A. above, the amount of  
42 funds appropriated hereunder shall be established in the fund balance of that fund as  
43 amounts "Committed for Encumbrances."
- 44 C. For each fund in which the balanced budget for 2021-22 includes the use of fund  
45 balance, the amount of fund balance so used shall be identified as "Committed for  
46 Current Appropriations."
- 47 D. Appropriations for grants, the authorization for which extends beyond the end of the  
48 fiscal year, shall not lapse at the end of the fiscal year. For grant authorizations with  
49 balances remaining at the end of a fiscal year, the remaining balances are hereby re-  
50 appropriated pursuant to the conditions of the respective grant agreements and the

1 fund balance of the respective funds shall show a corresponding amount "Restricted  
2 for Grants."

3 E. Amounts of Governmental Fund balances intended to be used for debt service  
4 expenditures during the coming year per the terms of Bond Ordinances, Indentures or  
5 local policy are hereby established as commitments of fund balances.  
6

7 **Sec. 5. Business Policies, Goals and Objectives.** The business policies, goals and objectives  
8 of the FY2021-22 budget are hereby adopted by reference.  
9

10 **Sec. 6. Certain supplemental appropriations.** Any funds received during the fiscal year as a  
11 result of new grants awarded to the City and any increases in the appropriation of fund  
12 balances for grants from the City to outside agencies, or appropriations of fund balance for  
13 Capital Projects approved by motion or resolution of City Council, shall increase the original  
14 budget and shall not require a supplemental budget ordinance.  
15

16 **Sec. 7. Administration of the budget.** The City Manager or his designee shall administer the  
17 budget and may authorize the transfer of appropriations within the allotments heretofore  
18 established as necessary to achieve the goals of the budget provided, however, that no  
19 such transfers shall be used to increase the total appropriation within any fund.  
20

21 **Sec. 8. Validity of the budget ordinance.** If, for any reason, any sentence, clause, or provision  
22 of this ordinance shall be declared invalid, such declaration shall not affect the remaining  
23 provisions thereof.  
24

25 **Sec. 9. Conflicts with preceding ordinances.** Except as otherwise provided herein, with respect  
26 to any conflicts arising between this and other ordinances, this Ordinance shall prevail with  
27 respect to the conflicting sections.  
28

29  
30 *Brenda Bethune*

31  
32  
33  
34 BRENDA BETHUNE, MAYOR

35 ATTEST:

36  
37 *Jennifer Adkins*  
38 JENNIFER ADKINS, CITY CLERK

39  
40 1<sup>st</sup> Reading: May 25, 2021  
41 2<sup>nd</sup> Reading: June 8, 2021  
42  
43  
44  
45

1 **Exhibit A. Estimated Revenues and Appropriations, Fiscal Year Ending June 30, 2022**  
 2  
 3

|                               | FY2019-20<br>Actual   | FY2020-21<br>Rev. Budget | FY2021-22<br>Recommended Budget | % Δ    |
|-------------------------------|-----------------------|--------------------------|---------------------------------|--------|
| Governmental Operations       | \$ 217,832,371        | \$ 204,547,872           | \$ 225,626,586                  | 10.3%  |
| Enterprise Operations         | 62,834,106            | 41,151,913               | 47,259,257                      | 14.8%  |
| Total Operating Budget        | <u>280,666,477</u>    | <u>245,699,785</u>       | <u>272,885,843</u>              | 11.1%  |
| Governmental Capital Projects | <u>6,104,286</u>      | <u>24,188,234</u>        | <u>55,905,308</u>               | 131.1% |
| Reconciling Items             |                       |                          |                                 |        |
| Enterprise Capital Projects   | <u>2,382,700</u>      | <u>3,799,300</u>         | <u>27,999,400</u>               | 637.0% |
| Total Reconciling Items       | <u>2,382,700</u>      | <u>3,799,300</u>         | <u>27,999,400</u>               | 637.0% |
| Less: Interfund Transfers     | <u>(78,106,615)</u>   | <u>(57,181,347)</u>      | <u>(64,705,161)</u>             | 13.2%  |
| 4 Grand Total Appropriations  | <u>\$ 211,046,848</u> | <u>\$ 216,505,972</u>    | <u>\$ 292,085,390</u>           | 34.9%  |

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

**Water**

**Base Charge**

| <u>Meter Size</u> | <u>Inside City</u> | <u>Outside City</u> |
|-------------------|--------------------|---------------------|
| 3/4" & 5/8"       | \$3.17             | \$6.34              |
| 1"                | 5.28               | 10.57               |
| 1.5"              | 10.56              | 21.11               |
| 2"                | 16.89              | 33.78               |
| 3"                | 36.93              | 73.86               |
| 4"                | 52.75              | 105.50              |
| 6"                | 105.48             | 210.95              |

**Volumetric Charge**

| (per 1,000 gal) |        |        |
|-----------------|--------|--------|
| Tier 1: 0-4     | \$1.66 | \$3.33 |
| Tier 2: 5-15    | 3.15   | 6.28   |
| Tier 3: 16-30   | 3.53   | 7.05   |
| Tier 4: >30     | 3.76   | 7.51   |

**Sewer**

**Base Charge**

| <u>Meter Size</u> | <u>Inside City</u> | <u>Outside City</u> |
|-------------------|--------------------|---------------------|
| 3/4" & 5/8"       | \$4.24             | \$8.48              |
| 1"                | 7.10               | 14.20               |
| 1.5"              | 14.19              | 28.37               |
| 2"                | 22.66              | 45.32               |
| 3"                | 49.60              | 99.20               |
| 4"                | 70.85              | 141.71              |
| 6"                | 141.68             | 283.35              |

**Volume Charge**

|                 |        |        |
|-----------------|--------|--------|
| (per 1,000 gal) | \$4.00 | \$8.00 |
|-----------------|--------|--------|

<sup>1</sup> All consumption registered on flow meters (cooling towers) and irrigation meters is assessed at the Tier 3 rate beginning with the first thousand gallons of consumption registered.

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**Exhibit C. Schedule of Water Connection Fees**

The connection charge per ERU for water is as follows:

| <i>Fiscal Year</i> | <i>Fee Inside City</i> | <i>Fee Outside City</i> |
|--------------------|------------------------|-------------------------|
| 2022               | 2302                   | 3,453                   |
| 2023               | 2417                   | 3,625                   |
| 2024               | 2,538                  | 3,807                   |
| 2025               | 2,665                  | 3,997                   |
| 2026               | 2,798                  | 4,197                   |

For irrigation meters, a person, corporation or other legal entity shall, in addition to the tap charge, pay a connection fee under the following schedule:

| <i>Meter Size</i> | <i>Connection Fee</i> |
|-------------------|-----------------------|
| ¾" Commercial     | 500                   |
| ¾" Residential *  | 850                   |
| 1" Commercial     | 1,250                 |
| 1" Residential *  | 1,662                 |
| 1.5"              | 2,500                 |
| 2"                | 4,000                 |
| 3"                | 8,750                 |

\* Includes Backflow Device and Initial Testing

The City has instituted a service to provide, install, and initially test approved double check valve backflow preventors for ¾" and 1" irrigation meters on residential customer's service line at the property line. The backflow preventor will become the property of the customer and the customer will become responsible for future maintenance and annual testing. The cost of the initial installation and testing is included in the charge noted in this section.

**Exhibit D. Schedule of Sewer Connection Fees**

The connection fee per ERU for sewer is as follows:

| <i>Fiscal Year</i> | <i>Fee Inside City</i> | <i>Fee Outside City</i> |
|--------------------|------------------------|-------------------------|
| 2022               | 2,183                  | 3,274                   |
| 2023               | 2,292                  | 3,438                   |
| 2024               | 2,407                  | 3,610                   |
| 2025               | 2,527                  | 3,790                   |
| 2026               | 2,653                  | 3,979                   |

1 **Exhibit E. Schedule of Solid Waste Fees and Charges**

2 For purposes of this section, “standard residential service” shall mean:

- 3  
 4 1) once per week curbside collection of general waste, once per week recycling service, once per  
 5 week yard waste collection, and bulky trash service for a single service address with one or two  
 6 roll-out containers, or  
 7 2) once per week service to each residential service address utilizing a shared 8 cubic yard container.  
 8

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

10 “Container fee” shall mean an assessment to cover the initial cost and replacement cost of one residential  
 11 container and one recycle container, a commercial compactor, or a garbage dumpster.

12 “Eight cubic yard (8 yd<sup>3</sup>) container service” shall mean one instance of collecting and removing the  
 13 contents of one solid waste container with a rated capacity of eight cubic yards;

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

16 “Compactor service” shall mean one instance of collecting and removing the contents of one compaction  
 17 unit.

18 “Transfer station customers” are private haulers, private individuals or firms doing business as  
 19 landscapers, or other individuals or firms not falling into a previously defined class, who collect waste and  
 20 deliver it to the transfer station to be transferred to the landfill by city forces.  
 21  
 22

| <u>Standard Residential Service:</u>           | <u>Collection</u> | <u>Landfill Disposal</u> |
|--|-------------------|--------------------------|
| 23 Service to one (1) garbage and              |                   |                          |
| 24 one (1) recycle roll cart container         | \$ 22.90 / month  | \$ 5.90 / month          |
| 25 Service to each additional container        | \$ 3.90 / month   | \$ 5.90 / month          |
| 26   |                   | per container            |
| 27 Container fee                               | \$ 2.00 / month   |                          |
| 28   |                   |                          |
| 29 Service to two cubic yards of bulk waste    | Included in rate  | Included in rate         |
| 30 Service to yard waste                       | Included in rate  | Included in rate         |
| 31 Service to electronic devices on call-in    |                   |                          |
| 32 request                                     | Included in rate  | Included in rate         |
| 33 Service up to two tires per week on call-in |                   |                          |
| 34 request                                     | Included in rate  | Included in rate         |
| 35   |                   |                          |
| 36   |                   |                          |

| <u>Standard Commercial Services:</u>                                  | <u>Collection</u> | <u>Landfill Disposal</u> |
|---|-------------------|--------------------------|
| 37  |                   |                          |
| 38  |                   |                          |
| 39 <u>Commercial Roll Cart Garbage Only Service:</u>                  | <u>Collection</u> | <u>Landfill Disposal</u> |
| 40 One garbage roll cart serviced once per week                       | \$ 19.15/month    | \$ 5.90/month            |
| 41 Each additional collection occurrence per week                     | \$ 19.15/month    | \$ 5.90/month            |
| 42 Each additional container up to a maximum of five                  | \$ 3.90/month     | \$ 5.90/month            |
| 43  | per container     | per container            |
| 44  |                   |                          |
| 45 <u>Commercial Eight Cubic Yard Container Garbage Only Service:</u> | <u>Collection</u> | <u>Landfill Disposal</u> |
| 46 Service once per week  | \$ 155.25/month   | Included in rate         |
| 47 Service to each additional collection occurrence per week          | \$ 42.50/service  | Included in rate         |
| 48 Container fee per garbage dumpster                                 | \$ 35.00/month    |                          |
| 49  |                   |                          |
| 50  |                   |                          |
| 51  |                   |                          |

|    |  |                   |                          |
|----|--|-------------------|--------------------------|
| 1  | <u>Commercial Joint Use Compactor Garbage Only Service:</u>  | <u>Collection</u> | <u>Landfill Disposal</u> |
| 2  | Service to compactor   | \$ 132.50/service | Contemporary             |
| 3  |  |                   | Landfill tipping         |
| 4  |  |                   | rate                     |
| 5  | Container fee per garbage compactor  | \$ 100.00/month   |                          |
| 6  |  |                   |                          |
| 7  |  |                   |                          |
| 8  | <u>Call Back Collection Services*:</u>   | <u>Collection</u> | <u>Landfill Disposal</u> |
| 9  | Garbage or Recycling Commercial Collection   | \$ 90.00/service  | Contemporary             |
| 10 | Call Back Service  |                   | Landfill tipping         |
| 11 |  |                   | rate                     |
| 12 |  |                   |                          |
| 13 | Yard/Bulk Waste Commercial Collection Call Back Service  | \$ 115.00/service | Contemporary             |
| 14 |  |                   | Landfill tipping         |
| 15 |  |                   | rate                     |
| 16 |  |                   |                          |
| 17 | *Call Back Collection Services fees may be waived or reduced at the discretion of the City Manager |                   |                          |
| 18 | under extraordinary situations and/or hardships.   |                   |                          |
| 19 |  |                   |                          |
| 20 | <u>Transfer Station Customers:</u>   | <u>Collection</u> | <u>Landfill Disposal</u> |
| 21 |  |                   |                          |
| 22 | Transfer station processing and hauling fees   | \$ 23.00/ton      | Contemporary             |
| 23 |  |                   | Landfill tipping         |
| 24 |  |                   | rate                     |
| 25 |  |                   |                          |
| 26 |  |                   |                          |
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| 38 |  |                   |                          |

1 **Exhibit F. 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  
45

1 City Resident & Veteran Fees:

2

3 Daily Use Fitness Fees

|          |           |         |
|----------|-----------|---------|
| 4 Youth  | 3-12      | \$ 1.00 |
| 5 Teen   | 13-17     | \$ 1.00 |
| 6 Adult  | 18-54     | \$ 5.00 |
| 7 Senior | 55 and up | \$ 3.00 |

8

9 Monthly Membership Fitness Fees

|                        |           |          |
|------------------------|-----------|----------|
| 10 Teen                | 13-17     | \$ 20.00 |
| 11 Adult               | 18-54     | \$ 30.00 |
| 12 Senior              | 55 and up | \$ 25.00 |
| 13 Add a Family Member |           | \$ 15.00 |

14

15 Three-month Membership Fitness Fees

|                        |           |          |
|------------------------|-----------|----------|
| 16 Teen                | 13-17     | \$ 45.00 |
| 17 Adult               | 18-54     | \$ 75.00 |
| 18 Senior              | 55 and up | \$ 60.00 |
| 19 Add a Family Member |           | \$ 40.00 |

20

21 Annual Membership Fitness Fees

|                        |           |           |
|------------------------|-----------|-----------|
| 22 Teen                | 13-17     | \$ 100.00 |
| 23 Adult               | 18-54     | \$ 175.00 |
| 24 Senior              | 55 and up | \$ 125.00 |
| 25 Add a Family Member |           | \$ 30.00  |

26

27 *Guests under 14 are not permitted in the weight room*

28

29 **B. Facility Fees**

30 Rental Fees

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

36

37 **C. Staffing Fees & Labor Costs**

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

45

|   |                              |
|---|------------------------------|
| 46 Basic Labor during regular business hours              | \$ 20.00/hour/person         |
| 47 Overtime Rate during non-business hours                | \$ 30.00/hour/person         |
| 48 Holiday Rate (On a City Holiday if staff is available) | \$ 50.00/hour/person         |
| 49 Cleanup  | \$100.00-\$1,200.00/site/use |

50

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

54

55 **D. Pool Rental\***

1 City will furnish up to 3 lifeguards for rentals. Additional lifeguards may be required depending on type  
 2 of function and number of participants. See staffing fees above for additional cost of lifeguards.  
 3 After hour pool rentals require a minimum of 3 hours rental and a minimum of 3 staff members (2  
 4 lifeguards & 1 center staff) at overtime rates.

|    |                                    |  |                    |
|----|------------------------------------|--|--------------------|
| 5  |                                    |  |                    |
| 6  | Entire Pool (for all pools)        |  | \$ 120.00/hour     |
| 7  | Lane Rentals (at all pools)        |  | \$ 15.00/lane/hour |
| 8  | Shallow End Only (Pepper Geddings) |  | \$ 30.00/hour      |
| 9  |                                    |  |                    |
| 10 | Timing System Rental               |  | \$ 250.00/day      |
| 11 | Timing System Operation            |  | \$ 30.00/          |
| 12 | Timing System Training Session*    |  | \$ 200.00/person   |

13  
 14  
 15 \*Renters may operate the timing equipment after completing a training session.  
 16  
 17

18 **E. Recreation Facility Rental\***

| 19 |   | <u>Civic</u>  | <u>Non-Civic</u> |
|----|---|---------------|------------------|
| 20 | Small Classroom (City Resident)           | \$ 20.00/hour | \$ 35.00/hour    |
| 21 | Small Classroom (Non-City Resident)       | \$ 35.00/hour | \$ 60.00/hour    |
| 22 | Large Classroom (City Resident)           | \$ 30.00/hour | \$ 45.00/hour    |
| 23 | Large Classroom (Non-City Resident)       | \$ 55.00/hour | \$ 80.00/hour    |
| 24 |   |               |                  |
| 25 | Small Gymnasium                           | \$ 65.00/hour | \$ 90.00/hour    |
| 26 |   | \$ 250.00/day | \$ 360.00/day    |
| 27 |   |               |                  |
| 28 | Large Gymnasium                           | \$ 75.00/hour | \$ 120.00/hour   |
| 29 |   | \$ 300.00/day | \$ 400.00/day    |
| 30 |   |               |                  |
| 31 | Ballroom/Banquet Hall (City Resident)     | \$ 50.00/hour | \$ 85.00/hour    |
| 32 | Ballroom/Banquet Hall (Non-City Resident) | \$ 85.00/hour | \$ 140.00/hour   |

33  
 34 Renters may request all available tables and chairs in the facility for their use. If additional tables and  
 35 chairs are needed, they must be provided by the renter. Setup and delivery must be coordinated with  
 36 the City.  
 37

38 *See Staffing Fees and Labor Costs above for rentals that occur during non-business hours.*  
 39  
 40

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

| 42 |  | <u>Civic</u>          | <u>Non-Civic</u>      |
|----|--|-----------------------|-----------------------|
| 43 | <u>Hourly Rental-single field/court/rink</u> | \$ 30.00/hour         | \$ 30.00/hour         |
| 44 |  |                       |                       |
| 45 | <u>Daily Rental-Rate</u> (Covers initial     | \$ 200.00/field, rink | \$ 200.00/field, rink |
| 46 | daily preparation, use of any                | or court/day          | or court/day          |
| 47 | existing press box and lights as             |                       |                       |
| 48 | needed to maintain the safety of             |                       |                       |
| 49 | players and spectators. The City             |                       |                       |
| 50 | retains the right to assess a fee to         |                       |                       |
| 51 | recover the cost of lighting used            |                       |                       |
| 52 | during other periods of time.)               |                       |                       |
| 53 |  |                       |                       |
| 54 | <u>Ashley Booth Rental Fee</u>               | \$ 300.00/day         | \$ 1,000.00/day       |



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**L. Charlie's Place Facility Rental**

|                 |                   |                |
|-----------------|-------------------|----------------|
| Incubator Units | City Resident     | \$250.00/Month |
|                 | Non-City Resident | \$420.00/Month |

Note: Minimum one year lease agreement with annual renewal up to a maximum of three years.

|  |  | <u>Civic</u>  | <u>Non-Civic</u> |
|--|--|---------------|------------------|
| Small Meeting Room (City Resident)     |  | \$ 20.00/hour | \$ 35.00/hour    |
| Small Meeting Room (Non-City Resident) |  | \$ 35.00/hour | \$ 60.00/hour    |
| Large Meeting Room (City Resident)     |  | \$ 30.00/hour | \$ 45.00/hour    |
| Large Meeting Room (Non-City Resident) |  | \$ 55.00/hour | \$ 80.00/hour    |
| Outdoor Area (City Resident)           |  | \$ 50.00/hour | \$ 85.00/hour    |
| Outdoor Area (Non-City Resident)       |  | \$ 85.00/hour | \$ 140.00/hour   |

Outdoor rentals include access to facility restrooms.

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

**M. City/County Professional Baseball Stadium Rental Fee Schedule**

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

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

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

| <u>Area</u>    |            | <u>Category 1</u> | <u>Category 2</u> | <u>Category 3</u> |
|----------------|------------|-------------------|-------------------|-------------------|
| Entire stadium | per day    | \$4,000.00        | \$2,400.00        | \$800.00          |
|                | per hour*  | \$ 800.00         | \$ 480.00         | \$ 240.00         |
| Picnic area    | per day    | \$ 600.00         | \$ 360.00         | \$ 200.00         |
|                | per hour*  | \$ 120.00         | \$ 72.00          | \$ 40.00          |
| Concourse      | per day    | \$ 600.00         | \$ 360.00         | \$ 200.00         |
|                | per hour * | \$ 120.00         | \$ 72.00          | \$ 40.00          |
| Playing field  | per day    | \$1,000.00        | \$ 600.00         | \$ 300.00         |
|                | per hour*  | \$ 200.00         | \$ 120.00         | \$ 60.00          |
| Parking lot    | per day    | \$1,200.00        | \$ 720.00         | \$ 360.00         |
|                | per hour*  | \$ 240.00         | \$ 144.00         | \$ 72.00          |

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

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

1 Additional Charges

2  
3 Users will be required to pay for services provided by the Myrtle Beach Pelicans according to the terms of  
4 the Lease agreement among the City, Horry County and the Team, as amended through the current date.  
5 Such services may include, but may not be limited to, the following examples. In certain cases, holiday  
6 rates may apply. The City will bill all such services at its cost, as indicated in invoices from the Myrtle  
7 Beach Pelicans.  
8  
9

10  
11 Examples of services that may be required:

- 12 *Head Groundskeeper*
- 13 *Grounds Crewmen*
- 14 *Cleaning Fees*
- 15 *Field Lights*
- 16 *Video Board Operator*
- 17 *PA System Operator*
- 18 *Scoreboard Operator*
- 19 *Scorekeeper*
- 20 *Programs and Novelty Sales*
- 21 *Stadium/Field Damages*
- 22 *8-ft. folding tables*
- 23 *Folding chairs*
- 24 *Security Officers*
- 25 *Usher, Ticket-taker, Parking Attendant*
- 26 *Geotextile fabric installation (required for all events utilizing the playing field)*

27  
28  
29 **N. Library Cards**

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

| <u>Class</u>                                       | <u>Annual Fee</u> |
|--|-------------------|
| 34 City/Participating County resident              | No charge         |
| 35 Non-resident 90-Day Card                        |                   |
| 36     Primary Card                                | \$ 8.00           |
| 37     Additional cards for other family member(s) | \$ 2.00 per card  |
| 38 Non-resident annual card                        |                   |
| 39     Primary Card                                | \$ 20.00          |
| 40     Additional cards for other family member(s) | \$ 8.00 per card  |

41  
42 **O. Events, Cancellation and Tiered Refund Policy**

43  
44 Actual rates for any given event shall be the prevailing market rates, which shall be subject to negotiation  
45 between the event promoters and the Recreation Services staff.

46  
47 Half of the total event fees are due at the time of rental application submittal. The total rental amount  
48 is due 30 days prior to an event. In the situation where the event is booked within 30 days prior to the  
49 rental date, total rental fees are due at the time of application submission.

50  
51 Cancellation refunds will be provided as follows:

- 52 1. 60 days prior to event- Customer receives full refund.
- 53 2. 59-30 days prior to event- Customer receives refund of 50% of rental fee (initial down payment).
- 54 3. 29-0 days prior to event- Customer forfeits all fees paid for event.

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**Exhibit G. 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<br>Park Area surrounding Lake<br>(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 |

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

1 **Stage Rentals**

|   |                  |               |
|---|------------------|---------------|
| 2 | 1 day event*     | \$2,250.00    |
| 3 | 2-3 day event*   | \$3,500.00    |
| 4 | Set-up/Take down | \$ 500.00/day |

5

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

8

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

10

11 **Stage Staffing Fees & Labor Costs**

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

|    |               |                      |
|----|---------------|----------------------|
| 13 | Basic Labor   | \$ 20.00/hour/person |
| 14 | Overtime Rate | \$ 30.00/hour/person |
| 15 | Holiday Rate  | \$ 50.00/hour/person |

16

17

18

19 **Special Event Fee for Qualifying Special Event** \$ 5.00 (per vendor and/or per participant)

20

21 **Events, Cancellation and Tiered Refund Policy**

22

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

25

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

29

30 Cancellation refunds will be provided as follows:

- 31 1. 60 days prior to event- Customer receives full refund.
- 32 2. 59-30 days prior to event- Customer receives refund of 50% of rental fee (initial down payment).
- 33 3. 29-0 days prior to event- Customer forfeits all fees paid for event.

34

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|    |   |  |                                       |
|----|---|--|---------------------------------------|
| 1  | <b>Exhibit H. Schedule of Sports Tourism Fees and Charges</b> |  |                                       |
| 2  |   | <u>Civic</u>                           | <u>Non-Civic</u>                      |
| 3  |   |  |                                       |
| 4  | <b>Facility</b>   |  |                                       |
| 5  | <i>Ashley Booth Rental Fee</i>                                | \$ 300.00/day                          | \$ 1,000.00/day                       |
| 6  |   |  |                                       |
| 7  | <i>Doug Shaw Memorial Stadium</i>                             |  |                                       |
| 8  | • <i>Additional Field Lines</i>                               | \$ 150.00/field,<br>rink, or court/day | \$ 150.00/field, rink<br>or court/day |
| 9  |   |  |                                       |
| 10 | • <i>Video Display Operator (if</i>                           |  |                                       |
| 11 | <i>Provided by City)</i>                                      |  |                                       |
| 12 | • <i>Scorekeeper</i>  |  |                                       |
| 13 | • <i>Clean Up Fee</i>   |  |                                       |
| 14 | <i>(Clean up fee to be discussed with</i>                     |  |                                       |
| 15 | <i>applicant and cleaning deposit may</i>                     |  |                                       |
| 16 | <i>be required.)</i>  |  |                                       |
| 17 |   |  |                                       |
| 18 | This facility must be staffed at all                          | \$ 300.00/day                          | \$ 1,000.00/day                       |
| 19 | times, with a minimum of 2 staff                              |  |                                       |
| 20 | members. Use of track areas or                                |  |                                       |
| 21 | size of event may require                                     |  |                                       |
| 22 | additional staffing. See Staffing                             |  |                                       |
| 23 | fees and Labor Costs above for                                |  |                                       |
| 24 | rentals.  |  |                                       |
| 25 |   |  |                                       |
| 26 | <b>Preparation of Facility (in excess of</b>                  | \$ 25.00/prep                          | \$ 3,125.00/day                       |
| 27 | <b>initial preparation for turf) for</b>                      |  | \$ 540.00/field                       |
| 28 | <b>softball or Baseball</b>                                   |  | \$ 20.00/hr/non-                      |
| 29 | <b>If additional lines are required to</b>                    |  | game function                         |
| 30 | <b>be painted on natural grass for</b>                        |  | \$ 20.00/hr/non-                      |
| 31 | <b>events such as</b>   |  | game function                         |
| 32 |   |  | \$ 500.00/function                    |
| 33 |   |  | Maximum                               |
| 34 |   |  |                                       |
| 35 |   |  |                                       |
| 36 | <i>Football, Soccer, Lacrosse or Rugby</i>                    | \$ 250.00/field                        | \$ 25.00/prep                         |
| 37 |   |  | \$ 250.00/field                       |
| 38 |   |  |                                       |
| 39 | If additional lines are required to be                        |  |                                       |
| 40 | painted on synthetic turf                                     | \$ 540.00/field                        | \$ 540.00/field                       |
| 41 |   |  |                                       |
| 42 | <b>Facility Lighting</b>                                      |  |                                       |
| 43 | <i>Youth Fields (baseball, softball) and</i>                  | \$ 5.00/hour                           | \$ 5.00/hour                          |
| 44 | <i>Courts</i>   |  |                                       |
| 45 | <i>Adult Fields (softball)</i>                                | \$ 9.00/hour                           | \$ 9.00/hour                          |
| 46 | <i>Football, Soccer fields, Doug Shaw</i>                     |  |                                       |
| 47 | <i>Memorial Stadium</i>                                       | \$ 12.00/hour                          | \$ 12.00/hour                         |
| 48 |   |  |                                       |
| 49 | <b>Concessions</b>  | The City of Myrtle                     | The City of Myrtle                    |
| 50 |   | beach retains all                      | Beach retains all                     |
| 51 |   | concession rights                      | concession rights                     |
| 52 |   | for all city                           | for all city                          |
| 53 |   | facilities.                            | facilities.                           |
| 54 |   |  |                                       |

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 **Table of Seasonal Multipliers**

|            | Jan  | Feb  | March | April | May  | June | July | August | Sept | Oct | Nov  | Dec  |
|------------|------|------|-------|-------|------|------|------|--------|------|-----|------|------|
| 15 Youth   | 2    | 2    | 2.5   | 2.5   | 2    | 3    | 3    | 3      | 2.5  | 2.5 | 2    | 2    |
| 17 College | 1.25 | 1.25 | 2     | 2     | 1.25 | 3    | 3    | 3      | 2    | 2   | 1.25 | 1.25 |
| 18 Adult   | 1.5  | 1.5  | 2     | 2     | 1.5  | 3    | 3    | 3      | 2    | 2   | 1.5  | 1.5  |
| 19 Senior  | 1.5  | 1.5  | 2     | 2     | 1.5  | 3    | 3    | 3      | 2    | 2   | 1.5  | 1.5  |

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**Venue Usage Rate**

| <u>Calendar Year</u> | <u>Venue Usage Rate</u> |
|----------------------|-------------------------|
| 2022                 | \$ 1.50                 |

**2) Minimum Daily Venue Fee**

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

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

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

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

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

Calendar Year 2022: 50/50 (Event Owner/City)

**In-City Lodging Incentive**

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

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

- 3
- 4 240-348 athletes - 10% discount.
- 5 349-468 athletes - 15% discount.
- 6 469-588 athletes - 20% discount.
- 7 589+ athletes - 25% discount.
- 8

9 **Deposits and Cancellations**

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

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

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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>  | <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

1 **Exhibit J. Schedule of Building Permit Charges**

2 **Construction Permit Fees**

3  
4 (i) Single-family construction; alterations of any structure, single-family or other:

| 5  | 6 <u>Total Valuation</u> | 7 <u>Fee</u>  |
|----|--------------------------|---|
| 8  | Less than \$1,000        | No fee permit required  |
| 9  | \$1,000 to \$5,000       | \$ 50.00  |
| 10 | \$5,000 to \$25,000      | \$ 50.00 for the first \$5,000 plus \$ 5.00 for each \$1,000, or fraction thereof, over \$5000.             |
| 11 | \$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.         |
| 12 | \$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.       |
| 13 | \$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.      |
| 14 | \$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.      |
| 15 | 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. |

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22 (ii) All other permits for new construction:

|    |                |                            |
|----|----------------|----------------------------|
| 23 | 24 Permit fees | 25 \$ 0.30 per square foot |
|----|----------------|----------------------------|

26 (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.

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31 **Manufacture Home Permit Fees**

|    |         |             |
|----|---------|-------------|
| 32 | 33 Base | 34 \$ 35.00 |
|----|---------|-------------|

35 **Trade Permit Fees**

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

| 37 | 38                | 39  |
|----|-------------------|---|
| 40 | Mechanical Permit |   |
| 41 | \$2,000 and less  | \$ 35.00  |
| 42 | Over \$2,000      | \$35.00 plus \$2.00 for each \$1000, or fraction thereof, over \$2,000. |
| 43 |                   |   |
| 44 | Plumbing Permit   |   |
| 45 | Base Fee          | \$ 25.00  |
| 46 | Per Fixture       | \$ 2.50   |
| 47 |                   |   |

|    |                         |          |
|----|-------------------------|----------|
| 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 The plan-checking fee shall be equal to 60% of the building permit fee as determined in accordance with  
 32 sub-section (a) herein above. Such plan-checking fee is in addition to the building permit fee. In the  
 33 event of 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.

12

13 **Commercial Storm Water Review Fee**

14

15 Commercial projects that require a storm water plan review will be charged \$250.00.

16

|    |  |                                    |
|----|--|------------------------------------|
| 1  | <b>Exhibit K. Schedule of Planning Fees and Charges</b>      |                                    |
| 2  | <b><u>Zoning Ordinance Text Change</u></b>                   | \$ 200.00                          |
| 3  | <b><u>Rezoning (Map Change)</u></b>                          | \$ 500.00 per new                  |
| 4  |  | Planned Unit Development           |
| 5  |  | \$2,500.00 + \$1,000.00 per        |
| 6  |  | applicant continuance              |
| 7  | <b><u>Planned Unit Development Amendment</u></b>             | \$1,250.00 + actual noticing costs |
| 8  |  | Encroachments                      |
| 9  |  |                                    |
| 10 | <b><u>Residential, Right-of-Way</u></b>                      | \$ 100.00                          |
| 11 | <b><u>Residential, City Property</u></b>                     | \$ 250.00                          |
| 12 | <b><u>Commercial, Right-of-Way</u></b>                       | \$ 300.00                          |
| 13 | <b><u>Commercial, City Property</u></b>                      | \$ 600.00                          |
| 14 | <b><u>Subdivision Review (Minor Exempt)</u></b>              | No charge                          |
| 15 | <b><u>Subdivision Review (Major)</u></b>                     | \$ 100.00 + \$ 25.00 per lot       |
| 16 | <b><u>Annexation and Rezoning</u></b>                        | No charge                          |
| 17 |  |                                    |
| 18 | <b><u>Street Naming Fees</u></b>                             |                                    |
| 19 | With New Subdivision   | \$ 100.00                          |
| 20 | Required of Private Drive                                    | \$ 25.00 per street name           |
| 21 |  |                                    |
| 22 | <b><u>Plat Review (staff review)</u></b>                     |                                    |
| 23 | Combination Plats  | \$ 25.00                           |
| 24 | Site Plats   | \$ 25.00                           |
| 25 | Easements  | \$ 50.00                           |
| 26 | Subdivisions with lots > 5 ac.                               | \$ 100.00 per lot                  |
| 27 |  |                                    |
| 28 | <b><u>Minor Subdivision Review (Planning Commission)</u></b> | \$ 50.00                           |
| 29 |  |                                    |
| 30 | <b><u>Map Fees</u></b>                                       | \$ 100.00                          |
| 31 |  |                                    |
| 32 | <b><u>Re-review of Plats</u></b>                             |                                    |
| 33 | First re-review  | (No additional charge)             |
| 34 | Second Re-review   | \$ 50.00                           |
| 35 | Third Re-review  | \$ 100.00                          |
| 36 | Fourth Re-review   | \$ 150.00                          |
| 37 | Fifth and subsequent re-reviews                              | \$ 200.00                          |
| 38 | <b><u>Restrictive Covenant, failure to apply</u></b>         |                                    |
| 39 |  |                                    |
| 40 | For failure to apply for annexation within one year          |                                    |
| 41 | of becoming contiguous to City limits, or within             |                                    |
| 42 | sixty (60) days of receiving a letter requesting             |                                    |
| 43 | compliance   | \$ 500.00                          |
| 44 |  |                                    |
| 45 |  |                                    |
| 46 |  |                                    |

1 **Exhibit L. 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  
17 Initial public abatement against owner: \$ 500.00

18 Second abatement; \$ 750.00

19 Third abatement: \$ 750.00

20 Any additional abatements: \$ 1,000.00

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

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

23  
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 M. Schedule of Animal Control Fines and Fees**

**Animal Shelter Fees**  
**Service**

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

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

| Violation             | <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 N. Miscellaneous Fees and Charges**

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**Cemetery Fees and Charges**

|                                      |                         |
|--------------------------------------|-------------------------|
| Cemetery Plot Price, each            | \$ 1,800.00             |
| Niche, each                          | \$ 1,200.00             |
| Pet Plot Price, each                 |                         |
| 2ft. x 2ft.                          | \$ 480.00               |
| 2ft. x 4ft.                          | \$ 540.00               |
| Cremains Urn Burial                  |                         |
| Direct Burial                        | \$ 100.00               |
| Burial w/ Graveside Service(weekday) | \$ 150.00               |
| Burial w/ Graveside Service(weekend) | \$ 350.00               |
| Open & Close Grave                   |                         |
| Weekday                              | \$ 1,000.00             |
| Weekend                              | \$ 1,200.00             |
| Installation of Single Headstone     | \$ 0.75/ sq. in.        |
| Installation of Foot Marker          | \$ 0.75/ sq. in.        |
| 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.                                      |

- 1 **Ambulance and Medical Personnel for Special Events**  
 2 The Fire Department shall, from time to time, establish reasonable rates sufficient to recoup the costs of  
 3 providing personnel and equipment for special events but not in excess of prevailing rates charged by  
 4 other providers operating in Horry County.  
 5
- 6 **Fire Training**  
 7 The Fire Department shall, from time to time, establish reasonable rates sufficient to recoup the costs  
 8 of providing personnel and equipment for special training per contractual agreements.  
 9
- 10 **False Alarms**  
 11 An assessment of \$200.00 per false fire alarm will apply for each call for service resulting from a false  
 12 alarm after the 3<sup>rd</sup> such false alarm in any 365 day period.
- 13 **Inspection Fees**  
 14 The following fees shall apply for Fire Safety Inspections to be conducted on a routine basis, annual or  
 15 biannual depending upon the type of facility:  
 16
- |   |                          |
|---|--------------------------|
| 17 Tier One (less than 1,000 sq. ft.)                   | \$ 75.00 per inspection  |
| 18 Tier Two (1,000 to 2,499 sq. ft.)                    | \$ 100.00                |
| 19 Tier Three (2,500 to 9,999 sq. ft.)                  | \$ 150.00                |
| 20 Tier Four (10,000 to 49,999 sq. ft.)                 | \$ 200.00                |
| 21 Tier Five (50,000 sq. ft. or more)                   | \$ 300.00                |
| 22  |                          |
| 23 Thirty day re-inspection (if required)               | included in above fees   |
| 24 45 day and subsequent re-inspections                 | \$ 100.00 per inspection |
| 25 Special Inspections                                  | \$ 200.00 per inspection |
| 26  |                          |
| 27 <b><u>Erection of Banners for Special Events</u></b> | \$ 35.00                 |



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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.

|              |   |
|--------------|---|
| <b>AACSB</b> | American Association of Collegiate Schools of Business            |
| <b>ABRA</b>  | Air Base Redevelopment Authority                                  |
| <b>ADR</b>   | Average Daily Rate  |
| <b>ALS</b>   | Advanced Life Support   |
| <b>BAN</b>   | Bond Anticipation Note  |
| <b>BLS</b>   | Basic Life Support  |
| <b>CDBG</b>  | Community Development Block Grant                                 |
| <b>COP</b>   | Certificates of Participation                                     |
| <b>DARE</b>  | Drug Abuse Resistance Education                                   |
| <b>DHEC</b>  | The South Carolina Department of Health and Environmental Control |
| <b>DRC</b>   | Downtown Redevelopment Corporation                                |
| <b>GAAP</b>  | Generally Accepted Accounting Principles                          |
| <b>GSATS</b> | Grand Strand Area Transportation System                           |
| <b>MBAFB</b> | Myrtle Beach Air Force Base                                       |
| <b>OPEB</b>  | Other Post-Employment Benefits                                    |
| <b>SBCCI</b> | Southern Building Code Congress International                     |



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