

# 2016

## CITY OF MYRTLE BEACH



*Myrtle Beach Sports Center*

## Annual Budget & Financial Plans









## **FY 2015-16 ANNUAL BUDGET & FINANCIAL PLANS**

### **MAYOR**

John T. Rhodes

### **MAYOR PRO TEMPORE**

Michael Chestnut

### **CITY COUNCIL**

W. Wayne Gray

Clyde H. "Mike" Lowder

Susan Grissom Means

Philip N. Render, DMD

Randall Wallace



# City of Myrtle Beach



## OFFICIALS and DIRECTORS

### OFFICIALS

- ◊City Manager, John G. Pedersen
- ◊Chief Financial Officer, Michael W. Shelton
- ◊Assistant City Manager, E. Ronald Andrews
- ◊Assistant City Manager, Jonathan "Fox" Simons
- ◊City Attorney, Thomas E. Ellenburg
- ◊City Clerk, Joan M. Grove

### CITY DEPARTMENT HEADS

- ◊Finance Director, Maria E. Baisden
- ◊Construction Services, Bruce Boulineau
- ◊General Manager, Myrtle Beach Convention Center, Paul T. Edwards
- ◊Chief of Police, Warren S. Gall
- ◊Director of Public Works, William Oliver
- ◊Fire Chief, Alvin Payne
- ◊Planning Director, Carol Coleman
- ◊Human Resources Director, Coleman H. Randall
- ◊Recreation Services Manager, Pam Stone

### Special Thanks to the Budget Staff

- ◊Michelle B. Shumpert, Budget & Evaluation Director
- ◊Michael D. Price, Budget & Evaluation Analyst
- ◊Lori Frishmuth, Internal Auditor





## 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





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# Introduction

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## Budget Introduction



**WELCOME to** the City of Myrtle Beach 2015-16 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 Budget Office hope this document provides a sense of the annual operations of our city, how they are financed and the manner in which we serve.

Sincerely,

Michael Shelton, CGFO  
Chief Financial Officer

Michelle Shumpert, CPA  
Budget & Evaluation Director

Michael Price  
Lori Frishmuth, CPA  
Budget & Evaluation Analysts

## The City Structure

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

Named for native wax myrtle trees growing wild along the shores, Myrtle Beach was incorporated as a town in 1937 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 Intercoastal Waterway and the Atlantic Ocean, Myrtle Beach is home to over nine miles of recreational beachfront area and some of the world's widest and cleanest stretches of white sandy beach. The community offers a wide variety of cultural entertainment, attracting nearly 14.5 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 quality service at reasonable prices. This commitment, along with the City’s ideal oceanfront location, combine to position Myrtle Beach among the best resort, business and residential locations on the East Coast. Public amenities within the City include:

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

### **Myrtle Beach Facts**

<i>Population (2010):</i>	27,109
<i>Myrtle Beach MSA(2010):</i>	269,291
<i>Median Home Price(2012):</i>	\$170,400
<i>Largest Private Employer:</i>	Wal-Mart
<i>Avg. Annual Salary(MSA 2011):</i>	\$29,172
<i>Number of Hotel Rooms:</i>	89,000
<i>Estimated Unrestricted * True Value of Taxable Property (Tax Yr 2013):</i>	\$5,538,206,610
<i>Average High Temperature:</i>	63F
<i>Annual Precipitation:</i>	53.27"
<i>Sister Cities:</i>	Burlington, Canada Pinamar, Argentina Bradford-Keighley, UK Killarney, Ireland Tiberias, Israel Xia Men & Quing Dao, China

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





# FY 2015-16 Annual Budget Calendar



## PHASE I - POLICY FORMATION & BUDGET DEVELOPMENT

### November 2014

#### Budget Development—Establish Current Level Benchmarks

- Develop pay and benefit recommendations
- Develop Current Level projections

### December 2014

#### Departmental Budget Development—Current Level

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

### January 2015

#### Budget Development—Service Level Changes

- Provide overview of economic & financial environment, status of major initiatives, budget calendar
- Approve 2016-17 initiatives
- Develop service level changes for any new initiatives
- Departments prepare budget proposals
- Planning Commission makes capital project recommendations

### February 2015

#### Senior Management Review

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

#### City Council Review

- Financial Partners and Outside Agency requests

#### CFO & Budget 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 2015

#### Preparation of Balanced Budget

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

### May 2015

#### Public Hearing

#### First Reading

#### Budget workshops, if necessary

### June 2015

#### Second Reading and Adoption

## PHASE II - BUDGET REVIEW AND ADOPTION

### April 2015

#### Presentation of City Manager's Recommended 2015-16 Budget and 2016-2020 Capital Improvements Plan

#### Budget Retreat

#### Budget workshops, if necessary

#### Public Hearing Notice



## FY 2015-16 Transmittal Letter



Honorable Mayor John Rhodes

and Members of City Council:

I am pleased to present the Municipal Budget for Fiscal Year 2015-16 (FY 2016), and the 2016-20 Capital Improvements Plan (CIP). Total expenditures/expenses for the upcoming fiscal year, net of interfund transfers, are approximately \$175.9 million, up from the \$156.9 million authorized in Fiscal Year 2014-15 by \$19.0 million or 12.1%.

The adopted budget differs from the Manager's Recommended Budget presented in April at the annual budget retreat primarily in that it includes an additional \$1.1 million for the funding of recommended compensation changes for the Police and Fire Departments to be implemented July 1, 2015. The Manager also recommended these changes but they were adopted in May at first reading of the budget ordinance. Compensation changes affecting other departments are expected to be recommended in 2016 following review and adoption of a compensation study that is currently underway.

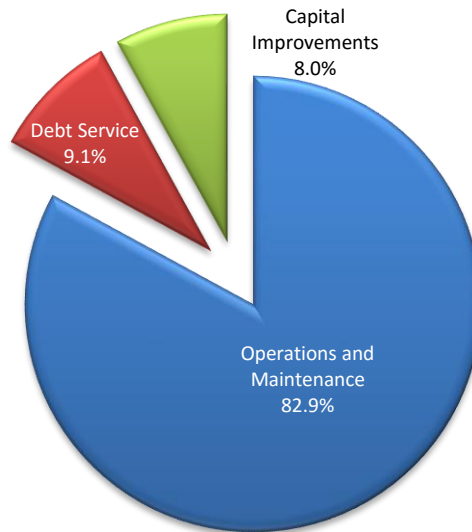
The adopted budget also includes amendments to the Capital Improvements budget: \$150,000 for the purchase of Charlie's Place and \$107,000 for renovations to the Ned Donkle recreation complex.

	<i>FY2013-14 Budget</i>	<i>FY2014-15 Budget</i>	<i>FY2015-16 Budget</i>	<i>%Δ</i>
<i>Governmental Operations</i>	\$ 132,058,155	\$ 137,504,080	\$ 150,157,698	9.2%
<i>Enterprise Operations</i>	<u>35,384,854</u>	<u>35,782,275</u>	<u>35,394,747</u>	-1.1%
<i>Total Operating Budget</i>	<u>167,443,009</u>	<u>173,286,355</u>	<u>185,552,445</u>	7.1%
<i>General Capital Projects</i>	<u>13,353,765</u>	<u>5,213,220</u>	<u>14,039,346</u>	169.3%
<i>Reconciling Items</i>				
<i>Enterprise Capital Projects</i>	<u>3,568,000</u>	<u>3,646,500</u>	<u>4,705,000</u>	29.0%
<i>Total Reconciling Items</i>	<u>3,568,000</u>	<u>3,646,500</u>	<u>4,705,000</u>	29.0%
<i>Less: Interfund Transfers</i>	<u>(25,842,947)</u>	<u>(25,264,299)</u>	<u>(28,372,462)</u>	12.3%
<i>Grand Total Appropriations</i>	<u>\$ 158,521,827</u>	<u>\$ 156,881,776</u>	<u>\$ 175,924,329</u>	12.1%



When interfund transfers are netted out, expenditures for operations and maintenance of general government responsibilities and of City enterprises are estimated at \$161.9 million (82.9% of total). Debt service expenditures/expenses equal \$15.9 million (9.1% of total). New capital improvement authorizations for FY 2016 have been approved in the amount of \$14.0 million (8.0% of total).

**FY2016 Resource Allocation by Major Categories**



This budget includes no increase in the *ad valorem* tax rate or in business license fees.

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 about 2.5%-2.8%, depending upon usage. The increase amounts to \$1.23 per month for a residential user of an average of 7,500 gallons per month.
- *Convention Center Fund*—parking charges increased from \$3.00 to \$5.00 per day with no impact upon residents attending Convention Center events. Residents with parking decals park free at City facilities.
- *Storm Water and Solid Waste Funds*—No increases.

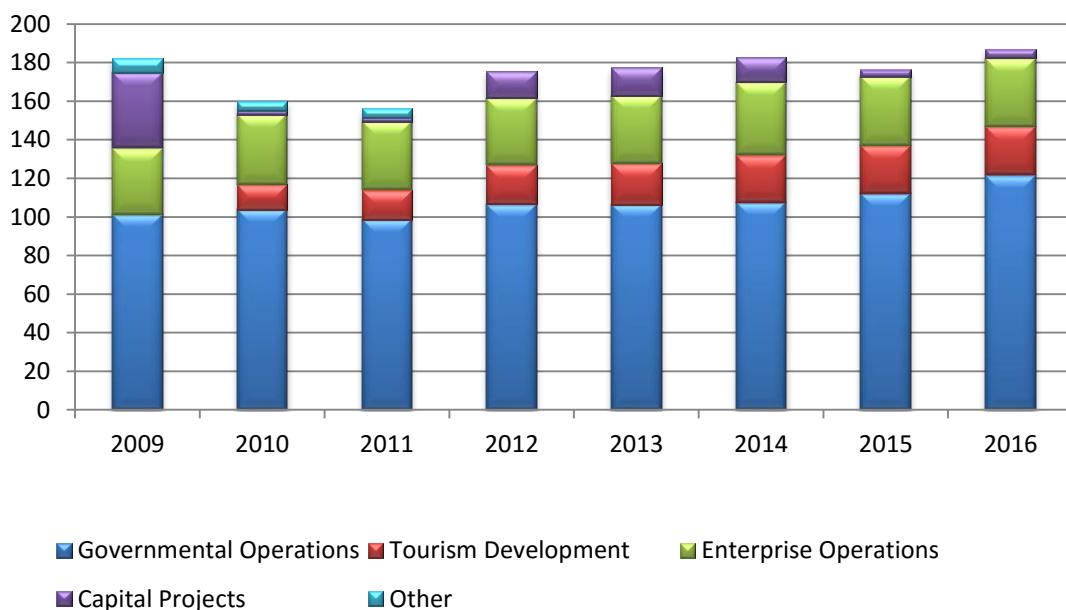
### **Budget Comparisons and Costs of City Services**

As the following graph shows, appropriations for governmental operations changed relatively little through the recessionary period of 2009-2011 and have not risen dramatically in the ensuing years. Fortunately, the tourism sector has led a rebound over the past two fiscal years and we have been able to moderate our course somewhat in the 2014 and 2015 budgets. This is due in no small part to the adoption and implementation of the one percent (1.0%) Tourism Development Fee (TDF) in May 2009.



The TDF became effective in August 2009, just after the beginning of the 2010 fiscal year. The red sections in years 2010-2014 in the following graph indicate the strong growth that we have seen in revenues from this source and, consequently, in the amount of resources that are dedicated to promoting Myrtle Beach tourism in other markets along the east coast and into the Midwestern states and Canada. During the first year of its collection, all of the TDF revenue was required to go to the Chamber of Commerce to fund out-of-market advertising. In the second year and each subsequent year, 80% is designated for out-of-market advertising and the remaining 20% may be used for a credit against residential property taxes or to finance tourism-related capital projects.

**Comparison of 2009-2016 Gross Budgets**



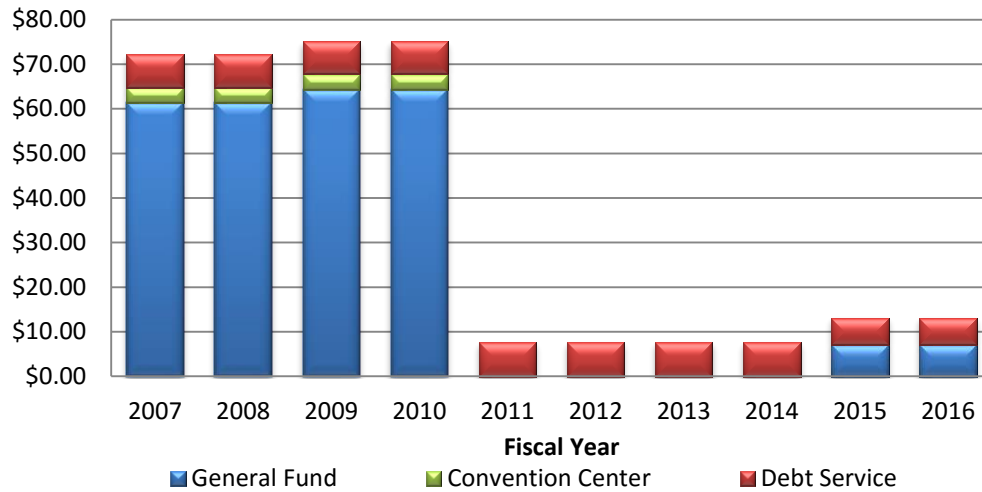
Council elected to use a significant amount of the TDF money, about \$3.1 million per year at 2012 levels, to establish a credit against the operating millage for all owner-occupied residences.

Property tax rates were kept at 66.1 mills from 2009 through 2014. In 2015, the rate was adjusted to the statutory equivalent rate (as adjusted for reassessment) of 67.4 mills. Council adopted the first rate increase in six years in 2015, when the rate went from the baseline rate of 67.4 mills to 74.5 mills.

Residents occupying their own homes have gotten a significant break from these rates by virtue of the TDF offset for operating millage, so that owner-occupied property is subject only to the Debt Service millage rate of 7.6 mills—a total of \$30.40 per \$100,000 of market value per year. The following graph shows the net property tax rates that residents living in their own homes have paid and will pay for fiscal years 2007-2016.



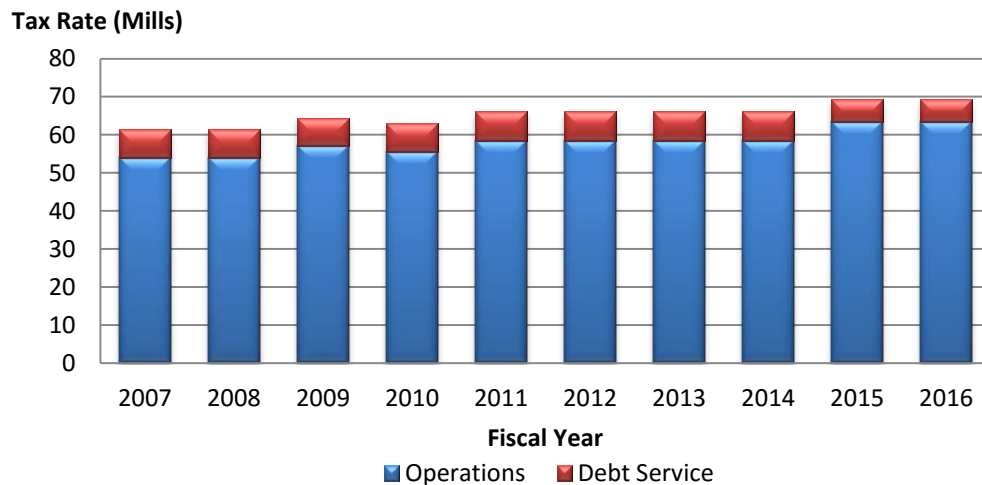
### Owner-Occupied Residential Property Tax Rates by Purpose of Levy, Last Ten Years



**Note:** For the 2011 fiscal year forward, residential property taxes are substantially offset by a credit from the Tourism Development Fee.

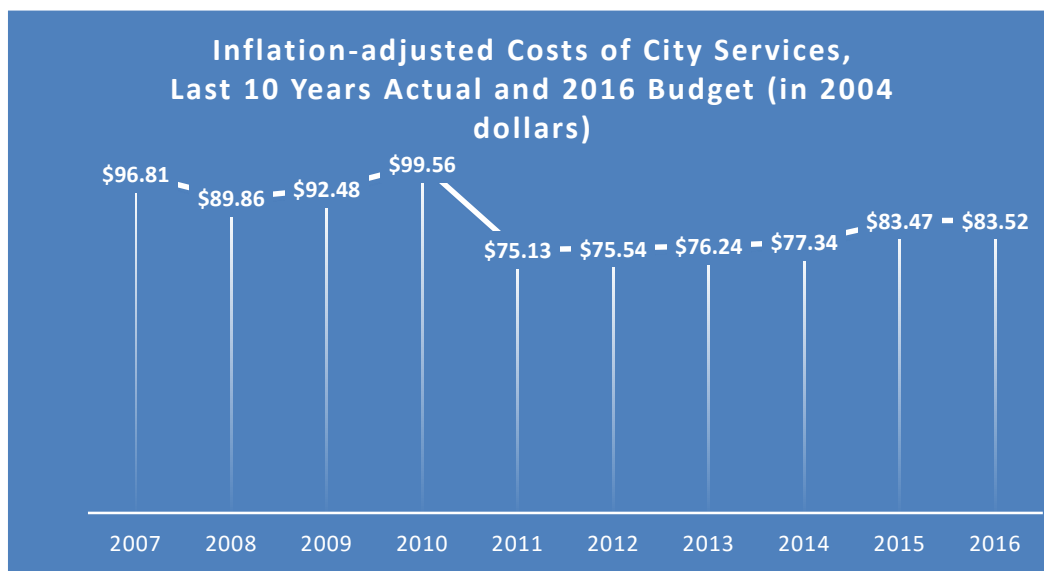
Properties classified as anything other than “owner-occupied residential” are levied for the entire millage rate. The following table shows that that millage rate has been held quite flat prior to 2015, with the only fluctuations being changes in millage according to statutory formulae in reassessment years, the increase of three (3.0) mills in 2009, and a reduction of 1.5 mills in 2010. The 2011 reassessment resulted in a higher tax rate due to the large decrease in value that occurred in that year.

### City Tax Rates with Operations and Debt Service Components, Last Ten Years





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 \$107.71—less than a typical power bill or the cost of phone, internet and cable TV service. When the effects of inflation are controlled for, the costs of service have actually fallen by about \$13.29 between fiscal years 2007 and 2016.<sup>1</sup>



### **Strengths, Weaknesses, Opportunities and Threats and How They Shaped the Major Strategic Initiatives for 2015-16**



Shortly after John Pedersen's appointment as City Manager became effective on November 4, 2014, he asked me and the Budget Office staff to suggest some ways to engage greater numbers of employees in the budget process and take advantage of the considerable knowledge, experience and talent that we have at all levels of the organizational hierarchy.

We had been discussing the possibility among ourselves already (perhaps great minds do think alike) and we immediately responded that we would like to try the SWOT approach. SWOT, which stands for Strengths, Weaknesses, Opportunities and Threats, is a tool for consideration and analysis of the organization's overall strategic position within its environment. Its focus is upon crafting a business model that will best align the organization's resources with the requirements of the environment in which it operates.

Senior Management and Department Heads engaged in SWOT sessions with organization-wide focus in early December 2014. From the input received during those sessions, the Manager recommended a set of Strategic Initiatives that he recommended

<sup>1</sup> Analysis assumes median-priced home ranging from \$195,000 market value in 2007 to \$224,000 in 2016; vehicles valued at \$28,000; average water consumption of 7,500 gallons; taxable expenditures of \$2,000 per month; standard residential storm water and solid waste service.



to Council on January 6, 2015. Following Council's review and approval, staff developed the 2015-16 budget with funding priorities given to the Strategic Initiatives that had been developed.

### **Strategic Initiatives for 2015-16**

- **Anti-Crime Initiative** including efforts to train, equip and retain qualified officers and improve community relations, deploy body cams and increase use of surveillance cameras
- **Neighborhood Initiative** to deal with quality of life issues in center city neighborhoods, including community watch, more aggressive code enforcement, affordable housing and multi-year CDBG programming
- **Downtown Initiative** to include improvements to Chapin Park, clean-up efforts and more aggressive code enforcement, Hwy. 501 Realignment
- **Product Development Initiative** to position the community to enhance its competitive advantage vs. other resort cities
- **Organizational Development Initiative** to identify and equip the next generation of team members to be highly qualified candidates for leadership positions as senior staff members retire
- **Sports Tourism Initiative** to increase direct visitor spending and economic impact, enhance revenue generation for sports tourism programs
- **Business Support Efforts** to improve the environment for the conduct of profitable business inside the City.
- **Communication Initiative** to promote a more proactive communications philosophy using traditional, new and developing media to communicate with our target audiences on their terms

The Manager's Recommended Budget included recommendations consistent with these initiatives and service expansions, in particular, and the highest ratings were given to those proposals that supported the strategic initiatives. In all, a total of \$1.3 million in new services were added with only \$416,456 of general revenue required to fund them. The remainder came from growth in earmarked revenue.

Total changes in service levels included 19 new positions, including:

- 9 Firefighters, contingent upon receipt of grant revenue (SAFER\* grant for additional EMS unit)
- 4 positions funded by specific revenues, including
  - In Code Enforcement—a Property Maintenance Inspector, Building Inspector, Permit Technician
  - In a new Neighborhood Services Department—a Neighborhood Services Director
- 3 positions with costs at least partially offset by position reductions or other savings, including
  - In Police—a Strategic Planning Assistant, and



- In Recreation—two Maintenance Workers for Athletic Fields
- 3 remaining positions are supported entirely by general revenues and include
  - In Police—a Records Supervisor,
  - In Construction Services—a Building Maintenance Engineer, and
  - In Parks—a Pesticide Application Technician

Two other expansions in service levels did not involve additional personnel. They include an increase of \$100,000 annually for the maintenance of paved streets, which is done by contract, as well as \$78,000 for customer service improvements in the Utility Billing division of the Finance Department.

### **Capital Improvements**

A total of \$56,047,000 in improvements are planned over the five-year term.

The 2016-20 Capital Improvements Plan (CIP) includes \$24.3 million of new appropriations for the first year of the plan. FY2016 appropriations include 3.5 million in pay-as-you-go projects for recreational facilities, street and sidewalk improvements and transportation system improvements, as well as renewal and replacement of other City facilities. A total of \$9.8 million is provided for construction of a performing arts center to be financed by GO bonds issued under referendum authority. Ocean Boulevard improvements from 2<sup>nd</sup> to 9<sup>th</sup> Avenues North account for \$4.8 million and \$4.7 million in Water and Sewer improvements will be used primarily for a series of pump station upgrades. Baseball stadium renewal and replacement projects round out the list at \$410,000.

### **Conclusion**

We look forward to another challenging and rewarding year for the City of Myrtle Beach!

On behalf of the City Manager, I would like thank the Departments for the positive manner in which they have responded to the new budget process and for the way they have taken ownership of the strategic initiatives. We have an exceptional group of employees at the City of Myrtle Beach and their commitment to being “First in Service” while at the same time maintaining efficiency in service delivery should be recognized and applauded. We would also like to thank City Council for its direction and its stalwart support.

Sincerely,



Michael W. Shelton, CGFO  
Chief Financial Officer





## City of 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 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

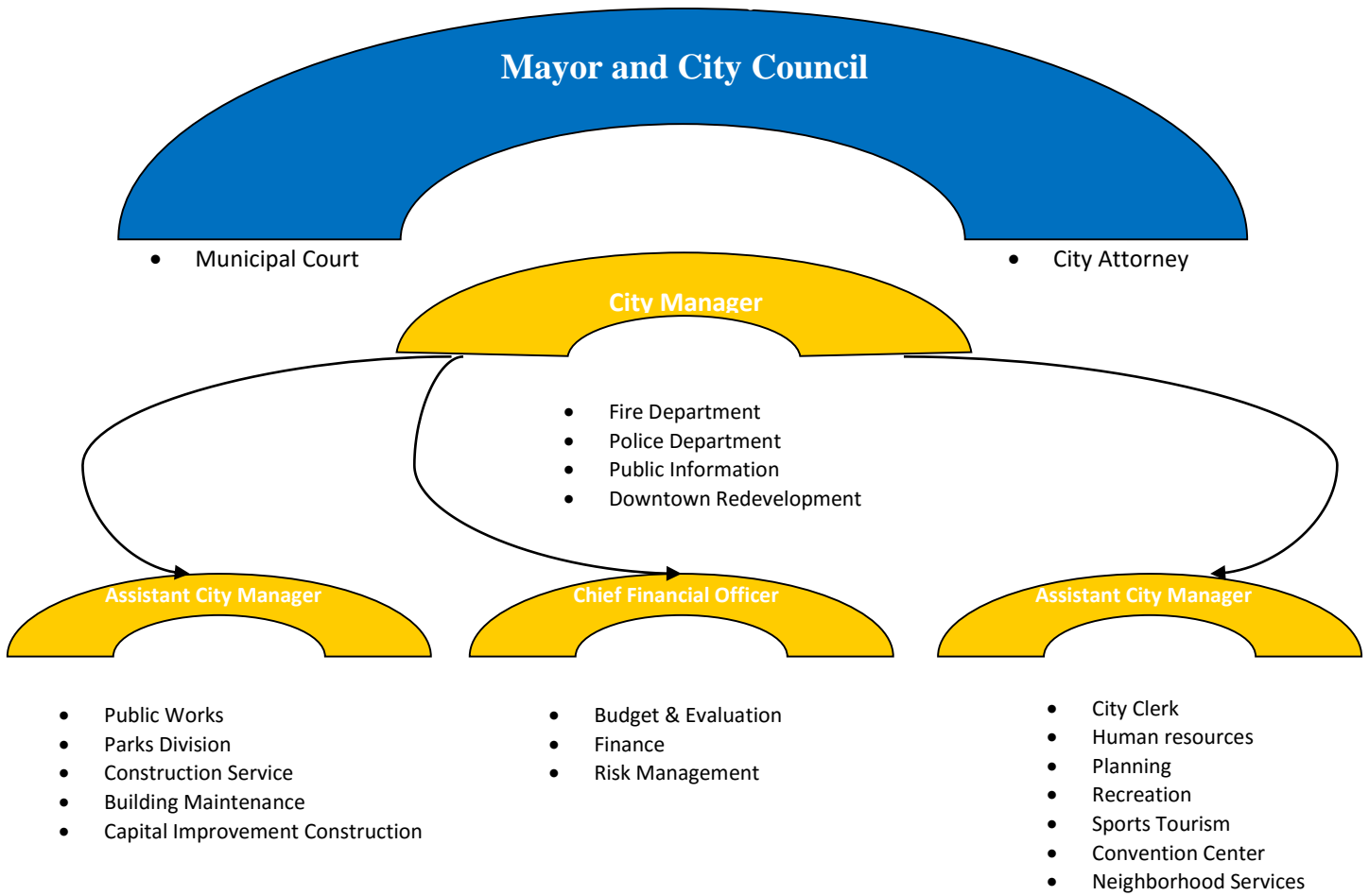
The City is a public agency. It is also a multi-million dollar corporation offering a diverse line of services and products. Residents and visitors receive traditional municipal services such as police protection; fire prevention and protection; well-maintained public parks and rights-of-ways; recreation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

### Citizen Participation and Voluntarism

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



# Organizational Chart







## Operating Environment: Property Tax

### Operating and Debt Service Millage

Property tax reform legislation adopted in 2006 limits the City's annual ability to raise millage rates to an amount equal to the annual increase in the Consumer Price index (CPI) plus the population growth rate based on U.S. Census estimates. Other increases are allowed only in specific circumstances, a 2/3 majority vote is required. For Fiscal Year 2016, the City maintained a millage rate of 74.5 mills. The adjacent chart compares Myrtle Beach tax millage to those of nine other South Carolina cities. Myrtle Beach and North Augusta are the lowest of the ten cities in terms of City millage.

### South Carolina Operating Millage Rates

City	City Millage
Myrtle Beach <sup>1</sup>	74.5
Charleston	80.3
North Augusta	74.2
Orangeburg	90.0
Greenville	89.4
North Charleston	95.0
Rock Hill	93.5
Spartanburg	105.0
Columbia	96.1
Anderson	118.0

<sup>1</sup> Total Tax Levy in the city of Myrtle Beach is 74.5 mills. The City applies a tax credit to offset the majority of the millage for operations—61.2 mills or 82.1%—on owner-occupied residential property, thanks to the implementation of a 1% Tourism Development Fee. Thus the resident pays a net rate of 13.3mills, of which 6.0mills are for debt service.

### Property Tax Burden Based on Median Home Price

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

### Property Tax Burden Comparison Chart

	Myrtle Beach	Greenville	Spartanburg	Charleston	North Charleston	Columbia
Median Home Price (2012)	\$170,400	\$200,500	\$121,100	\$253,800	\$138,300	\$163,500
Household Median Income (2013 - Adj. For Inflation)	\$35,779	\$40,793	\$33,129	\$51,737	\$39,322	\$41,344
Personal Real Estate Tax Burden based on Median Price (see note 1 above)	\$ 498 (456) \$ 40	\$717	\$509	\$815	\$526	\$628
Real Property Tax Burden as % of Median Income	0.11%	1.76%	1.54%	1.58%	1.52%	1.56%

Sources: US Census Bureau, 2010-2014 American Community Survey; Office of Budget & Evaluation.





## 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	54.65	59.05	113.70
Charleston	25.85	87.48	113.33
Spartanburg	31.86	49.83	84.17
Anderson	28.66	50.19	78.85
Rock Hill	21.58	44.82	66.40
Greenville	17.31	53.08	70.39
Columbia	30.30	40.90	71.20
North Augusta	18.01	31.27	49.28
<b>Myrtle Beach</b>	<b>17.39</b>	<b>28.63</b>	<b>46.02</b>
Orangeburg	15.59	23.48	39.07

*Source: Myrtle Beach Budget & Evaluation Office, Survey of South Carolina Water and Sewer Systems, September, 2015.*





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

### Household:

Based upon a house valued at \$224,000 and two cars valued at \$28,000 and monthly household water consumption of 7,500 gallons, a typical Myrtle Beach household will pay the City's General Government a Total of \$1,292.49 this year. This includes:

City Taxes	\$143.97
Water and Sewer charges	557.52
Storm water Fees	69.00
Solid Waste Fees	282.00
Tourism Development Fee	240.00
Annual Total	\$1,292.49



**If you are the typical City resident, your \$1,292.42 will buy any one of these things:**



One bullet-proof vest for a Police Officer or one Level A Hazardous Materials Response Suit

About 4.5 days' salary and benefits for an entry-level Police Officer or Firefighter or 200 ft. of fire hose

133 yards of new paving, 4 street signs or 36.5 feet of sidewalk.

72 children's books or 15 reference books for Chapin Library.

Four palm trees planted in medians or City parks



## What Can You Buy for \$107.71 per Month?\*

### 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, Development Review
- ✓ Neighborhood Services
- ✓ Construction Services
- ✓ Municipal Court
- ✓ Various Economic Development Services
- ✓ All Municipal Legislative, Management and Support Services

Total Cost of City Services:  
**\$107.71 Per Month**

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

**\$121.80**

*Based upon 21.0 gallon fuel capacity at \$2.32 per gallon*

### Compare With:

One evening out for two with dinner and a movie:

**\$ 108.64**

*Based upon entrée' price of \$19.95, including two drinks, taxes, tips and refreshments at the theater.*

One Month's subscription to Basic Cable TV & High Speed Internet Access:

**\$131.99**





## **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 1.2 mile long oceanfront boardwalk. The northern-most stretch of boardwalk is a traditional, raised boardwalk that meanders along the dunes leading into the central section, located next to Plyler Park and oceanfront businesses, and consisting of a wide plaza with shade sails and a crosshatched wooden deck. 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 the completion of miles of new walking and biking trails, extensive landscaping and lighting of public spaces and construction of a new multi-field sports complex at Grand Park.
- 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 and 82nd Parkway extensions, Farrow Parkway 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 center 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 Budget Office 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 Budget Office updates both mathematical specifications of trends and their resulting long-term projections each year.
- Updates are informed by study of economic projections of Waccamaw Regional Council and Charleston Southern University. This information helps to identify trends in independent variables in the deterministic models of City revenues and expenditures and to anticipate the likelihood and direction of short-term deviations from long-term trends.
- Revenue estimates are formulated so as to assume reasonable risk, but avoid overly optimistic projections.
- The City maintains operating expenditures within its ability to raise revenues. Annually recurring revenues must equal or exceed annually recurring expenditures.
- The City utilizes a mix of operating revenues characterized by (1) some sources that offer reasonable stability to support operation at continuous service levels and (2) others that provide the elasticity necessary for responding quickly to the challenges of a rapid growth environment. Toward that end, the City will use more economically sensitive revenues, such as business license fees, in the General Fund to allow more timely response to increased service demands during high-growth periods, and to ease the immediate burden on the ad valorem tax rate;
- stabilize the revenue base for payment of debt service and capital leases by utilizing a portion of the property tax levy for this purpose;
- avoid the use of non-recurring revenues to fund operations, using them instead to accumulate reserves or to fund capital improvements;
- use more volatile sources (such as building permits) to fund pay-as-you-go capital improvements.



### **Capital Improvements**

- The capital improvements program will not fund all community needs, but will fund high priority community growth projects in a variety of program areas.
- Existing infrastructure will be maintained and replaced as needed. The City will maintain or increase the use of pay-as-you-go funding, and will avoid the use of long-term debt for small projects (generally those under \$250,000) or those with a useful life of less than 20 years.
- Proceeds of new funding sources for the capital improvements program will be used for capital acquisition or to establish reserves for the renewal and replacement of existing capital assets.
- The first year of the five-year CIP will be the basis of formal fiscal year appropriations during the annual budget process.
- A projects monitoring team chaired by a representative of the City Manager's office and including all project managers for active projects will periodically review progress, issue progress reports, and coordinate new project resolutions and ordinances with the Budget Office 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 Budget Office 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
  - o 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.
  - o maintain current ratios of at least 2:1 in each City enterprise fund. (The current ratio is the ratio of unrestricted current assets to current liabilities other than the current liability for servicing long-term debt.)
- Generally, fund balances are allowed to accumulate for designated purposes or for the retention of sufficient working capital to retire routine operating obligations, given the expected cash flows of those funds. Excess fund balance amounts (in excess of the 20% threshold) in the General Fund may be appropriated for non-recurring expenditures such as capital acquisitions or capital improvements.
- Myrtle Beach invests excess cash in short-term treasuries, fully collateralized certificates of deposit and repurchase agreements, and the South Carolina Local Government Investment Pool administered by the State Treasurer's Office. For periods when the demand for cash exceeds receipts from revenues and other financing sources, these investments are partially liquidated in order to meet current financial obligations. Interfund loans from pooled cash and investments are occasionally used to offset temporary cash shortages in individual funds during the fiscal year. Interfund loans of this type must be satisfied within one year's time. The accompanying figure illustrates this policy.

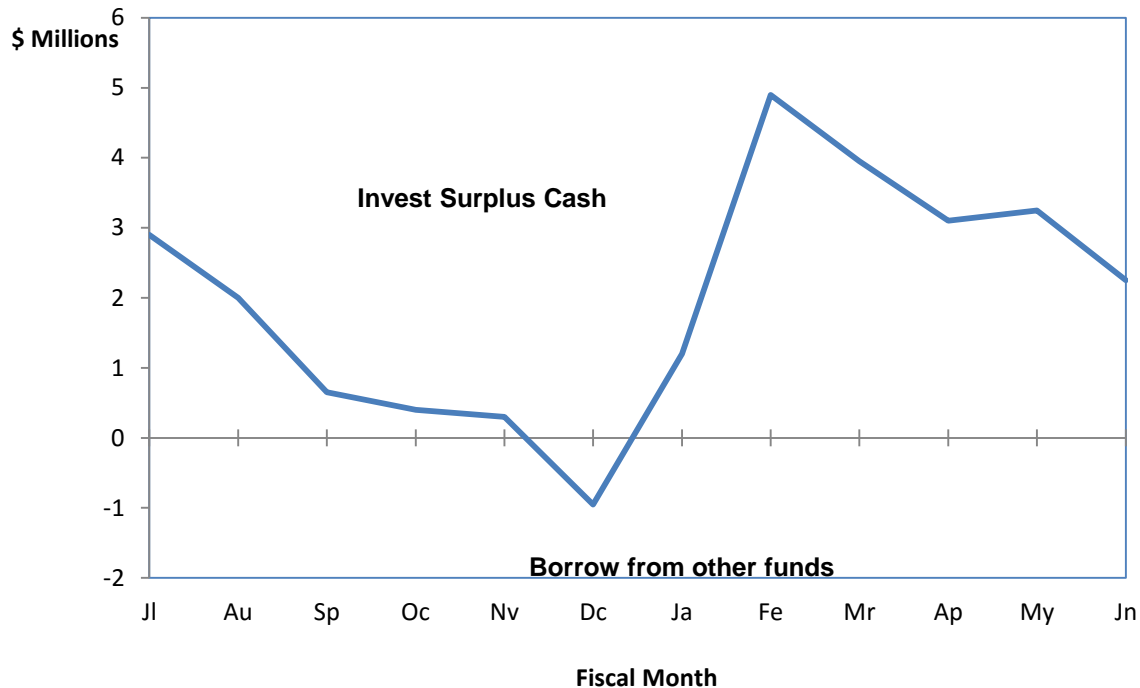
### **Interfund Transfers**

- The City does not use interfund transfers from enterprise or special revenue funds to subsidize the costs of City services provided by the General Fund.
- Interfund Transfers are allowed for direct or indirect cost allocation for services rendered by administrative and support service departments to enterprise or special revenue funds.
- Interfund Borrowing during the year is allowed in a manner compliant with the Moderate Working Capital policy described above, where the interfund borrowing is not prohibited by legal or contractual provisions. It is anticipated that any fund may have a balance "due to" other funds on its balance sheet some time during the year. However, interfund borrowing is an interim arrangement and interfund loans normally should not have a life beyond 90-180 days.
- Interfund Borrowing that cannot be repaid in such a timely manner may be indicative of a structural imbalance in the borrowing fund. If that is the case, the Budget Office 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, Councils may from time to time desire to appropriate from fund balances for public purposes.



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

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

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

### **Custodial Arrangements**

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

***Safekeeping Agent and Requirements.*** Securities belonging to the City of Myrtle Beach are held in safekeeping by a designated third-party agency, normally a bank's trust or safekeeping department. Securities will be fully registered in the name of the City of Myrtle Beach, and the safekeeping agent will supply receipts documenting the City's ownership of or pledged interest in the securities, stating (1) the name of the issuer and a description of the security, (2) the par amount, (3) the final maturity date, (4) the CUSIP number, (5) the date of the transaction, (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 these products is inconsistent with the City’s objectives for investment of working capital funds. They should never be used for this purpose.

The City’s financial management team are funds managers, not investors. The City’s funds can be adequately managed using more traditional products. In the interest of safety and of dealing with commonly known securities, any product more exotic than a straightforward treasury bond or note should be avoided. Any exceptions to this rule shall be authorized by City Council, as per bond ordinance.

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





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# **Total Budget Summary**

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**2015-16 Budget Summary & Comparison**

**City Staffing**

**Departmental Budgets**

**Capital Improvement Budget & 5-year Plan**

**Debt Management**





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## City of Myrtle Beach FY2015-16 Budget Summary and Comparison

	<b>FY2013-14</b>	<b>FY2014-15</b>	<b>FY2015-16</b>	<b>% Δ</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	
Governmental Operations	\$ 132,058,155	\$ 137,504,080	\$ 150,157,698	9.2%
Enterprise Operations	<u>35,384,854</u>	<u>35,782,275</u>	<u>35,394,747</u>	-1.1%
Total Operating Budget	<u>167,443,009</u>	<u>173,286,355</u>	<u>185,552,445</u>	7.1%
General Capital Projects	<u>13,353,765</u>	<u>5,213,220</u>	<u>14,039,346</u>	169.3%
Reconciling Items				
Enterprise Capital				
Projects	<u>3,568,000</u>	<u>3,646,500</u>	<u>4,705,000</u>	29.0%
Total Reconciling Items	<u>3,568,000</u>	<u>3,646,500</u>	<u>4,705,000</u>	29.0%
Less: Interfund Transfers	<u>(25,842,947)</u>	<u>(25,264,299)</u>	<u>(28,372,462)</u>	12.3%
Grand Total				
Appropriations	<u>\$ 158,521,827</u>	<u>\$ 156,881,776</u>	<u>\$ 175,924,329</u>	12.1%



# **FY 2015-16 Budget Statement of Revenues, Expenditures and Changes in Fund Balances/Fund Equity**

	Governmental Operating Budget	Enterprise Operating Budget
<u>Revenues and Other Financing Sources</u>		
Property Taxes	\$ 29,102,246	\$ -
Licenses and Permits	39,597,293	-
Fines and Forfeitures	1,256,575	-
Local Option Tourism Fees	25,140,000	-
Intergovernmental Revenue	12,594,317	-
Charges for Current Services	9,168,549	30,597,559
Miscellaneous Revenue	6,735,595	234,500
Proceeds of Long-term Obligations	-	-
Transfers from Other Funds	25,239,462	1,137,500
Capital Contributions	-	3,125,000
Net Use of Fund Balances	<u>1,323,661</u>	<u>300,188</u>
	<u>\$ 150,157,698</u>	<u>\$ 35,394,747</u>
<u>Expenditures/Expenses</u>		
General Government	\$ 10,655,144	\$ -
Public Safety	38,555,989	-
Transportation	6,130,058	-
Community and Economic Development	29,904,841	-
Culture and Recreation	17,855,644	838,081
Public Works	1,618,268	32,248,577
Capital Improvements & Acquisitions	3,322,719	70,000
Principal Retirement	7,810,020	-
Interest and Fiscal Charges	7,292,291	858,351
Bond Issuance Costs	-	20,000
Transfers to Other Funds	27,012,724	1,359,738
Increase in Fund Net Assets	<u>-</u>	<u>-</u>
	<u>\$ 150,157,698</u>	<u>\$ 35,394,747</u>
Add items previously appropriated and non-expense items		
Enterprise Capital Projects	-	4,705,000
<u>Less Interfund Transfers</u>	<u>(27,012,724)</u>	<u>(1,359,738)</u>
<b>Grand Total FY2016 Recommended Budget</b>	<b><u>\$ 123,144,974</u></b>	<b><u>\$ 38,740,009</u></b>



<b>Total</b>		
<b>Operating</b>	<b>General Capital</b>	<b>Total Manager's</b>
<b>Budget</b>	<b>Improvements</b>	<b>Recommended</b>
<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
\$ 29,102,246	\$ 505,000	\$ 29,607,246
39,597,293	500,000	40,097,293
1,256,575	-	1,256,575
25,140,000	-	25,140,000
12,594,317	859,250	13,453,567
39,766,108	-	39,766,108
6,970,095	192,000	7,162,095
-	9,800,000	9,800,000
26,376,962	1,995,500	28,372,462
3,125,000	-	3,125,000
<u>1,623,849</u>	<u>187,596</u>	<u>1,811,445</u>
<u>\$ 185,552,445</u>	<u>\$ 14,039,346</u>	<u>\$ 199,591,791</u>
\$ 10,655,144	\$ 424,846	\$ 11,079,990
38,555,989	-	38,555,989
6,130,058	-	6,130,058
29,904,841	-	29,904,841
18,693,725	-	18,693,725
33,866,845	-	33,866,845
3,392,719	13,614,500	17,007,219
7,810,020	-	7,810,020
8,150,642	-	8,150,642
20,000	-	20,000
28,372,462	-	28,372,462
<u>-</u>	<u>-</u>	<u>-</u>
<u>\$ 185,552,445</u>	<u>\$ 14,039,346</u>	<u>\$ 199,591,791</u>
4,705,000	-	4,705,000
<u>(28,372,462)</u>	<u>-</u>	<u>(28,372,462)</u>
<u><u>\$ 161,884,983</u></u>	<u><u>\$ 14,039,346</u></u>	<u><u>\$ 175,924,329</u></u>





## City of Myrtle Beach Staffing

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

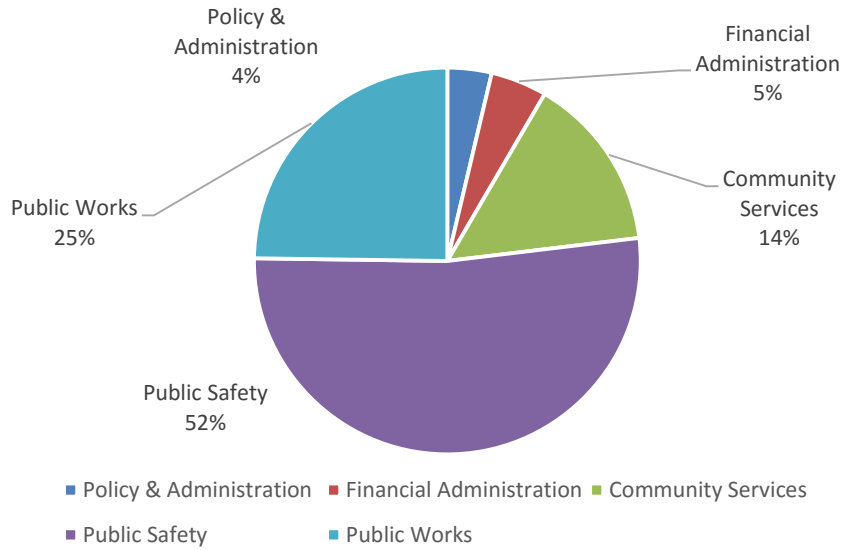
### Staffing Totals By Department

	2013-14	2014-15	2015-16	Net Change
<b><u>Community Services</u></b>				
Police	271	294	296	2
Municipal Court	18	17	17	-
Victim Witness/Advocate	3	3	3	-
Fire	158	159	169	10
Transportation	10	10	10	-
Parks	-	49	50	1
Recreation	129	72	73	1
Community Development	27	33	38	5
Water & Sewer	56	56	56	-
Convention Center	36	36	38	2
Golf Course	10	10	-	(10)
Sports Tourism	-	3	5	2
Solid Waste Management	30	32	32	-
Storm Water Management	<u>16</u>	<u>16</u>	<u>16</u>	<u>-</u>
<b>Total Community Services</b>	<b>764</b>	<b>790</b>	<b>803</b>	<b>13</b>
<b><u>Support Services</u></b>				
Policy & Administration	18	18	13	(5)
Financial Operations	37	37	43	6
Human Resources	6	6	6	-
Public Works Administration & Engineering*	<u>25</u>	<u>25</u>	<u>28</u>	<u>3</u>
<b>Total Support Services</b>	<b><u>86</u></b>	<b><u>86</u></b>	<b><u>90</u></b>	<b><u>4</u></b>
<b>Total Authorized Positions</b>	<b>850</b>	<b>876</b>	<b>893</b>	<b>17</b>

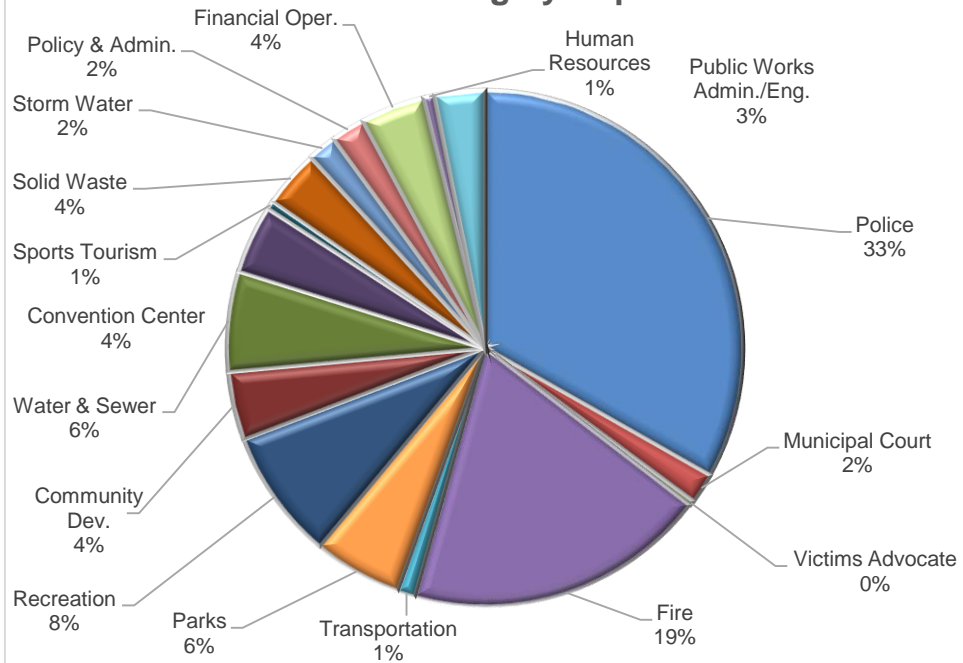
\* Includes 8 staff members from the Fleet Service Internal Service Fund



### 2015-16 Staffing By Division



### 2015-16 Staffing by Department







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## **Departmental Budgets**

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

**Policy & Administration Division** - The 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, provides for the municipal court, victim advocacy, and acts as the liaison with other governmental agencies, citizens, businesses, community groups, and the media.

**Financial Administration Division** - Financial Administration provides city-wide accounting services that include payroll, accounts payable, revenue collection, financial reporting and accounting, grants administration, and capital assets tracking. The division also manages the annual financial plan, the capital improvements plan, debt service, business licensing, utility billing and risk management.

**Community Services Division** - Community Services involve both organizational and community development and encompass human resources, planning, neighborhood services, recreational facilities and programming, the promotion of sports tourism and the Myrtle Beach Convention Center.

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

**Public Works Division** – Public Works responsibilities encompass 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, fleet maintenance, and construction permitting and oversight services.





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## **Policy & Administration**



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



## Policy & Administration



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

<b>Service</b>	<b>Budget / Positions</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Council</b>	\$597,238	\$586,180	\$639,359
Provides leadership and develops the strategic vision for the City of Myrtle Beach.	8	8	8
<b>City Manager</b>	\$1,048,396	\$1,084,720	\$982,285
The City Manager's Office is responsible for implementing Council's policy decisions, providing vision and leadership to the organization, and facilitating and directing the daily operations of City Government.	9	9	6
<b>City Attorney</b>	\$595,660	\$677,231	\$792,958
Legal representation or procurement of representation for the City of Myrtle Beach.	4	4	4
<b>Victims Advocate</b>	\$233,739	\$252,451	\$262,374
Provide information, support and advocacy for victims of crime throughout the criminal justice process.	3	3	3



	<i><b>FY 2013-14 Actual</b></i>	<i><b>FY 2014-15 Budget</b></i>	<i><b>FY 2015-16 Budget</b></i>
<b>Public Information</b>	\$136,874	\$139,991	\$194,650
Responsible for communication with the press, compliance with FOIA regulations, and general dissemination of information to the public.	1	2	2
<b>Municipal Court</b>	\$1,185,654	\$1,163,416	\$1,215,680
Operation of the Municipal Court fir the City of Myrtle Beach.	18	17	17
<b>Capital Outlay</b>	\$0	\$0	\$0
<b>Total Policy &amp; Administration</b>	\$3,797,621	\$3,903,989	\$4,087,306
	43	43	40





## **Policy & Administration Budget Formation**

The Policy & Administration Division budget increased 4.6% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- A \$34,000 increase in personal services attributable to a change in the City Clerk's work schedule from part-time to full-time during the current fiscal year.
- Contractual services increases of \$19,179 in the Council budget for election year expenses and the restoration of a second employee appreciation event that was cut in the 2010-11 budget.
- A \$49,436 increase in personal services allows for full-year funding for a Public Information Specialist, added during the 2014-15 fiscal year. The new position was added to allow the City to communicate more directly and frequently with the news media and other audiences, including residents, businesses and those at the state level, to better communicate Myrtle Beach's position on the issues. The additional help also will allow us to take advantage of affinity media (Facebook, etc.) opportunities.
- A \$5,000 increase in the Municipal Court computer equipment will allow for the purchase of six replacement computers.

### **Budget Decreases:**

- A net budget decrease in the Manager's budget of \$102,435 is the result of the transfer of Risk Management into a separate department, the transfer of the Internal Auditor to the Budget Office and the transfer in of the Chief Financial Officer.

### **Service Delivery Highlights:**

- Victim's Advocate performance data indicate a declining number of cases opened over the past five years, while the number of bond hearings and bench trials attended by Advocates have generally increased. The trend is indicative of the changing nature of the Victim's Advocate's workload and the needs of clients served. Caseloads include a growing number of transient clients who communicate by non-traditional means and an increase in the number of people requiring direct contact with the Advocate throughout the duration of a case.

### **Strategic Emphasis for 2015-16:**

- Direct and manage efforts to accomplish major initiatives of the City while maintaining continuing services at traditional high standards. Provide more information, including proof of performance. Communicate directly with critical audiences. Target traditional media with additional ideas.
- The Victim Advocate Division will focus on a careful review of the laws governing victim advocacy to use funds and expenditures within the law and propose to use



knowledge, experience, and positive relationships to overcome the difficulty in maintaining contact with transient victims.

## Demand and Performance Indicators

Measure	2010	2011	2012	2013	2014
<b>Public Information</b>					
Welcome Letters	n/a	n/a	n/a	53	46
News Releases	n/a	n/a	n/a	n/a	166
Proclamations	n/a	n/a	n/a	n/a	58
Emails (PIO)	n/a	n/a	n/a	n/a	8,800
30 minute radios shows each airing four(4) cumulus stations	n/a	n/a	n/a	n/a	52
<b>Municipal Court</b>					
Cases Filed	36,852	27,0574	27,780	26,607	27,669
Arrest Warrants Issued	2,103	2,123	3,014	2,982	2,809
<b>Victims Advocate</b>					
Cases Opened	2,960	2,772	2,741	2,744	2,457
Bond Hearings Attended	946	1,026	1,040	1,159	1,105
Bench Trials Attended	412	461	465	501	490
Pre-Trial Conference- Jury Trial	187	196	199	197	159







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## **Financial Management Division**



Budget & Evaluation Office  
Finance Department  
Risk Management



## Budget & Evaluation Office



Mission: The budget office develops and implements financial plans to facilitate operations and capital investments for the City and serves as the lead agency in the management of the City's debt portfolio.

<b>Service</b>	<b>Budget / Positions</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Budget &amp; Evaluation Office</b>	\$335,596	\$349,259	\$288,298
The Budget Office coordinates financial planning efforts and the annual budget process, including debt management and compliance programs.	3	3	3
<b>Capital Outlay</b>	\$0	\$0	\$0
<b>Total Budget &amp; Evaluation</b>	\$335,596	\$349,259	\$288,298



## Budget & Evaluation Budget Formation

The Budget & Evaluation Department budget decreased by 17.5% when compared to the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- An increase of approximately \$1,150 for professional memberships and educational travel related to the increased compliance emphasis described below.

### **Budget Decreases:**

- A net decrease of \$62,351 in personal services allocations as a result of the transfer out of the former budget director's position to the Manager's budget as Chief Financial Officer and the transfer in and reclassification of the former Internal Auditor position. The decrease also reflects filling the vacated Budget Director's position nearer the entry level.

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

- Changing financial and reporting standards and legislation are always a challenge and require diligent monitoring and adherence. Federal agencies have increased their compliance monitoring and have specified in greater detail what they will require of public sector issuers of debt. The IRS has focused on private use compliance, and the SEC on post-issuance filings of financial statements, supplemental information, and material event disclosure over the life of the debt.

### **Strategic Emphasis for 2015-16:**

- In connection with the reorganization of some financial functions, the former Internal Auditor position is being converted to a Financial Analyst position and will be responsible for all areas of compliance. This will include the traditional "internal audit" areas of compliance oversight with respect to city code, state code, and grant agreements of all kinds. It will also include administrative responsibility for the more systematic and detailed documentation of compliance with IRS regulations regarding private use of tax-exempt bond proceeds and SEC regulations concerning post-issuance filings. The incumbent in this position is a CPA and the increase in educational costs will help bring her current in these critical areas as well as contribute to her required continuing education.

### **City Manager's Comments:**

For the future, the Manager and the CFO will be concentrating upon development of current staff given current demands. This may mean, in the area of financial management, that the division of functions into Budget & Evaluation and Finance may no longer be the optimal structure to serve the City's needs. The Budget Office, which traditionally has been a part of the City Manager's Office, will likely transition into an Office of Planning & Compliance reporting to the CFO or to a department head. Recruitment into this area in future years will focus upon candidates with strong backgrounds in economics and financial management.



## Finance Department



**Mission:** To provide accurate accounting and financial reporting on the City's financial position and the results of operations; to ensure efficient collection of revenues and procurement of goods and services; and to plan, install, and manage the City's use of computer resources.

### Budget / Positions

Service	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget
<b>Administration</b>	\$528,392	\$558,918	\$580,243
Responsible for the management of the Finance Department and the City's general accounting services, such as accounts payable, payroll, procurement, federal and state mandated reporting, preparation of the Comprehensive Annual Financial Report, overseeing and coordinating the efficient collection of revenues in utility billing, business license, hospitality, and local accommodations fees, and overseeing and coordinating automated financial systems.	4	4	4
<b>Business License</b>	\$385,964	\$375,364	\$401,951
Enforce business license, hospitality, and local accommodations ordinances and ensure efficient collection of these fees.	6	6	6



	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Purchasing</b>	\$513,046	\$514,220	\$502,827
To provide for the fair and equitable treatment for the purchase of supplies, materials, equipment, and contractual services required by any office, department, or agency of the City, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of quality and integrity.	7	7	7
<b>Information Systems</b>	\$926,065	\$987,168	\$975,640
The IS division is responsible for hardware, software, infrastructure and telecommunication for the data systems of the City and its users. They provide support and training of City personnel, installation and maintenance of computers, and backup storage of all City data.	8	8	7
<b>Accounting</b>	\$526,660	\$522,255	\$525,519
Provides general accounting services, such as monthly general ledger entries recording revenues and expenditures not recorded automatically through the cashier window, authorization and documentation for payment of the City's liabilities, distributing accounts payable checks, payroll and related reports.	8	8	8
<b>Utility Billing</b>	\$419,826	\$417,846	\$457,661
Responsible for the billing, collection, and deposit of all City monies for water/sewer, storm water and solid waste billing and collection services.	4	4	4
<b>Capital Outlay</b>	\$0	\$0	\$82,500
<b>Total Finance Department</b>	\$3,299,953	\$3,375,771	\$3,526,341
	37	37	36



## Finance Budget Formation

The Finance Division budget increased by 4.5% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- A \$31,200 increase in professional fees in the Utility Billing department will cover annual maintenance on a new automated phone system. Additionally, a one-time capital outlay of \$47,500 covers the purchase of the IVR hosted automated phone system.
- A \$35,000 allocation for replacement of the 20-year old forklift in the purchasing department.
- A \$20,000 increase in the equipment maintenance and repair line-item in the purchasing department for replacement of the current fuel tracking and dispensing system with an upgraded version of the current GAS Boy system.

### **Budget Decreases:**

- A decrease of \$11,500 in the IS department budget is the result of the change in billing practice for GIS pictometry fly over contractual services from multi-year to an annual allocation.
- A decrease of approximately \$42,000 in the purchasing department personal services budget is attributable to funding the current director's position closer to the entry level.

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

- The Utility Billing department services approximately 18,400 accounts annually. There are 3 customer service representatives and 1 supervisor serving the accounts, which translates to approximately 4,500 customers per individual. Current operations require direct contact with each customer, whether making payment at the service counter or by phone, which can take considerable time during peak hours. The IVR hosted system included in the FY 2015-16 budget, will provide an automated menu, available 24 hours, that will allow a customer to call in and inquire about an existing account or make a payment through the system without waiting for a customer service representative. The system has the capability to send out cut-off deadline reminders, potentially avoiding cut-offs due to late payment. The "call out" feature would be available to other City departments and provide the ability to make automated notifications of emergencies, meetings, etc.
- The Purchasing department manages an average of 434 purchase orders annually. Purchase order processing currently requires departments to send a paper requisition request into Purchasing and Purchasing must then create a purchase order through the computer. Information System is in the process of automating these procedures, allowing online creation, editing and approval of purchase requisitions.



- Approximately 7,590 business licenses were issued in FY15, generating over \$19,000,000, making it the second largest funding source for the General Fund.

**Strategic Emphasis 2015-16:**

- Improve customer service, efficiency of operations, and communications with customers in emergency situations by implementing the IVR Hosted automated telephone system.
- Automate our purchase requests and purchase orders through an online system which should be a more efficient and time saving process and cut down on paper being exchanged.
- Upgrade the Gas Boy fuel tracking and dispensing system.

**City Manager's Comments:**

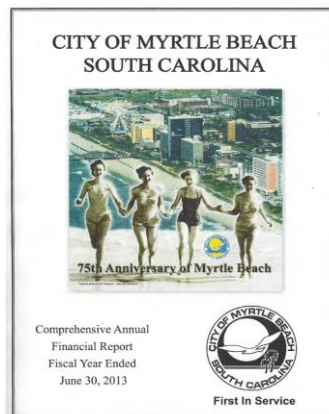
The addition of the IVR hosted system offers a significant customer service benefit without adding personnel. It addresses the problems that can occur when customer services representatives are busy but calls continue to come in. This happens more and more frequently, as the City has added 3,900 water and sewer accounts (a 27.2% increase) since the last time a customer service representative was added.

Future focus in this area includes preparation for potential implementation of a new financial software system (CIP) to replace the system that is currently 20+ years old, and the development and implementation of programs to prepare and/or recruit personnel capable of continuing to produce award-winning financial statements and meet the City's other financial management objectives.



## Demand and Performance Indicators

Measure	2010	2011	2012	2013	2014
Business Licenses Issued	7,117	8,577	7,522	7,475	7,261
Utility Accounts	17,245	17,479	17,791	18,188	18,348
Hospitality Accounts Collected Monthly	1,005	1,085	1,126	1,136	1,147
Accounts Payable Checks Processed	15,020	12,415	12,193	11,629	12,547
Payroll Direct Deposit Vouchers & Checks Processed	27,919	26,218	26,677	27,286	28,200
Purchase Orders Completed Annually	488	387	464	443	391





## Risk Management



**Mission:** The Risk Management Office is 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.

<b>Service</b>	<b>Budget / Positions</b>		
	<b><i>FY 2013-14 Actual</i></b>	<b><i>FY 2014-15 Budget</i></b>	<b><i>FY 2015-16 Budget</i></b>
<b>Risk Management</b>	\$0	\$0	\$230,842
The Risk Management Office is 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.	-	-	3
<b>Capital Outlay</b>	\$0	\$0	\$0
<b>Total Risk Management</b>	\$0	\$0	\$230,842



## Risk Management Budget Formation

This function has been separated from the City Manager's office for the first time in FY 2015-16.

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- Due to the recent separation of the Risk Management function, increases will not be apparent, however the increases versus amounts previously funded for Risk Management purposes include \$1,000 for training videos, \$500 for continuing education and \$500 for uniforms for the Safety Coordinator.

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

- The safety program has helped to reduce the number of workers' compensation claims and early intervention on workers comp claims has resulted in faster closing ratios.
- Safety training for new employees is a regular part of the orientation process and the loss prevention program is supporting efforts of the Risk Management Department.

### **Strategic Emphasis for 2015-16:**

- Emphasis will be on increased Safety Training at all levels of the organization and implementation of a "Train the Trainer" program.
- The department will also consider the value of Safety Incentive Programs and develop proposals as appropriate.

### **City Manager's Comments:**

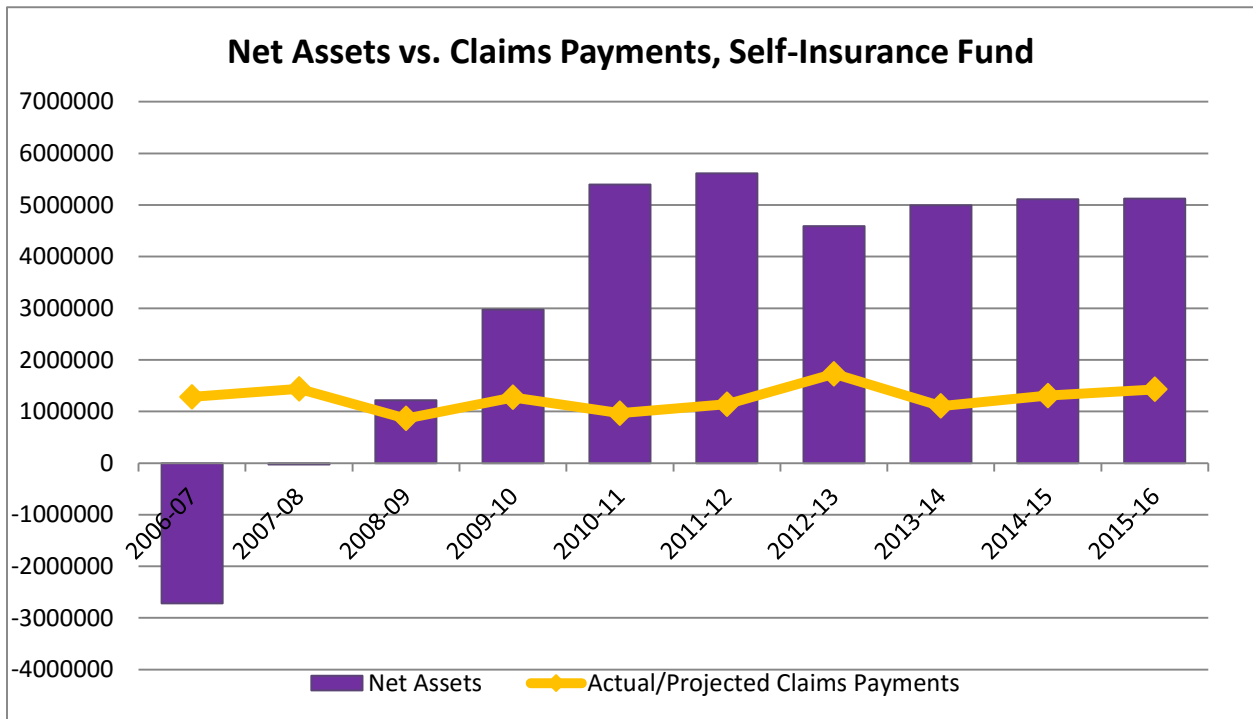
Total self-insurance program costs have hovered around \$3.5 million per year for the past five years, down from a peak of nearly \$5.5 million in 2006-07. As the graph on the following page shows, claims payments have varied within a narrow range for the past 10 years. As a result the City has been able to build and sustain a reasonable claims reserve while reducing total program costs.

For 2016 and coming years, this program will focus upon developing and implementing comprehensive safety programs, including incentives and safety measures to be included in annual performance evaluations. The Risk Manager will also be working with the CFO to investigate health insurance options with the objective of reducing the City's exposure while maintaining equivalent benefits to current and future employees.



## Demand and Performance Indicators

Measure	2012	2013	2014
Number of Safety Training Hours	3,626	3,276	3,699
Number of Safety Classes Conducted	33.0	29.0	31.0
Number of Claims (all lines)	153	147	117
Number of workers comp claims	103	92	84







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## **Community Services Division**



Human Resources  
Neighborhood Services  
Planning  
Recreation  
Chapin Memorial Library  
Sports Tourism  
Myrtle Beach Convention Center



## Human Resources



Senior Job and Volunteer Assistance Fair

**Mission:** Committed to serving the citizens of Myrtle Beach, its employees and elected officials with timely, efficient and accurate employee and labor relations services and providing 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. It is our belief that every person who walks in the door or who calls on the phone is important and should be treated as such.

### ***Budget / Positions***

<b><i>Service</i></b>	<b><i>FY 2013-14 Actual</i></b>	<b><i>FY 2014-15 Budget</i></b>	<b><i>FY 2015-16 Budget</i></b>
<b>Human Resources</b>	\$743,765	\$823,626	\$926,719
The Human Resources department 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</b>	\$743,765	\$823,626	\$926,719



## Human Resources Budget Formation

The Human Resources Department budget increased by 12.5% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- An increase in professional services of \$60,000 for a Job Classification and Compensation study. The City's job classification (titles) need to be reviewed and updated to accurately reflect the work being performed by each employee and should be maintained to describe the classification and determine its relative value to the organization internally. From a compensation perspective, the study will enable us to develop a pay plan that is competitive with the market and internally equitable with other classifications in our system.
- A \$1,800 increase in office supplies to publish updates to Employee Handbook.
- A \$5,000 increase in the advertising budget to cover the cost of advertising vacant positions.
- A \$20,000 increase in software fees will cover the cost of automating the job application process.

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

- The number of allocated positions has increased, increasing demand to recruit, screen, hire and process new hires. Separations of regular full-time and temporary employees have also increased steadily. These events result in a large volume of paperwork. Automation of the application and on-boarding system is expected to create efficiencies in the process.
- Our efforts to retain good employees and support them in performing their current jobs and preparing for the future includes more training opportunities, a meaningful performance evaluation system, an accurate and reliable classification and compensation system, effective communication and recognition systems.

### **Strategic Emphasis for 2015-16:**

- Focus efforts in minority recruitment and strengthen the City's workforce diversity and capabilities in meeting current and future challenges.
- Facilitate city-wide and organization development for support of next generation of leaders through assessment, program development, training and education, improved performance appraisal system, diversity efforts, etc.

### **City Manager's Comments:**

FY 2015-16 will be a year that we focus on an organization wide succession planning and emphasize organizational development.

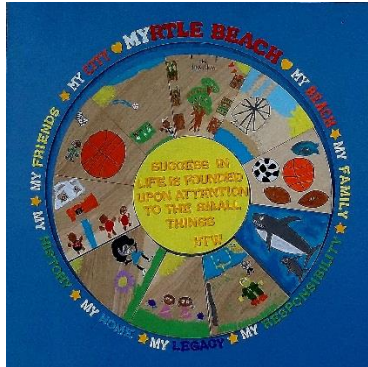


## Demand and Performance Indicators

Measure	2010	2011	2012	2013	2014
Number of New Hires (RF)	37	70	54	74	83
Number of New Hires (PT)	89	104	125	112	133
Number of Terminations (RF)	60	59	51	61	84
Number of Terminations (PT)	67	70	83	85	118
Attended Benefit Meetings			724	746	740
Number of Training Classes Offered			22	28	23
Attendance at Training Classes			192	271	170
Number of Jobs Advertised		132	182	244	238
Number of Applications Received		3638	5186	3876	2988
Number of Job Fairs Attended	22	15	18	10	10
Turnover Rate	6.55%	7.29%	6.25%	7.41%	10.13%



## Neighborhood Services



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

	<i><b>FY 2013-14 Actual</b></i>	<i><b>FY 2014-15 Budget</b></i>	<i><b>FY 2015-16 Budget</b></i>
<b>Neighborhood Services</b>	\$0	\$0	\$221,828
Responsible for coordination of neighborhood outreach, community services, and the administration of the Community Development Block Grant.	-	-	3
<b>Capital Outlay</b>	\$0	\$0	\$0
<b>Total Neighborhood Services</b>	\$0	\$0	\$221,828



## Neighborhood Services Budget Formation

This function has been separated from the Planning Department's office for the first time in FY 2015-16.

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- Due to the recent separation of the Neighborhood Services department, increases will not be apparent, however the increases versus amounts previously funded include the addition of one new position to expand departmental presence in the City's neighborhoods.

### **Strategic Emphasis for 2015-16:**

- The Department will focus on neighborhood engagement and developing and supporting resident-led neighborhood alliances.
- Major initiatives include the youth work readiness training, job referrals and placement program, staging of the Quarterly Neighborhood Empowerment Workshop Series (Q-NEWS), and the formation of a multi-department taskforce to accommodate a more organized method of addressing neighborhood quality of life issues.



## Planning Department



Mission: The Planning Department administers the City's programs for managing future development so as to provide for diversified economic base and quality environment for all residents and visitors; it provides comprehensive, neighborhood and corridor planning; and also provides staff support to City boards and commissions.

<b>Service</b>	<b>Budget / Positions</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Planning</b>	\$790,045	\$839,151	\$644,818
Provides administrative and planning services for Subdivision Administration, Zoning Annexation, Neighborhood Services Initiatives, Urban Design, and Committee Support for Planning Commission, Tourism Committee, etc.	8	8	6
<b>Capital Outlay</b>	\$0	\$0	\$0
<b>Total Planning</b>	\$790,045	\$839,151	\$644,818



## Planning Budget Formation

The Planning Department budget decreased by 12.5% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- While the overall budget has decreased due to reorganization, the department has expanded to include a new Planning Technician position with personal service costs of \$56,000.

### **Budget Decreases:**

- The overall decrease in the departmental budget is a result of shifting Neighborhood Services and the administration of the Community Development Block Grant (CDBG) program to the newly formed Neighborhood Services department beginning with the 2016 fiscal year.

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

- During FY 15/16 a significant increase in public meetings (200+ additional) is anticipated. This will be driven by both a growing commitment by the city to become more engaged in the redevelopment of commercial areas and the increased activities of the standing committees of Tourism, Cultural Arts, and Bike and Pedestrian.
- As the Planning Department staff continues to respond to growing demands for the economic revitalization needs of our commercial areas, we must also prepare for the succession challenges of our professional staff. In doing so it will be important to both nurture the improvement of skills and assets of the current staff and to create opportunities for staff advancement that ensures the city's capacity to retain those resources we have invested in over the last decade.

### **Strategic Emphasis for 2015-16:**

- Continue to foster an effective partnership between staff and the community and improve the responsiveness of the city to the priorities defined by standing committees and organizations as they focus on the goals they have been commissioned to address by City Council.
- The department will focus on establishing structural changes in staff assignments and duties to expand capacity and address growing needs of our boards and commissions, to support diversified economic development, and to create cross-training opportunities to broaden staff skill sets.
- Creating an organizational structure that provides opportunities for diverse application of skills and participation in a variety of challenging team-driven assignments will significantly aid in retaining the maturing skills of existing staff and provide a stimulating work environment that attracts the best of young professionals.

### **City Manager's Comments:**

A major emphasis in 2015-16 will be managing expected upcoming departures in the next few years.



## Demand and Performance Indicators

<b>Measure</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Planning Commission Meeting Convened	40	24	21	23	24
Annexations	13	3	6	4	3
Rezoning & Text Amendments	22	41	13	26	45
Encroachments	5	6	7	9	9
Permits Issued	2,931	3,377	4,081	4,483	5,160



## Recreation Services



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

<b>Service</b>	<b>Budget / Positions</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Administration</b>	\$389,044	\$387,320	\$283,142
Manages Recreation Division, supervises departmental management staff, provides administrative support for Recreation, & Convention Center, monitors departmental budgets and makes presentations, reports to Senior Management.	4	4	3
<b>Historic Colored School</b>	\$17,620	\$20,571	\$20,625
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>	\$28,659	\$37,244	\$41,078
Listed on the National Register of Historic Places. Train Depot was built in 1937. In 2004 the depot was restored and reopened as a space available to rent for events and gatherings.	-	-	-



	<i><b>FY 2013-14 Actual</b></i>	<i><b>FY 2014-15 Budget</b></i>	<i><b>FY 2015-16 Budget</b></i>
<b>Myrtles Market</b>	\$7,434	\$2,750	\$3,700
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>	\$5,613,697	\$5,933,615	\$6,106,888
Provide 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 4 Rec. Centers, 2 athletic field complexes, 1 tennis center, 2 indoor swimming pools, sports leagues, aquatics programs, after school programs, and youth summer sports programming.	55	56	59
<b>Baseball Stadium</b>	\$125,677	\$196,501	\$188,678
Pelicans Ballpark is home to the Myrtle Beach Pelicans, a class A Advanced Affiliate of the Chicago Cubs.	-	-	-
<b>Capital Outlay</b>	\$11,652	\$48,214	\$51,000
<b>Total Recreation Division</b>	\$6,193,783	\$6,626,215	\$6,695,111
	59	60	62



## Recreation Budget Formation

The Recreation Division budget increased by 1.0% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- The Train Depot budget increase is the result of an increase of \$500 in Janitorial costs and \$3,600 for the purchase of tables, chairs and other supplies for events.
- A \$750 increase in the Myrtle's Market budget for hosting special market events to entice new vendors and customers.
- The Recreation Department budget includes a \$20,000 increase in the Recreation budget to cover rising field lighting utility costs, a \$75,000 increase for maintenance and repair of aging facilities and \$30,000 in net personal services increases to fund two Field Maintenance Workers.

### **Budget Decreases:**

- A net decrease of \$86,300 in the Administration department personal services budget is due to the transfer of the Parks Division supervisor to Public Works.
- The \$7,823 overall budget decrease in the Baseball Stadium budget is a result of indirect cost and insurance premium reductions.

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

- Base Recreation Center & Canal Street Center Rentals are on the rise due to affordability, however program participation at Base Recreation is down due to limited staffing and hours of availability.
- Numbers in sports fluctuate based on complex construction years and field availability as we accommodate more Sports Tourism events.
- Youth Sports participation has been affected by the opening of Horry County Recreation Centers. More non-city youth are participating in the County programs.
- Crabtree Gym & Pepper Geddings Fitness Program numbers have increased due to diverse staff talents and focusing on community fitness; however membership use & daily use have decreased due to more competition from other local gyms (Planet Fitness, Fitness Edge, American Health) and Silver Sneakers Programs.
- Tennis Center numbers have increased with the addition of Pathway programs for youth and adult skill development.
- Aquatics numbers continue to rise with the addition of Recreational Swim Team programs that focus on skill development, fun and local competition.
- Game and Team Totals continue to rise due to the field demands of Sports Tourism events.
- Train Depot rentals for weddings, parties, reunions, training, and business meetings continue to increase.



**Strategic Emphasis for 2015-16:**

- Develop a planning unit to aid in prioritizing Recreation facility usage. Optimize facility utilization for Recreation programming and Sports Tourism events through a balanced service provision.
- Organize a planning session for the evaluation of existing recreation infrastructure and development of a 5 year renewal and replacement plan. Public demand for recreation, combined with aging recreation facilities and high facility use creates a need for extensive maintenance & repair in order to operate safe, clean facilities.
- Continue to support healthy communities initiatives through innovative programming.
- Use recommended increases to handle growing workloads especially in maintenance areas.

**City Manager's Comments:**

With such growth, we will continue to balance services with demands. The added field maintenance positions will help a lot.





## Demand and Performance Indicators

	2010	2011	2012	2013	2014
<b>Measure</b>					
Participation in Youth Sports	2,509	2,764	2,341	2,108	1,972
Recreation Facility Memberships Sold	5,130	6,210	5,698	5,593	5,698
Participation in Adult Sports	3,303	3,626	3,240	3,148	3,462
Base Recreation Center Rentals	134	127	180	220	244
Base Recreation Program Participants	25,359	19,752	19,752	17,267	15,182
Canal Street Center Rentals	143	229	222	177	265
Canal Street Program Participants	319	256	145	140	134
Canal Street Member Visits and Walk Ins	6,628	5,808	6,319	7,817	9,495
Crabtree Program Participants	9,664	10,054	11,545	19,457	19,445
Crabtree Member Visits and Walk Ins	111,936	97,702	96,362	85,635	80,567
Tennis Center Totals	9,861	12,137	11,634	17,987	16,370
Aquatics Totals	22,781	25,084	33,411	41,924	46,609
Pepper Geddings Program Participants	11,815	16,707	16,778	19,297	17,348
Pepper Geddings Member Visits and Walk Ins	66,588	82,721	72,721	69,967	60,055
Youth Program Participants (5x/wk)	507	519	454	477	457
Games Played on City Fields	7,681	7,583	8,709	10,912	11,821
Teams Played on City Fields	2,511	2,516	2,994	3,945	4,119
Train Depot Rentals	100	112	148	159	167
Pelicans Ballpark Rentals	n/a	n/a	43	20	37
CCU Games	n/a	n/a	13	33	30
Shadrack Days	n/a	n/a	58	65	107



## Chapin Library



**Mission:** Chapin Library enriches 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 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Library</b>	\$1,119,449	\$1,153,865	\$1,169,625
The library provides traditional library offerings and youth services for those from birth to age 17 with materials and programming, business center functions, adult programming, access to computers, technology loans, online digital & reference resources, and local history & genealogy assistance.	12	11	11
<b>Capital Outlay Requests</b>	\$40,000	\$0	\$0
<b>Total Chapin Library</b>	\$1,159,449	\$1,153,865	\$1,169,625



## Library Budget Formation

The Library budget increased by 1.3% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- An increase of \$13,900 for the purchase of new shelving and tables.
- An increase of \$30,000 in personal services was included to fund a temporary Buildings and Grounds Control position.

### **Budget Decreases:**

- Small decreases in janitorial costs, software license fees, and small tools resulted in \$9,400 in reduced appropriations.

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

- Recent services include loaning tablets & netbooks, Polaris Leap (mobile access library system), and Polaris Fusion (digital content management system).
- Challenges include an outdated service desk, dated facilities and overcrowding.

### **Strategic Emphasis for 2015-16:**

- Increase marketing for library services with emphasis on technology.
- Offer additional programming for Youth Services with special emphasis on Teens.
- Improve organization and spacing by weeding out and shifting current inventory and installing new shelving to reduce overcrowding.
- Continue to digitize materials to add to our virtual collection.

### **City Manager's Comments:**

The library and its staff have done a great job in coping with the challenges associated with the digital world.



## Demand and Performance Indicators

Measure	FY 2010	FY 2011	FY 2012	FY 2013	FY2014
Registered Users	27,724	30,460	26,814	23,881	27,426
Library Visits	130,306	115,158	107,721	105,908	103,986
Sessions on Public Computers	46,050	35,268	46,486	43,983	36,574
Annual Number of Wireless Sessions	N/A	N/A	N/A	N/A	10,832
Total Physical Circulation	206,909	165,999	160,015	159,689	178,800
Library Summer Reading Participation	2,573	2,590	2,241	2,705	2,767
Support form Horry County	10,000	10,000	10,000	35,000	35,000
Support from Other Sources	400	400	400	1,400	73,571



## Myrtle Beach Convention Center



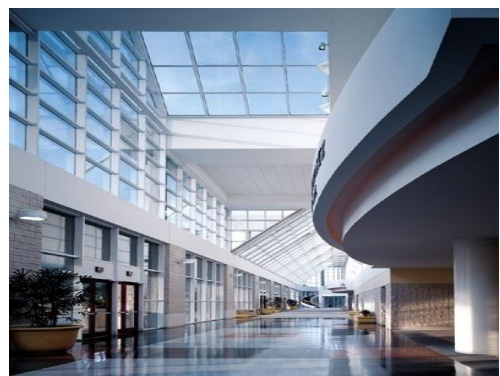
**Mission:** The mission of the Myrtle Beach Convention Center is to create economic benefits for the community through the booking of events that attract out-of-town visitors and to provide a clean and safe full-service convention facility with a professional and friendly staff. The center provides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

### ***Budget / Positions***

<b><i>Service</i></b>	<b><i>FY 2013-14 Actual</i></b>	<b><i>FY 2014-15 Budget</i></b>	<b><i>FY 2015-16 Budget</i></b>
<b>Administration</b>	\$888,209	\$897,881	\$950,616
Responsible for the administrative services and the overall management and direction of Myrtle Beach Convention Center facility.	3	3	3
<b>Convention Services</b>	\$351,012	\$348,904	\$426,177
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.	5	5	6
<b>Convention Center Sales &amp; Marketing</b>	\$1,123,658	\$1,181,914	\$1,209,101
Responsible for the marketing and sale of space at the convention center and the coordination of events for our clients.	9	9	9



	<b><i>FY 2013-14 Actual</i></b>	<b><i>FY 2014-15 Budget</i></b>	<b><i>FY 2015-16 Budget</i></b>
<b>Convention Center Operations</b>	\$2,175,563	\$2,115,271	\$2,354,960
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; operation of the HVAC system, wireless internet and various other utilities.	19	19	20
<b>Capital Outlay</b>	\$0	\$0	\$471,000
<b>Total MB Convention Center</b>	\$4,538,442	\$4,543,970	\$5,411,854
	36	36	38





## Myrtle Beach Convention Center Budget Formation

The Convention Center budget increased by 19.1% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- An allocation of \$471,000 for renovation of ballrooms.
- An increase of \$56,500 In the Convention Services Department will fund the addition of one full time employee to provide additional security to control vehicular and pedestrian traffic in unauthorized areas. This will eliminate visitors parking in employee spaces or load in areas to avoid paying for parking.
- An increase of \$98,200 in the Operations Department will fund a four person cleaning crew consisting of one full time supervisor and three part time staff members. This crew will work mainly during non-event hours so as not to interrupt people during the actual event.

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

- The industry views convention center annual exhibit hall occupancy of 70% to be one trigger point to consider expansion. During the past five years, the Myrtle Beach Convention Center has averaged exhibit hall occupancy of 63%. Similar sized facilities located in less desirable destinations rarely exceed 50%.
- With the remaining date availability, we are challenged to move the needle much further than 65% in any particular year. Our success at cultivating repeat business is in part due to the lure of the destination. The numbers of events remain steady, as do the number of hotel room nights generated and total attendance.
- While current convention center performance is very successful, further attempts to increase attendance and room nights would require displacement of current clients (due to availability), and demand by much larger events hasn't materialized. Unless economic conditions worsen, we anticipate similar performance in the next five years.

### **Strategic Emphasis for 2015-16:**

- Increase routine maintenance and cleaning to insure customer expectations are exceeded.
- Create and implement a customer service training module that is Convention Center and destination specific, aimed at better equipping the employee and improving the attendee's experience.
- Increase revenues by creating and introducing new opportunities for customer event marketing and increased volume and pricing in public parking.
- Facilitate a much needed Ballroom and Meeting Room makeover.
- Encourage dialogue that considers options for future expansion of the center.

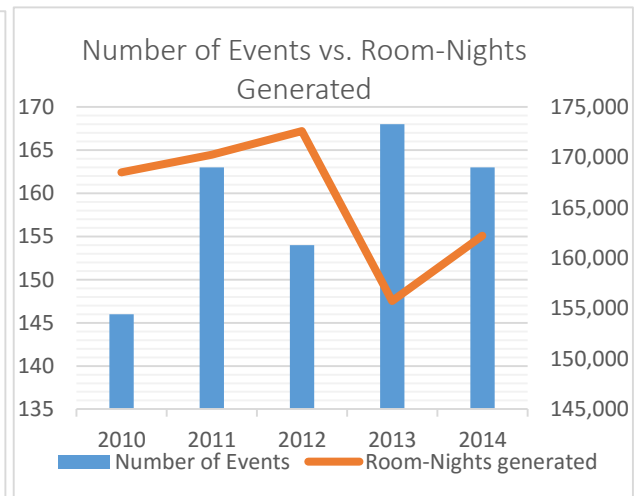
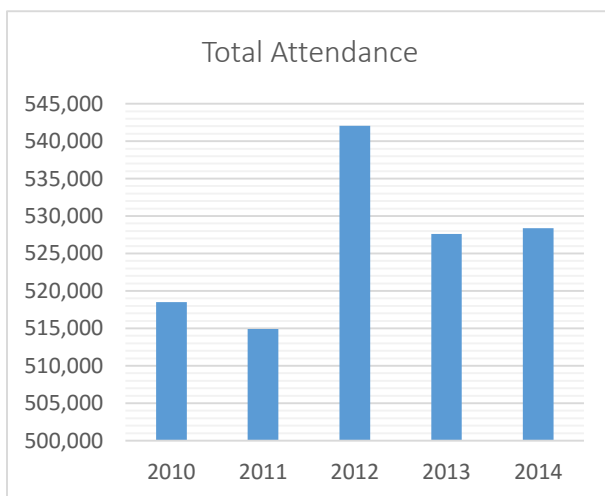


### City Manager's Comments:

In an effort to meet the demand the added cleaning crew is desperately needed. While the Convention Center is a great facility it is aging and we should anticipate having to make investments to the facility as items break down.

### Demand and Performance Indicators

Measure	2010	2011	2012	2013	2014
Number of Events	146	163	154	168	163
Room-Nights generated	168,500	170,250	172,600	155,750	162,200
Total Attendance	518,500	514,900	542,075	527,600	528,400
% Occupancy of the Convention Center	64%	62%	65%	63%	62%





## 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 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Sports Tourism</b>	\$524,302	\$627,732	\$873,144
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.	3	3	5
<b>Myrtle Beach Sports Center</b>	\$0	\$0	\$1,172,902
Marketing, management, and operation of the Myrtle Beach Sports Center.	-	-	-
<b>Capital Outlay</b>	\$0	\$0	\$80,524
<b>Total Sports Tourism Division</b>	\$524,302	\$627,732	\$2,126,570
	3	3	5



## Sports Tourism Budget Formation

The City operated Sports Tourism function has been separated from the Recreation Division for FY 2015-16 and first full year of operation of the Myrtle Beach Indoor Sports Center is included in FY 2015-16 budget.

### **Budget Increases:**

- A \$240,000 increase for temporary wages increase in the City's Sports Tourism department will accommodate the growing number and length of sports tourism events.
- An \$8,000 increase in maintenance and repair costs for concession stand equipment now in use at Grand Park fields 4-7 and as a result of normal equipment wear.
- The \$20,000 professional fees budget increase will fund a study to determine the renovation of seating and amenity needs at Doug Shaw Memorial Stadium.

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

- Sports Tourism and sports facility rentals have experienced growth, both in terms of the number of events as well as the size of events, year after year. A key underlying factor for that growth is the guest experience while in MB and on City venues. The addition of a supervisor position to manage the growing workload of scheduling and supervising front line staff and assisting event owners with their pre-planning and event execution will allow the City to maintain a positive guest experience.
- Our greatest area for sports tourism growth is likely at the Ned Donkle Field Complex. Upgrades to fencing and concessions can attract additional youth softball events.
- Doug Shaw Memorial Stadium also has room for growth. The City's recent agreements with Coastal Carolina University and Coach O Event Management have positioned us to increase the size of our existing collegiate spring track & field meets and training weeks.
- At the Grand Park Athletic Complex, we continue to refine the schedule, adding larger, more diverse events to take the place of more locally based tournaments.

### **Strategic Emphasis for 2015-16:**

- The focus will be on the guest experience and growing relationships and business with current partners. The alliance with HGTC is providing a quantity of young people interested in the sports tourism profession. With constant and concentrated effort this group will leave our guests with the most favorable impression of the destination.
- Keeping our venues and competition equipment clean, safe and up to current standards is critical.
- New landing systems for high jump and pole vault keep us well positioned to compete for March business.
- With new requirements for Business Licenses and a stated goal of closing the budget deficit, communication with all our current event partners is also critical to maintaining and growing visitor numbers.



**City Manager's Comments:**

As this department continues to grow there will be a demand for more people to ensure quality events.

**Demand and Performance Indicators**

Measure	2012	2013	2014
Convention Center	\$54,154.04	\$46,609,599	\$55,542,062
Grand Park Athletic Complex	\$35,251,156	\$37,734,510	\$44,686,152
Streets and Roads	\$8,523.03	\$7,057.825	\$6,861,540
Doug Shaw Memorial Stadium	\$3,325,596	\$2,818,104	\$3,518,797
City Gyms	\$3,438,864	\$2,503,718	\$2,680,161
City Pools	\$195,542	\$85,224	\$155,944
Beach	\$79,705	\$98,688	\$126,504
Whispering Pines	\$0	\$0	\$3,906,995
Non-City Venues*	\$27,455,231	\$27,568,015	\$38,011,001

\*The Ripken Experience, Broadway at the Beach, Horry County School District Gyms





## **Public Safety Division**



Police Department  
Fire & Emergency Services



## Police Departments



Mission: Police services provided to residents and visitors to the city of Myrtle Beach community ensure 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 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Administration</b>	\$1,973,635	\$2,156,213	\$1,970,793
Provides administrative support to all levels of the organization to include training, payroll and some ancillary regulatory services.	25	25	19
<b>Investigations</b>	\$2,225,201	\$2,321,971	\$2,448,257
Provides investigative support to address major crimes and prepare cases for general sessions court. This division also includes crime scene investigations.	27	26	26
<b>Uniform Patrol</b>	\$11,639,510	\$12,730,102	\$13,707,081
Provides uniformed patrol services in a variety of traditional and non-traditional approaches and assignments.	158	177	183
<b>Strategic Planning</b>	\$0	\$204,246	\$286,796
Plans for long-term growth and development within the organization and handles all special events planning and coordination.	-	2	3



	<i><b>FY 2013-14 Actual</b></i>	<i><b>FY 2014-15 Budget</b></i>	<i><b>FY 2015-16 Budget</b></i>
<b>May Bike Events</b>	\$0	\$4,152,010	\$1,475,510
Supports costs relating to Memorial Day Weekend by providing funding for overtime, additional resources, equipment and training.	-	-	-
<b>Sports Tourism</b>	\$27,787	\$38,710	\$23,742
Supports costs relative to sponsored sporting events at city venues by providing funding for overtime and equipment.	-	-	-
<b>Special Events</b>	\$315,625	\$383,123	\$118,710
Supports costs relating to sponsored special events at city venues or public property by providing funding for overtime and equipment.	-	-	-
<b>Support Services</b>	\$3,917,287	\$4,225,902	\$4,705,611
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.	61	64	65
<b>Animal Control</b>	\$250,643	\$234,900	\$234,900
Funds operating costs thru contributions to the Grand Strand Humane Society for operating the animal shelter.	-	-	-
<b>Capital Outlay</b>	\$50,566	\$13,600	\$326,480
<b>Total Police Department</b>	\$20,400,254	\$26,460,777	\$25,297,880
	271	294	296



## Police Budget Formation

The Police Department budget decreased by 4.4% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- A 5% market increase for all Police Department employees is included in the budget for July 2015 implementation to address retention and compensate for the nature and level of workload the department is currently facing.
- An overall increase of \$460,000 for replacement fleet vehicles. Previous year replacement requests were deferred due to budgetary issues.
- A \$250,000 allocation in the Uniform Division for five additional fully equipped police patrol cars for the 20 new positions added in 2014/15 through a grant and tax increase.
- A \$55,000 increase in the Support Services personal services budget will fund the hiring of a Records Section Supervisor to assist w/ the supervision of 4 records clerks and handle the FOIA and Expungement requests.

### **Budget Decreases:**

- The decrease of \$12,676,500 in the May Events Division is attributable to non-recurring start-up costs realized in FY15, the first year of the program.
- The decrease in the Administration Division budget is the result of a transfer of 6 community service officer positions to the Uniform Division.
- Decreases in the Special Events budget are due to reclassification of May Bike Event related costs.
- Lease payments for large capital outlays in 2014-15 are accounted for in the Debt Service Fund in 2015-16 and subsequent years.

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

- Calls for Service have steadily increased due to proactive policing strategies and an increased number of special events.
- Part 1 crimes have decreased slightly, but homicides have increased and gang/drug violence continues to be a major emphasis.
- Cash seizures were up due to the performance of the two operating K9 teams. A 3rd K9 team was added April 2015.
- Traffic collisions continue to increase, but traffic fatalities decreased from 22 in 2013 to 3 in 2014. Enforcement efforts and an emphasis on pedestrian and moped safety by traffic officers contributed to the decrease.
- FOIA requests demand 50% of staff time in the Records Unit. The addition of 200+ Body Worn Cameras will increase the workload further.
- Our international Student Outreach Program has significantly reduced the victimization of student visitors and we had no reports of traffic fatalities in 2014 from this group.
- Our Community Team officers have aggressively worked on a reduction of the impact our homeless population has created on our officers.



**Strategic Emphasis for 2015-16:**

- Strengthening our workforce thru recruitment, retention, training, and diversity.
- Continue to upgrade our technology to improve how we detect and investigate criminal activity.
- Increase our community-police interactions to improve relations and work cohesively towards a reduction of crime and violence in our community.
- Finalize our 5 year plan, and encourage staff buy-in to make it successful.

**Demand and Performance Indicators**

<b>Measure</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Traffic Fatalities	8	7	8	22	2
Traffic Collisions Investigated	2,742	2,095	2,677	2,487	3,746
Business Contacts – Crime Prevention Instruction	352	217	295	206	392
Animals Picked Up	2,121	1,482	1004	859	736
Calls For Service - All	129,646	116,542	115,648	122,268	128,336
Calls For Service - Police	119,138	105,673	104,199	110,102	115,233
Arrest Totals (Including Tickets)	33,243	24,145	21,729	22,417	24,639
Seizures	\$29,926	\$12,972	\$62,183	\$44,258	\$79,736
Part I Crimes	4,313	2,957	4,006	4,464	4,435
Homicides	1	4	5	2	8
Investigative Case Files	3,246	2,817	3,828	3,746	3,851



## Fire & Emergency Services



Mission: Fire services 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.

### ***Budget / Positions***

<i><b>Service</b></i>	<i><b>FY 2013-14 Actual</b></i>	<i><b>FY 2014-15 Budget</b></i>	<i><b>FY 2015-16 Budget</b></i>
<b>Administration</b>	\$604,640	\$595,025	\$634,513
Provides administrative support, direction and policy development for the emergency services and technical services functions.	6	6	7
<b>Emergency Services</b>	\$11,000,335	\$11,124,626	\$12,580,071
Provides fire suppression, first responder medical service, EMS transport, hazardous materials mitigation, technical rescue, building preplanning and building inspections throughout the City.	145	145	154
<b>Technical Services</b>	\$706,036	\$810,757	\$903,605
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.	7	8	8
<b>Capital Outlay</b>	\$0	\$25,000	\$48,300
<b>Total Fire Department</b>	\$12,311,011	\$12,555,408	\$14,166,489
	158	159	169



## Fire Department Budget Formation

The Fire Department budget increased by 12.8% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- A 5% market increase for Fire Department employees is included in the budget for July 2015 implementation to address retention and compensate for the nature and level of workload the department is currently facing.
- An increase of \$524,412 in the Emergency Services Department funds the addition of 9 firefighters and will provide another squad/BLS ambulance at Fire Station 1, contingent upon the City's receiving a SAFR grant to fund the positions. The grant would fully fund the positions for two years, after which time, the City would have to absorb the costs.
- A \$40,000 increase in the Emergency Services Department will be used to replace 80 bottles for Self-Contained Breathing Apparatus. The department has 240 bottles with an average life of 15 years. This is the first year of a three-year replacement plan.

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

- Increasing call volume (calls per unit) affects all stations but is placing the greatest burden on Station 1. Broadway at the Beach and the Coastal Grand Mall were removed from Station 1's coverage area to mitigate the issue, however call volume continues to increase.
- The implementation of the Inspection program has accommodated an increased percentage of Code violations brought into compliance in 2014. The program instituted a penalty fee for non-compliance within 30 days resulting in the need for fewer 45 day inspections.
- Consistent with its emphasis on training, the fire department has requested \$250,000 in the Capital Improvements program to renovate existing training facilities. This project would replace the existing burn buildings as well as the outside class room and training maze. This replacement is funded in 2015-16 in the recommended Capital Improvement Plan.

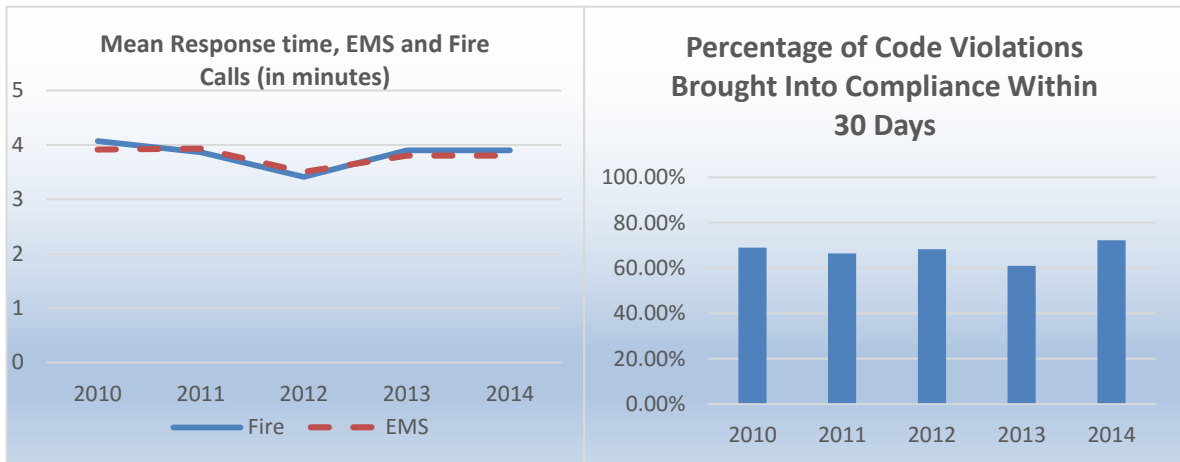
### **Strategic Emphasis for 2015-16:**

- Decrease response time in the City's downtown area during the peak season and to reduce fatigue of EMTs with a recommended staffing increase.
- Continue to monitor current response trends to ensure that our visitors and residents receive timely response and care.
- Focus on preventative cancer methods and provide additional educational information to our firefighters.



## Demand and Performance Indicators

Measure	2010	2011	2012	2013	2014
Fire Calls / Company	301.36	345.73	349.27	373.82	392.73
EMS Calls / Company	515.23	529.15	536.15	578.38	640.77
Mean Response Time for Fire Calls ( in minutes)	4.07	3.86	3.41	3.9	3.9
Mean Response Time for EMS Calls ( in minutes)	3.9	3.9	3.5	3.8	3.8
Fire Code Inspections Conducted	4,354	4,490	4,636	4,234	3,985
Code Violations Discovered Through Inspection	4,156	4,281	3,812	3,947	3,206
Code Violations Brought Into Compliance Within 30 days	2,863	2,843	2,600	2,402	2,316
Percentage of Code Violations Brought Into Compliance Within 30 Days	68.89%	66.41%	68.21%	60.86%	72.24%





## **Public Works Division**



Public Works Administration, Engineering & Transportation

Parks Department

Construction Services

Building Maintenance

Water & Sewer Utility

Solid Waste Management

Stormwater 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, and to coordinate the implementation of Capital Improvement Projects.

<b>Service</b>	<b>Budget / Positions</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Administration</b>	\$650,977	\$689,777	\$1,082,289
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.	8	9	12
<b>Engineering</b>	\$743,963	\$774,458	\$706,339
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.	9	8	8
<b>Street Maintenance</b>	\$883,489	\$881,269	\$982,643
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.	7	6	6



	<b><i>FY 2013-14 Actual</i></b>	<b><i>FY 2014-15 Budget</i></b>	<b><i>FY 2015-16 Budget</i></b>
<b>Traffic Engineering</b>	\$2,719,364	\$3,082,406	\$3,170,480
	3	4	4
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.			
<b>Capital Outlay</b>	\$0	\$0	\$0
<b>Total Administration, Engineering &amp; Transportation</b>	\$4,997,793	\$5,427,910	\$5,941,751
	27	27	30





## PW Administration, Engineering & Transportation Budget Formation

The Public Works Administration, Engineering & Transportation budget increased by 9.5% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- A \$23,000 increase in Engineering for the purchase of Auto Turn Software and AutoCAD, programs necessary for continued evaluation and design of the City's roadway system.
- A \$100,000 increase in the Street Department to increase the miles of roadway resurfacing performed annually. The growing number of City owned streets has created the need for additional resources.
- A \$77,000 increase in the Traffic Engineering department relates directly to the addition of street lighting ( $\pm 175$  units) and funding a 7% rate increase for 3 months of the fiscal year.
- The \$390,000 increase in Public Works Administration is due a Citywide reorganization that resulted in the reassignment of the Parks Division supervisory and administrative staff to the Publics Works Administration Budget. The Capital Projects Manager position was also moved into the Administration Department from the Engineering Department.

### **Budget Decreases:**

- A decrease of \$8,500 in the Street Maintenance Department is the result of a reduced fleet lease allocation.
- The \$68,000 net decrease in the Engineering Department is a result of the aforementioned transfer of the Capital Projects Manager position to the Administration Department.

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

- The City of Myrtle Beach continues to rapidly increase the inventory of roadways and drainage systems as a result of the construction of new subdivisions. The Street Division has operated at basically the same funding level for the past several years and is experiencing a sharp increase in demand for paving, concrete and drainage services. As a result, our roadway lifecycle matrix indicates that a large percentage of our existing roadways are approaching the end of their life cycle and require resurfacing. Resurfacing streets in a timely manner negates the cost of total street reconstruction which is extremely costly. The resurfacing budget needs to increase by 100% next year and years following.
- Area development is increasing the number of civil site plan reviews and project inspections and placing additional public infrastructure into service. The additional infrastructure assets must be operated and maintained. Roadways, signage, traffic signals, sidewalks, and walking trails are just a few examples of infrastructure elements that are increasing in number as a result of recent development.



**Strategic Emphasis for 2015-16:**

- The department will continue to identify and prioritize City roadways for resurfacing and will coordinate with the SCDOT to request that their roadways within the City limits are maintained and operated at an acceptable level.

**City Manager's Comments:**

I believe the resurfacing of our streets will continue to require more attention from our budget. Aging infrastructure cannot be ignored without costly consequences. The initiative by the State to give back roads to the local jurisdictions will increase the financial impact of road maintenance, to include resurfacing, on our budget.

**Demand and Performance Indicators**

<b>Measure</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Road Resurfacing (Linear Feet)	32,400	56,000	54,000	81,279	39,480
Asphalt Repairs (tons)	355	355	385	392	427
Sidewalk/Curb Repairs (feet)	4,473	4,473	3,750	5,160	3,880
Plan Reviews	745	745	940	1,131	1,225
Traffic Signals	n/a	n/a	61	67	69





## Parks Departments



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

<b>Service</b>	<b>Budget / Positions</b>		
	<b>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Special Events</b>	\$131,782	\$115,074	\$114,397
The Special Events department is utilized to account for parks division related cost associated with festivals and special events. Special events include, but are not limited to, the MB Marathon, Mini Marathon, organized runs/races, downtown festivals, car shows, parades, Military Appreciation Days, and numerous civic and non-civic events and ceremonies.	-	-	-
<b>Right-of-Way and Beach Maintenance</b>	\$1,882,314	\$2,033,980	\$2,328,539
Right of Way maintenance services including the mowing of all road shoulders and most medians within the City; tree care, planting, trimming, and removal; oversight of median maintenance contracting; 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.	16	16	17



	<b><i>FY 2013-14 Actual</i></b>	<b><i>FY 2014-15 Budget</i></b>	<b><i>FY 2015-16 Budget</i></b>
<b>Litter Control</b>	\$476,364	\$528,086	\$548,863
Removal and disposal of litter and other small debris found within City maintained streets, rights-of-way, and the Oceanfront Boardwalk. Manual debris removal is managed by crews utilizing litter picking tools, bags and trucks. Service is provided on a recurring and as needed basis.	9	9	9
<b>Grounds Maintenance</b>	\$1,526,689	\$1,611,382	\$1,833,952
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>	\$206,911	\$207,896	\$216,928
The Cemetery Department is responsible for the 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	\$99,720	\$160,715
<b>Total Parks Division</b>	\$4,092,278	\$4,481,064	\$5,203,393
	49	49	50



## Parks Budget Formation

The Parks Division budget increased by 13.6% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- An increase of \$75,000 in the Right of Way and Beach Maintenance budget is a result of the implementation of the Beach Recycling program.
- An additional increase of \$54,000 in the Right of Way and Beach Maintenance personal services allocation is attributable to the addition of a Pesticide Technician position to the department.
- A balance of the increase, \$93,000, in the Right of Way and Beach Maintenance contractual services allocation is primarily a product of mowing requirements associated with the expanding the right-of-way area maintained by the City.
- An increase of \$97,000 in the Grounds Maintenance budget is a result of transferring the allocation for temporary restroom facilities from the Building Maintenance Department to the Grounds Maintenance Department as a part of the overall reorganization.
- \$83,000 of additional increases in the Grounds Maintenance budget are primarily due to the addition of areas serviced by the department, particularly the Market Common area.

### **Budget Decreases:**

- The \$600 decrease in the Special Events budget is a result of a reduction in allocations for cones and barricades.

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

- Additional City streets, (Market Common, Grande Dunes), increase the need for all services, particularly irrigation.
- A thousand trees planted each year in the public right of way (some by City, more by developers) require ongoing maintenance.
- Expansion of the Boardwalk, Ocean Blvd medians and alley swaps, the backgate bridge, and Kings Hwy projects have been managed with no increase in manpower. The resulting impact of the additional infrastructure is the dilution of the level of maintenance and repair performed.
- The number of Special Events continues to grow, diverting manpower and supervisors from core duties.

### **Strategic Emphasis for 2015-16:**

- Focus on technology, equipment, supplies, and materials that will improve productivity as total acreage requiring services expands.
- Increase training opportunities for staff to improve technical knowledge of jobs they perform.
- Expand recycling opportunities throughout Parks facilities and the beach.
- Streamline special events services.



**City Manager's Comments:**

Last year we provided a pilot recycling program for the residential area from 31st N to 52 N. With the experience gained, we will offer a recycling program for the commercial areas from 29th S to 31st N with this budget. I anticipate this program will be well received by our visitors.

**Demand and Performance Indicators**

<b>Measure</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Number of City Parks Maintained	49	49	49	50	50
Park Rentals (days)	-	-	-	-	204
Picnic Shelter Rentals	-	-	-	-	96
Miles of Right-Of-Way Maintained	89	92	95	97	99
Number of City Trees Maintained	26,300	26,425	27,025	27,025	27,275
Tree Planted by staff	-	-	-	-	306
Miles of Beaches Cleaned	9.25	9.25	9.25	9.25	9.25
Miles of Median Strips Maintained	45	43	43	47	48
Special Events Worked	-	-	-	-	29
Hours worked	-	-	-	-	2715
Total Cost (including equipment)	-	-	-	-	\$89,685





## Construction Services

**CITY OF MYRTLE BEACH  
BUILDING PERMIT APPLICATION**

1. General Information: Legal Description, Owner of Property, Location, etc.

2. Project Information: Type of Work, Estimated Value, etc.

3. Fees: Permit Fee, etc.

4. Signatures: Applicant, City Representative, etc.

5. Notes/Comments

**Project Approvals**

Department	Approval Status	Date
Planning		
Public Works		
Fire Department		
Police Department		
Health Department		
Environmental Services		
Public Safety		
Public Works		
Fire Department		
Police Department		
Health Department		
Environmental Services		
Public Safety		

Mission: The Construction Services Department enforces the Zoning Ordinance, and Minimum Housing Codes and Sign Regulations.

### Budget / Positions

Service	FY 2013-14 Actual	FY 2014-15 Budget	FY 2015-16 Budget
<b>Construction Services</b>	\$1,483,772	\$1,553,346	\$1,800,196
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	20	23
<b>Capital Outlay</b>	\$0	\$0	\$21,000
<b>Total Construction Services</b>	\$1,483,772	\$1,553,346	\$1,821,196



## Construction Services Budget Formation

The Construction Services budget increased by 17.2% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- The Budget includes an increase of \$166,000 to fund the addition of one Building Inspector, one property maintenance inspector and the upgrade of a part-time permit technician position to full-time.

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

- Construction has been steadily rising within the last few years. There are additional developments in the works that will keep these figures rising.
- The total number of new single family home building permits has increased by 32% and the number of building inspections has increased by 30% within the last year.

### **Strategic Emphasis for 2015-16:**

- Streamline permitting and plan review process with improved software.
- Addition of a mobile inspection application will allow contractors to receive inspection results through emails and cut down on phone calls.
- Promoting the permit technician position to a full time position will allow scanning of hard copy plans to make them digital. It will also allow the permit technicians to assist with property maintenance to send out grass violation letters and keep up with the overall increasing workload.
- Increase Community Rating System Points in the National Flood Insurance program through the update of our Floodplain Management/ Hazard Mitigation Plan.

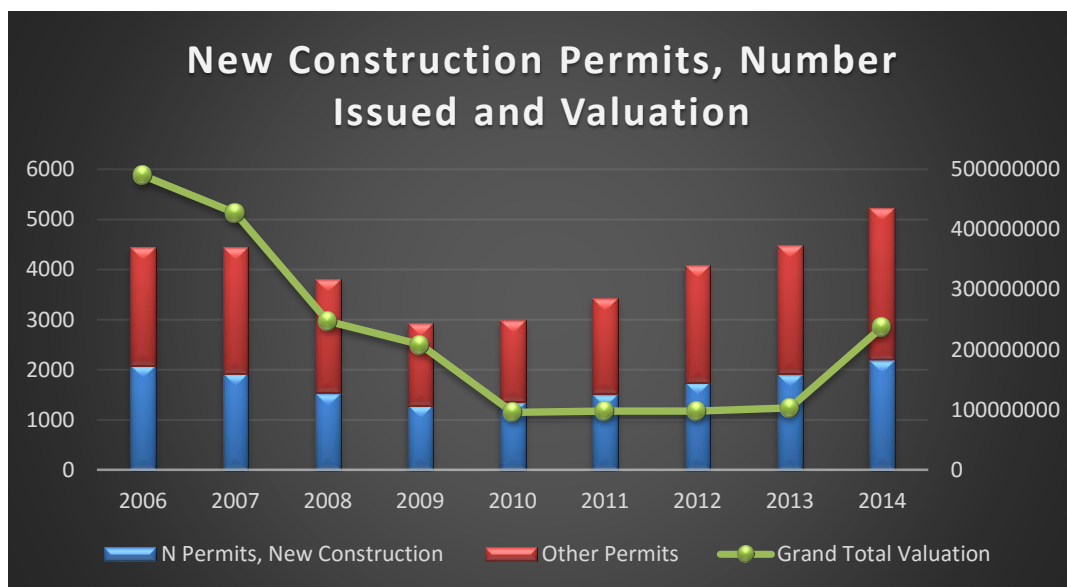
### **City Manager's Comments:**

We continue to make adjustments and recommend adding resources in order to meet the demands of development as well as the demands of addressing issues caused by aging developments both residential and commercial. I anticipate a greater emphasis will be required in the area of property maintenance.



## Demand and Performance Indicators

Measures	2010	2011	2012	2013	2014
Building Permits (Figures per Fiscal Year)	2,986	3,413	4,081	4,543	5,227
Valuation of Building Permits	\$ 95.7	\$ 97.6	\$ 85.5	\$ 103.1	\$ 237.0
Building Inspections		9,130	11,929	12,445	16,231
Property Maintenance Letters	183	454	394	319	275
Abandoned Vehicles	253	237	223	148	197
Sign Applications	338	352	369	327	272
Residential Plan Reviews	396	458	638	735	779
Commercial Plan Reviews		482	639	644	721
Landscape Plan Reviews	403	569	757	1123	1265
Business License Reviews	2074	1815	1557	1416	1419





## Building Maintenance



Mission: Through regular maintenance, upkeep and repair to City facilities the Building Maintenance Department strives to provide clean, attractive, functional facilities that are accommodating for residents, visitors and City staff.

### *Budget / Positions*

<i>Service</i>	<i>FY 2013-14 Actual</i>	<i>FY 2014-15 Budget</i>	<i>FY 2015-16 Budget</i>
<b>Building Maintenance</b>	\$520,242	\$592,563	\$498,037
	6	6	6
Manages the maintenance, repair, and painting, of City buildings and facilities, sports complexes, parks, playgrounds, and fountains, the Oceanfront Boardwalk, and multiple electrical systems both indoor and outdoor.			
<b>Capital Outlay</b>	\$0	\$0	\$28,100
<b>Total Building Maintenance Department</b>	\$520,242	\$592,563	\$526,137



## Building Maintenance Budget Formation

The Construction Services budget decreased by 11.2% over the FY2014-15 Adopted Budget and reflects:

### Budget Increases:

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- An increase of \$91,400 funds a newly added Facility Maintenance Engineer position, which has offset the overall decrease to the budget.

### Budget Decreases:

- The net budget decrease in the Building Maintenance budget of \$66,400 is the result of the City-wide reorganization. An administrative staff member was transferred to the Public Works Administration Department and the allocation for temporary restrooms and was transferred to the Grounds Maintenance Department.

### Service Delivery Highlights and Challenges:

- Building Maintenance previously fell under the Parks function and has been reassigned to report to Construction Services Director.
- The department currently provides repairs services and makes small additions to over 97 City buildings, provides electrical, plumbing and carpentry repairs to 110 dune walkovers, the 1.5 mile City Boardwalk, all City parks, playground equipment, dog parks, and 90 City medians.

### Strategic Emphasis for 2015-16:

- The focus for FY16 will be the assessment of existing facility infrastructure, development of a preventative maintenance plan, and implementation of a cost saving plan for maintenance of buildings.

### City Manager's Comments:

With the addition of the Facilities Maintenance Engineer position and the reassignment to the Construction Services Department, I expect a higher emphasis on preventive maintenance activities within our facilities.

## Demand and Performance Indicators

Measure	2014
Number of City Buildings Maintained	97
City Parks	37
Boardwalk	1.5 miles
Dune Walkovers	110
Street Median Lighting	90



## Water & Sewer Utility



**Mission:** The Myrtle Beach Waterworks and Sewer System provides potable water to its customers, ensures availability of fire flows, and treats and disposes 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 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Administration</b>	\$3,356,484	\$3,439,756	\$3,726,354
General administration costs associated with delivery of potable water and transmission and disposal of wastewater.	-	-	-
<b>Construction Division</b>	\$677,420	\$738,559	\$738,975
	8	8	8
Construction of new water and sewer line extensions; repair of major water and sewer mains; installation of fire hydrants; assists all divisions of Public Works as requested.			
<b>Water</b>	\$11,953,215	\$11,590,422	\$12,200,212
The Water Division 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



	<i><b>FY 2013-14 Actual</b></i>	<i><b>FY 2014-15 Budget</b></i>	<i><b>FY 2015-16 Budget</b></i>
<b>Sewer</b>	\$10,835,360	\$11,033,796	\$11,101,904
	23	23	23
<p>The Sewer Division is responsible for collection and transmission of all wastewater within the service area. The division is also responsible for the maintenance and operation of the system and for all system expansions.</p>			
<b>Capital Outlay</b>	\$0	\$24,600	\$7,000
<b>Total Water &amp; Sewer Utility</b>	\$26,822,479	\$26,827,133	\$27,774,445
	56	56	56



## Water & Sewer Utility Budget Formation

The Water & Sewer Utility budget increased by 3.5% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- Increases in the Administration Division fund a 5-year rate Study (\$30,000) and an increase in the General Fund Indirect Cost Allocation (\$336,479).
- Increases in the Water Division fund an additional \$400,000 of water purchases and \$100,000 to meet growing meter installation demand.
- An increase of \$100,000 in the Sewer Division for the treatment of sewer by GSW&SA.

### **Budget Decreases:**

- A decrease of \$79,000 in the Administration Division is the result of a reduction of insurance premium allocations.
- A \$2,600 decrease in the Construction Division personal services budget is a result of a new staff member starting closer to the entry level than the employee replaced.
- The Sewer Division budget for odor control chemicals reflects a decrease of \$65,000.

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

- Water Department trends and performance indicators demonstrate continued or accelerated growth for the foreseeable future. The department is currently averaging ten new meter installations per week and expect that number to increase in the coming year. The growing water system translates into an increased number of meters, hydrants, and valves to maintain. Either the additional staffing or implementation of newer technology will be required to maintain desired service levels in the coming years.
- The Construction Department's primary function is to repair and replace sewer leaks and breaks. The number of annual breaks cannot be accurately determined due to the age of certain sections of infrastructure and will continue until the upgrades are made.
- Sewer Department trend and performance indicators demonstrate continued future growth. A growing collection system translates into more pump stations, sewer lines and valves to maintain and the potential for a higher number of service calls. The growth will result in the need for additional staff to manage the workload and maintain service levels in the near future.

### **Strategic Emphasis for 2015-16:**

- Continue to reduce the amount of non-revenue water and sewer.
- Continue to perform evaluations of our sewer collection system as well as our water distribution system.
- Work closely with NMB and GSWSA to assure adequate systems in place for future demands.

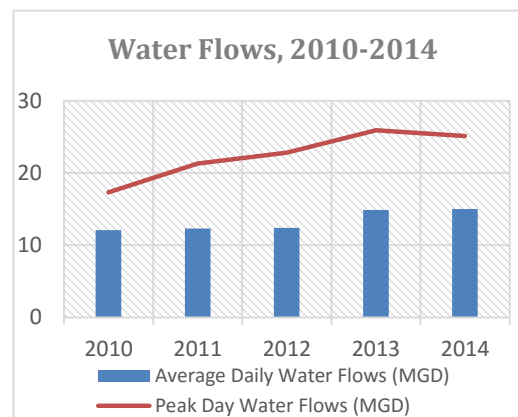
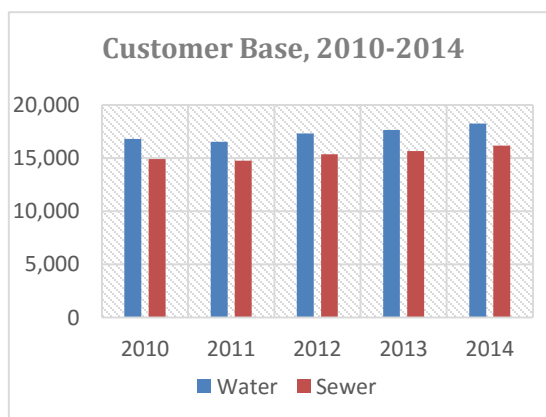


### City Manager's Comments:

The residential growth we are experiencing affects all of our Departments. Management of workload becomes very important. We must continue to maintain and upgrade our water and sewer systems in order to meet the demands of our area. Aging infrastructure is a challenge for all of us.

### Demand and Performance Indicators

Measure	2010	2011	2012	2013	2014
Total No. of Water Customers	16,828	16,552	17,327	17,673	18,263
Total No. of Sewer Customers	14,938	14,773	15,387	15,678	16,185
Average Daily Water Flows (MGD)	12.1	12.3	12.4	14.9	15.0
Peak Day Water Flows (MGD)	17.3	21.3	22.8	25.9	25.1
New Water Meters Installed	161	228	346	377	503
Water Lines Installed (linear ft.)	14,795	5,848	25,709	13,255	12,603
Water Valves Installed	53	44	171	147	199
Fire Hydrants Maintained	2,388	2,408	2,428	2,448	2,488
Water Service Calls Completed	1,839	1,840	2,791	2,242	3,807
"Zero" Consumption Corrected	310	233	214	279	229
Sewer Service Calls	251	306	292	177	255
Sewer Lines Cleaned (feet)	537,704	460,598	512,000	263,121	338,391
Sewer Lines Checked by Camera (feet)	282,866	287,220	199,757	15,047	291,617
Sewer Lines Upgrades (feet)	n/a	n/a	1,148	1,274	3,466
Water Lines Upgrades (feet)	n/a	n/a	4,100	440	2,290





## Solid Waste Management



Mission: Solid Waste services 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>FY 2013-14 Actual</b>	<b>FY 2014-15 Budget</b>	<b>FY 2015-16 Budget</b>
<b>Administration</b>	\$636,638	\$647,646	\$709,522
Manages the day to day operation of Solid Waste collection and disposal, maintenance of records for waste collection, recycling and disposal and communicates with public regarding solid waste issues.	2	2	2
<b>Residential Collection</b>	\$1,250,513	\$1,343,616	\$1,419,202
Provides once per week curbside collection of containerized refuse, small yard waste clippings and commingled recyclable materials.	11	15	15
<b>Special Services</b>	\$445,360	\$450,689	\$454,119
Collection of litter receptacles located on ocean front street ends along Ocean Boulevard.	5	5	5
<b>Commercial Collection</b>	\$560,281	\$539,858	\$488,310
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.			



	<i><b>FY 2013-14 Actual</b></i>	<i><b>FY 2014-15 Budget</b></i>	<i><b>FY 2015-16 Budget</b></i>
<b>Transfer Station</b>	\$1,301,882	\$1,226,202	\$1,203,055
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.	5	4	4
<b>Alert Crew</b>	\$92,847	\$93,158	\$99,926
Responds to all after hours calls weekdays and weekends related to Public Works; assists Police with various activities.	2	2	2
<b>Capital Outlay</b>	\$0	\$204,000	\$0
<b>Total Solid Waste</b>	\$4,287,521	\$4,505,169	\$4,374,134
	30	32	32



## Solid Waste Management Budget Formation

The Solid Waste Management budget decreased by 2.9% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- A \$60,000 increase in the Residential Collection budget reflects the increased fleet lease associated with a new vehicle purchased in FY2014-15.
- The increase in the Transfer Station budget provides allocations for 2 new roll-off containers for special events (\$8,000) and the replacement of the scale house floor (\$8,000).
- An increase of \$1,800 in the Alert Crew budget reflects an increase in the fleet lease allocation.

### **Budget Decreases:**

- The net budget decrease in the Solid Waste Management Budget is due to the non-recurring purchase of a new Rear-Loader in the FY2014-15 budget. The aforementioned FY2015-16 Residential Services budget increase of \$60,000 for annual fleet lease allocations will fund the future replacement of the equipment.
- A \$7,000 decrease for e-waste disposal in Special Services reflects an estimated lower cost for the service.
- A \$48,000 reduction in the Commercial Collection budget is the result of the reduction in compactor lease costs.

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

- Growth is showing no signs of decline and service expansions continue on both ends of the City. There will be a need to add another crew to residential collection and a boom truck and operator by the 2017 fiscal year.
- Growth in the number of Special Events facilitated by or hosted within the City is another factor driving the need for additional staffing and equipment in the division.

### **Strategic Emphasis for 2015-16:**

- Strive to increase recycling efforts.
- Evaluate routes/zones in an effort to balance service delivery.

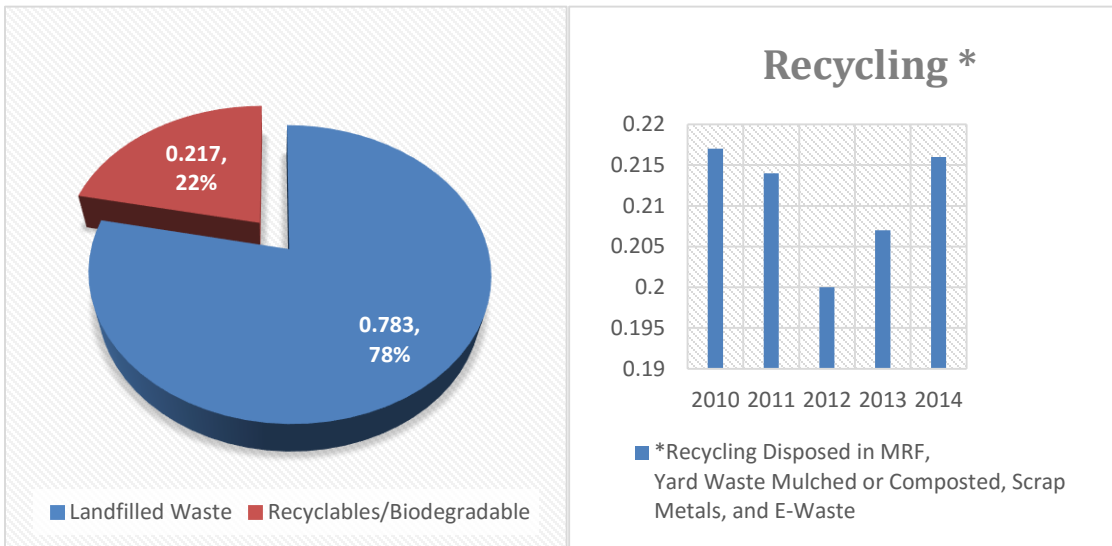
### **City Manager's Comments:**

With the residential growth that is occurring on both the north and south end of the City limits, we will be evaluating our current service delivery zones in FY 15-16 with the expectation of changing the boundaries of the zones to provide a balance of the workload. We will expect to implement these new service delivery zones in FY 16-17. At that time we also anticipate adding another collection crew with vehicles.



## Demand and Performance Indicators

<b>Tons of Collections</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Bulk Waste	2,145	1,495	1,586	1,650	1,804
Yard Waste	4,940	4,975	4,336	4,319	4,939
Recyclables	1,056	935	1,007	1,077	1,105
E-Waste		36	28	23	14
Scrap Metal	57	57	39	36	33
 Total Collections	 8,198	 7,498	 6,996	 7,105	 7,895
Recyclables/Biodegradable	6,053	6,003	5,410	5,455	6,091
Percentage	73.8%	80.1%	77.3%	76.8%	77.2%





## Stormwater Management



Mission: Stormwater Management will provide for an increased level of service for the City's stormwater 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.

<i>Service</i>	<i>Budget / Positions</i>		
	<i>FY 2013-14 Actual</i>	<i>FY 2014-15 Budget</i>	<i>FY 2015-16 Budget</i>
<b>Stormwater Maintenance</b>	\$2,082,116	\$2,165,248	\$2,305,139
	16	16	16
<p>The division maintains outfalls, ditches, and other facets of the stormwater management system, coordinates the engineering and design of stormwater infrastructure improvements, and manages construction projects for improvements in drainage basins under City control.</p>			
<b>Capital Outlay</b>	\$0	\$0	\$0
<b>Total Stormwater</b>	\$2,082,116	\$2,165,248	\$2,305,139
	16	16	16



## Stormwater Maintenance Budget Formation

The Stormwater Maintenance Budget increased by 6.5% over the FY2014-15 Adopted Budget and reflects:

### **Budget Increases:**

- City-wide personal service budget allocations include a 7.5% increase in employer funded health insurance premiums and a 3% merit increase.
- An increase of \$27,000 in professional fees is attributable to increased costs associated with the monitoring of outfalls.

### **Budget Decreases:**

- A decrease of \$12,900 in the allocation for contracted construction is based on a decrease in new contracts awarded for FY2016.

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

- The dedication of approximately 13 miles of new curb and gutter roadways by Emmens Preserve and Market Common will result in the need for additional sweeper staff and street sweeping equipment by fiscal year 2017.
- Water quality impairments afflict many coastal communities along the Grand Strand. Additional professional services are needed to more accurately understand our community's contribution level to pollutants of concern within our local water bodies, and having a greater knowledge of such will greatly impact the future development of manageable TMDL implementation plans.

### **Strategic Emphasis for 2015-16:**

- In an effort to be prepared for the upcoming 2018/2019 TMDL pollutant loading calculations for our 12 sites, City staff will be coordinating with State regulators and consultants to develop reasonable and manageable pollutant control practices and monitoring requirements associated with development of TMDL implementation plans.
- Prioritization of sweeping locations with the inclusion of newly added roadway sections.

### **City Manager's Comments:**

Maintenance of our storm water systems is crucial to meeting several objectives. First, we must maintain the capacity of the system to provide the desired level of service. Secondly, our efforts impact the quality of the storm water being handled by City systems. As regulations, both Federal and State, continue to be formulated, we must participate in the process to be sure our practices meet expectations.



## Demand and Performance Indicators

Measure	2010	2011	2012	2013	2014
Catch Basins Repaired	37	25	24	30	30
Storm Drains Cleaned (feet)	269,292	216,845	247,172	151,950	187,559
Ditches/Canals Maintained	457,303	397,845	222,575	385,750	295,491
Miles of Streets Swept	15,259	16,811	16,664	*14,482	*13,483

*\* A long term health issue with 2 of the 3 sweeper operators resulted in less sweeping times the last two years.*







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## **Capital Projects & 2016-20 Capital Improvements Plan**

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

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

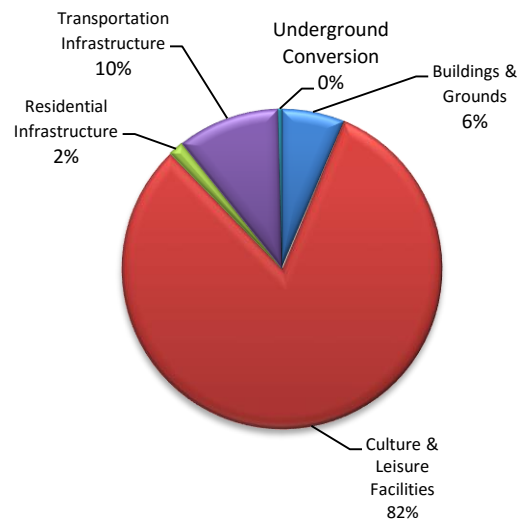


## FY 2016-2020 General Capital Improvements

### General Capital Improvement Plan by Funding Source

Major Funding Source	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	TOTAL
Hospitality	\$ 750,000	\$ 800,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 4,025,000
Local Tourism Fee	725,000	-	-	-	-	725,000
General	2,339,500	1,035,000	1,035,000	1,035,000	1,035,000	6,479,500
Debt	9,800,000	-	-	7,005,000	-	16,805,000
<b>Total</b>	<b>\$ 13,614,500</b>	<b>\$ 1,835,000</b>	<b>\$ 1,860,000</b>	<b>\$ 8,865,000</b>	<b>\$ 1,860,000</b>	<b>\$ 28,034,500</b>

### General Capital Projects by Category





## General Capital Improvement Plan by Category

Category	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	TOTAL
Buildings & Grounds	\$ 857,500	\$ 462,500	\$ 772,500	\$ 4,727,500	\$ 427,500	\$ 7,247,500
Culture & Leisure Facilities	11,088,000	640,000	355,000	3,205,000	500,000	15,788,000
Residential Infrastructure	215,000	215,000	215,000	215,000	215,000	1,075,000
Transportation Infrastructure	1,404,000	467,500	467,500	467,500	467,500	3,274,000
Underground Utility Conversion	50,000	50,000	50,000	250,000	250,000	650,000
<b>Total</b>	<b>\$ 13,614,500</b>	<b>\$ 1,835,000</b>	<b>\$ 1,860,000</b>	<b>\$ 8,865,000</b>	<b>\$ 1,860,000</b>	<b>\$ 28,034,500</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 2016-2020 General Capital Improvements Plan includes \$13.6 million in FY2016 appropriations and \$28 million of outlays over the five-year planning period. In an effort to satisfy the goals set forth in the Comprehensive Plan, \$3.3 million for transportation system infrastructure, \$1 million for residential infrastructure improvements, \$650,000 for underground utilities, \$15.8 million for the improvement of Cultural and Leisure Services facilities, and \$7.3 million for the construction and maintenance of the City's general capital infrastructure have been programmed into the 5-year plan.

## 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, and use these monies for annual capital improvements or save them 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 and for communities that have an urgent need for certain 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 to pay for facilities that will be enjoyed by future citizens.

**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, a source generated by the collection of a 1% Hospitality Fee levied within the limits of the City and designated for a narrow range of specific uses. Money from this source is used to fund projects that generally support the community's tourism infrastructure and that may have shorter lives.

**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 16 - FY20)**

### ***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 & Grounds category consists primarily of projects for the construction of public buildings; acquisition of

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



property for future public buildings; major building maintenance, repair and replacement projects (other than Culture & Leisure Buildings and Facilities which are included in another category).

Several Public Safety projects are incorporated in the building and grounds category, including \$225,000 for a renovation of the Law Enforcement Center roof and \$250,000 for reconstruction of the Fire Department's training grounds. An expansion of Fire Station #3 in fiscal year 2019 will add much needed garage space for emergency vehicles, a proper storage area for turn-out gear, a decontamination area for infectious control measures, and expanded classroom and dining facilities. New construction contemplated includes the Withers Preserve/Clemson Tract Fire Station located within the Former Air Force Base Development. The Withers/Clemson station has an estimated cost of \$2.5 million and is scheduled for construction in fiscal year 2019.

Replacement of the existing Solid Waste scale house and administrative offices has been included in fiscal year 2019 with an estimated cost of \$125,000. The existing facilities are over 20 years old and nearing the end of their useful life and the project presented within the 5-year plan involves replacing the existing facilities with new modular units to house Solid Waste operations.

Renovation projects proposed in the current five-year capital improvements plan include updating and renovating the Court Administration department's restrooms and funding for renewal and renovation of the roof over the Vehicle Maintenance and Purchasing building. Annual allocations for city-wide renewal projects are funded a varying levels each year.

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 \$1.1 million funding for the replacement of the Financial Accounting System over the course of 2 years and recurring allocations for hardware and software renewal and replacement.

### ***Culture & Leisure Facilities***

Renovation of the Ned Donkle Complex is included in the plan. The project involves the installation of batting cages, replacement of fencing, replacement of existing batting cages and installation of new scoreboards on fields A, B & E.

Several other new facilities incorporated in the plan will serve the City's existing recreation needs and address the future growth in demand for recreation offerings. The addition of a Waste Management facility at Meyers Avenue will serve the Grand Park Complex, Crabtree Gymnasium and the Base Recreation Center. The addition of Newtown Park in the Withers Swash neighborhood, expansion of Barc Park South, and renovation of Chapin Park have been included in first two years of the capital plan. Extension of the Oceanfront Boardwalk across Wither Swash, completion of the Grand Park Linear Park and construction of a centrally located parks division maintenance facility have been included in the last two years of the 5-year plan.



### ***Residential Infrastructure***

The Residential Infrastructure category addresses projects that meet goals set forth in both the Community Facilities and the Neighborhood elements of the Comprehensive Plan. These Projects enhance connectivity, promote quality of life and generally result in the enhancement of neighborhoods, through the construction and maintenance of sidewalks, signage, curb and guttering. Residential projects typically involve the repair, replacement and installation of infrastructure improvements to driveways, parking surfaces, streetscape, sidewalks, and walkways.

### ***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, both modally and with land use, 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 Bike and pedestrian pathways. The pathways contemplated are designed to connect the neighborhoods throughout the City with a series of sidewalks, bike paths and nature trails.

The largest maintenance project included in the transportation infrastructure category involves the milling and resurfacing of 9.4 miles of City owned roadway along Ocean Blvd. Segments of the boulevard will be resurfaced annually during the course of the 5-year plan period.

### ***Underground Utility Conversion***

Underground Utility Conversion consists of the removal of utility poles and the burial of utility lines, including streetscape enhancements, curb and gutter restorations and other roadway improvements as needed.

### **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:

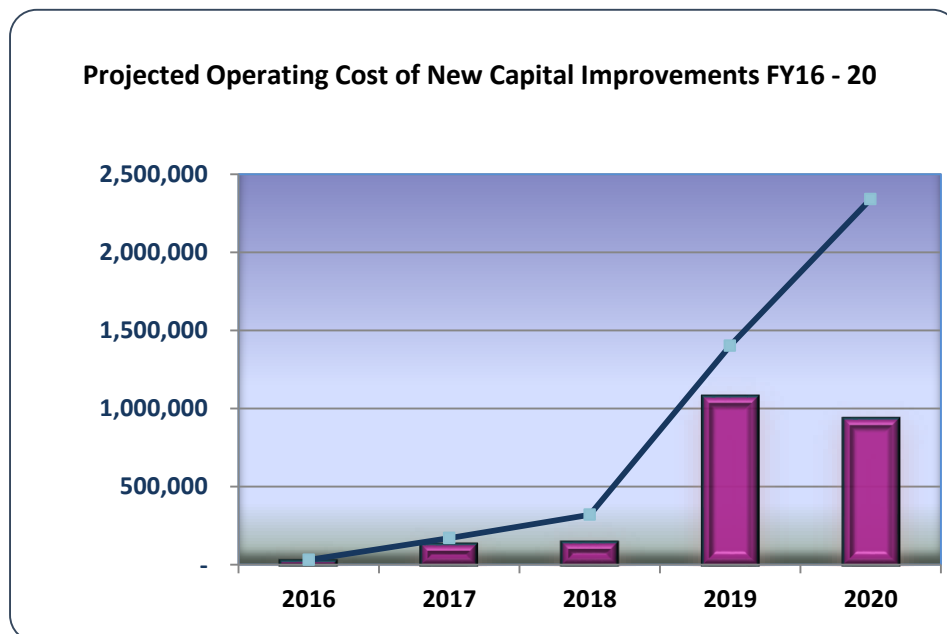
The approximate annual cost of maintenance associated with a new sidewalk is \$1.15 per foot. Approximately 8,000 feet of new sidewalks and a number of new ADA ramps will be added to system infrastructure, increasing operating cost by an estimated \$9,800 per year.

Operating costs associated with transportation projects included in the five-year plan will be \$17,000 per year in the early years of the plan and include street sweeping landscaping and general maintenance.

The addition or expansion of Cultural & Leisure facilities and amenities will result in a cumulative operating impact of \$525,500. The construction of a Performing Arts Theatre and various other projects will produce operating expenses of \$75,000 annually by FY17 and the extension of the Oceanfront Boardwalk, continuation of the Grand Park Linear Park, and construction of a new Parks Maintenance Facility presented in the latter years of the plan result in an annual operating impact of \$198,000 by FY20.

Placement of the Withers Preserve/Clemson Tract Fire Station in FY20 will generate annual operating costs of \$837,000. Staffing the fire station accounts for \$669,000 of the operating cost estimates and utilities and other contractual services account for the balance of the annual obligations.

Projects completed during the 2016 Fiscal Year will result in \$32,000 of growth in operational cost, creating a minimal operating impact on the City's General Fund. Capital Improvements placed into service over the five years of the Capital Improvements Plan are expected to produce a cumulative operating impact of \$2,300,000 or the equivalent of approximately 7.2 mills on the City's property tax rate in the absence of other revenue growth.





General Capital Improvement Plan By Category						
Buildings & Grounds	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	TOTAL
Public Facility Infrastructure	\$ 87,500	\$ 24,500	\$ 12,500	\$ 317,500	\$ 392,500	\$ 834,500
Information Tech. Renewal & Replacement	35,000	35,000	35,000	35,000	35,000	175,000
Law Enforcement Center Roof	225,000	-	-	-	-	225,000
Vehicle Maintenance & Purchasing Roof	260,000	-	-	-	-	260,000
Fire Training Grounds	250,000	-	-	-	-	250,000
Court Restroom Renovations	-	28,000	-	-	-	28,000
Financial Accounting Package	-	375,000	725,000	-	-	1,100,000
Fire Station #3 Expansion	-	-	-	1,000,000	-	1,000,000
Clemson Tract Fire Station	-	-	-	2,510,000	-	2,510,000
Fire Station #3 Expansion	-	-	-	740,000	-	740,000
Law Enforcement Center Renovation	-	-	-	125,000	-	125,000
<b>Total Admin., Buildings &amp; Grounds</b>	<b>\$ 857,500</b>	<b>\$ 462,500</b>	<b>\$ 772,500</b>	<b>\$ 4,727,500</b>	<b>\$ 427,500</b>	<b>\$ 7,247,500</b>





<b>Cultural &amp; Leisure Facilities</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Playground Improvements	\$ 200,000	\$ 55,000	\$ 50,000	\$ 95,000	\$ 145,000	\$ 545,000
Recreation Infrastructure	50,000	50,000	50,000	75,000	75,000	300,000
Parks Infrastructure	50,000	50,000	50,000	75,000	75,000	300,000
Walkover Renovations	200,000	200,000	200,000	200,000	200,000	1,000,000
Sand Dune Maintenance	5,000	5,000	5,000	5,000	5,000	25,000
Barc Park South Expansion	52,000	-	-	-	-	52,000
MBAFB Airplane Painting	55,000	-	-	-	-	55,000
Meyers Avenue Waste Center	82,000	-	-	-	-	82,000
Batting Cages & Renovations at Ned Donkle Complex	215,000	-	-	-	-	215,000
Pepper Geddings Floor Resurfacing	40,000	-	-	-	-	40,000
Downtown Sculpture	139,000	-	-	-	-	139,000
Charley's Place	150,000	-	-	-	-	150,000
Performing Arts Theatre	9,800,000	-	-	-	-	9,800,000
Scoreboards for Ned Donkle Fields A, B & E	-	30,000	-	-	-	30,000
Matt Hughes Skate Park Renovation	-	100,000	-	-	-	100,000
Withers Swash / Newtown Park	50,000	150,000	-	-	-	200,000
Grand Park Linear Park Extension	-	-	-	1,500,000	-	1,500,000
Parks Division Maintenance Facility	-	-	-	1,255,000	-	1,255,000
<b>Total Culture &amp; Leisure Facilities</b>	<b>\$ 11,088,000</b>	<b>\$ 640,000</b>	<b>\$ 355,000</b>	<b>\$ 3,205,000</b>	<b>\$ 500,000</b>	<b>\$ 15,788,000</b>
<b>Residential Infrastructure</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</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
<b>Total Residential Infrastructure</b>	<b>\$ 215,000</b>	<b>\$ 215,000</b>	<b>\$ 215,000</b>	<b>\$ 215,000</b>	<b>\$ 215,000</b>	<b>\$ 1,075,000</b>



<b>Transportation</b>						
<b>System Infrastructure</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Ocean Blvd. Milling & Resurfacing	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Sidewalk Grinding	50,000	50,000	50,000	50,000	50,000	250,000
Ocean Blvd. ADA Ramps	50,000	50,000	50,000	50,000	50,000	250,000
Seagate ADA Ramps	374,000	-	-	-	-	374,000
City-Wide Sign Replacement	20,000	20,000	20,000	20,000	20,000	100,000
City-Wide Pavement Marking	87,500	87,500	87,500	87,500	87,500	437,500
Intersection Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Master Street Tree Planting	10,000	10,000	10,000	10,000	10,000	50,000
Bike Lanes & Sidewalks	400,000	-	-	-	-	400,000
Mapping & Signage for Market Common Trail System	12,500	-	-	-	-	12,500
City-Wide Way Finding Signage	150,000	-	-	-	-	150,000
<b>Total Transportation System Infrastructure</b>	<b>\$ 1,404,000</b>	<b>\$ 467,500</b>	<b>\$ 467,500</b>	<b>\$ 467,500</b>	<b>\$ 467,500</b>	<b>\$ 3,274,000</b>
<b>Underground Conversion</b>						
	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Conversion, Streetscape, Curb, & Gutter	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 250,000	\$ 650,000
<b>Total General Capital Projects</b>	<b>\$ 13,614,500</b>	<b>\$ 1,835,000</b>	<b>\$ 1,860,000</b>	<b>\$ 8,865,000</b>	<b>\$ 1,860,000</b>	<b>\$ 28,034,500</b>







*Map of the Oceanfront Development Area*

## **FY 2016-2020 Oceanfront Redevelopment Capital Improvement Plan**

Downtown Redevelopment Projects are additions to and enhancement of public infrastructure undertaken to facilitate the revitalization of the downtown area. The City's 2016-2020 Downtown Redevelopment Capital Improvements Plan includes \$4.77 million in capital outlays over the five-year planning period.

### **Financing Mix**

Financing for Downtown Redevelopment projects will consist of both 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 Franchise Funds, Storm water Fees, Water and Sewer Fees, and DRC (Downtown Redevelopment Corp.) contributions. **Pay-as-You-Use** funding will consist of Limited Obligation and Tax Increment Revenue Bonds. This retirement of the debt may be supported by the tax revenues generated within the Tax Increment Financing District.

### **Highlights for the Five Year Downtown Redevelopment Capital Improvements Plan (FY 16 - 20)**

The 5-year plan for the Oceanfront Development Area focuses on improvements to Ocean Boulevard from 2nd Avenue North to 9th Avenue North. The total cost of the project is estimated at \$9.825 million and involves burial of overhead utility lines, upsizing water and sewer utilities, installation of decorative medians and sidewalks and resurfacing the roadway. The \$4.77 million included in FY16 represents the final phase of funding for multi-phase project.

### **Operating Budget Impact of the Downtown Redevelopment Capital Improvement Plan**

The improvements included in the five-year plan require only a nominal increase in maintenance and utility costs since the roadways are already lighted and in operation and an operational storm drainage system is in place.



### Oceanfront Development Area Projects

Financing Sources	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	TOTAL
Franchise Fund	\$ 1,705,000	\$ -	\$ -	\$ -	\$ -	\$ 1,705,000
Water & Sewer Fund	646,395	-	-	-	-	646,395
Local Tourism Dev. Fee	873,105	-	-	-	-	873,105
DRC Contribution	1,542,500	-	-	-	-	1,542,500
<b>Total Financing Sources</b>	<b>\$ 4,767,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,767,000</b>
Ocean Blvd. 2nd - 9th Ave. Streetscape	4,767,000	-	-	-	-	4,767,000
<b>Total Downtown Projects</b>	<b>\$ 4,767,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,767,000</b>

### Enterprise Capital Improvement Plan

Enterprise Projects include capital improvements for replacement, expansions and upgrade of the Waterworks and Sewer System infrastructure and renovations of the City owned baseball stadium.

### FY 2016-2020 Water & Sewer Enterprise Fund Capital Improvement Plan

The City's 2016-2020 Waterworks and Sewer System Capital Improvements Plan includes \$ 4.7 million in fiscal year 2016 appropriations and \$ 16.3 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 Waterworks and Sewer System Revenue Bonds. The retirement of the debt will be supported by system revenues.

### Highlights for the Five Year Water & Sewer Enterprise Capital Improvements Plan (FY 16 - 20)

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 replacement of various force mains within the City.



The largest projects included in the plan are in the Sewer Division and involve major renovations to several existing pump stations. The plan also provides for the final phase of the 2nd to 9th Avenue North Streetscape project. The project is driven by a major roadway reconstruction undertaking along Ocean Boulevard and involves the replacement and/or relocation of water and sewer utilities.

### Operating Budget Impact of the Enterprise Capital Improvement Plan

The planned additions to the Waterworks and Sewerage 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

<b>Financing Sources</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Retained Earnings	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Water Impact Fees	250,000	250,000	250,000	250,000	250,000	1,250,000
Sewer Impact Fees	250,000	250,000	250,000	250,000	250,000	1,250,000
Revenue Debt Funding	4,005,000	2,961,000	1,778,750	2,075,000	1,967,500	12,787,250
<b>Total Financing Sources</b>	<b>\$4,705,000</b>	<b>\$3,661,000</b>	<b>\$2,478,750</b>	<b>\$2,775,000</b>	<b>\$2,667,500</b>	<b>\$16,287,250</b>
<b>Water System Improvements</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Miscellaneous/Emergency Water Projects	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Upgrade 4 1/2" hydrants to 5 1/4" hydrants	20,000	20,000	20,000	20,000	20,000	100,000
Water Tank Painting/Maintenance	180,000	311,000	315,000	315,000	350,000	1,471,000
Ocean Blvd 2nd Avenue to 9th (DRC Project)	979,000	-	-	-	-	979,000
79th Ave. Waterline Upgrade Kings Hwy to Ocn. Blvd.	-	-	-	150,000	-	150,000
<b>Total Water Projects</b>	<b>\$1,229,000</b>	<b>\$ 381,000</b>	<b>\$ 385,000</b>	<b>\$ 535,000</b>	<b>\$420,000</b>	<b>\$ 2,950,000</b>
<b>Sewer System Improvements</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Miscellaneous/Emergency Sewer Projects	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Brick Manhole Lining Program to Reduce I&I	90,000	90,000	90,000	90,000	90,000	450,000
Sewer Relining to Reduce I&I (cured-in-place pipe)	145,000	145,000	145,000	145,000	145,000	725,000
18th Avenue South Pump Station Control Panel	100,000	-	-	-	-	100,000



<b>Sewer System Improvements</b>						
<b>Cont'd</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Ocean Blvd 2nd Avenue to 9th (DRC Project)	726,000	-	-	-	-	726,000
Chestnut Road Pump Station Renovation	900,000	-	-	-	-	900,000
82nd Avenue Pump Station Renovation	80,000	581,250	-	-	-	661,250
5th Avenue Pump Station Renovation	185,000	2,008,750	-	-	-	2,193,750
Dunes Club #1 Pump Station Renovation	-	65,000	403,750	-	-	468,750
Dunes Club #2 Pump Station Renovation	-	65,000	366,250	-	-	431,250
Plantation Pointe Pump Station Renovation	-	75,000	468,750	-	-	543,750
M. Manor Retirement Home Pump Station Renovation	-	-	70,000	467,500	-	537,500
Bear Branch Pump Station Renovation	-	-	75,000	543,750	-	618,750
Ocean Creek #1 Pump Station Renovation	-	-	75,000	468,750	-	543,750
The Forest Pump Station Renovation	-	-	-	110,000	640,000	750,000
Northwoods Pump Station Renovation	-	-	-	90,000	653,750	743,750
Briarcliffe Mall Pump Station Renovation	-	-	-	75,000	468,750	543,750
Backlot Line Sewer Relocation	1,000,000	-	-	-	-	1,000,000
Broadway St. Bridge - Forcemain Relocation	-	-	150,000	-	-	150,000
Forcemain Investigation and Rehabilitation	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Total Sewer Projects</b>	<b>\$3,476,000</b>	<b>\$3,280,000</b>	<b>\$ 2,093,750</b>	<b>\$ 2,240,000</b>	<b>\$2,247,500</b>	<b>\$13,337,250</b>
<b>Total Water &amp; Sewer System Projects</b>	<b>\$4,705,000</b>	<b>\$3,661,000</b>	<b>\$ 2,478,750</b>	<b>\$ 2,775,000</b>	<b>\$2,667,500</b>	<b>\$16,287,250</b>





## **FY 2016-2020 Baseball Stadium Enterprise Fund Capital Improvement Plan**

The City's 2016-2020 Baseball Stadium Capital Improvements Plan includes \$410,000 in fiscal year 2016 appropriations and \$ 1.425 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 Local Option Tourism Development Fee and contributions from Horry County. Horry County shares ownership of the Stadium with the City and is responsible for 30% of the cost to operate and maintain the facility.

### **Highlights for the Five Year Baseball Stadium Capital Improvements Plan (FY 16 - 20)**

Capital improvement projects funded in the Baseball Stadium fund include the resurfacing of the parking facilities, concrete repairs, replacement of ornamental fencing and gates, and a contribution toward the future renovation of the artificial playing surface. Replenishment of the renewal and replacement account has been included in the Capital Plan to allow for the repayment of funds utilized for a major seating deck and expansion joint repair project undertaken in FY15. Lease agreements associated with the Stadium require the replenishment of the \$300,000 reserve within three years of use.

The Fiscal Year 2016 renovation projects include concrete repairs to the main entrance and ticketing area on the exterior of the facility and walkways leading to the playground and first base grill on the interior. The parking facility resurfacing project scheduled for FY16 will allow for the preservation of the parking area and improve the overall appearance of the stadium. Replacement of the ornamental perimeter fencing is planned for FY17.

\$550,000 toward the replacement of the artificial playing surface is reflected in the plan, spread between FY18 and FY19. The funding has been incorporated in order to begin the process of accumulating the resources needed to renovate the playing surface and the amount does not reflect the total expected cost of the project. 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 Enterprise 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

<b>Financing Sources</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>TOTAL</b>
Local Tourism Development Fee	\$ 287,000	\$ 220,500	\$ 175,000	\$ 315,000	\$ -	\$ 997,500
Horry County	123,000	94,500	75,000	135,000	-	427,500
<b>Total Financing Sources</b>	<b>\$ 410,000</b>	<b>\$ 315,000</b>	<b>\$ 250,000</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 1,425,000</b>
Concrete Repair	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Playground & 3rd Base Lighting	-	15,000	-	-	-	15,000
Replace Ornamental Perimeter Fencing & Gates	-	200,000	-	-	-	200,000
Resurfacing Parking Facilities	250,000	-	-	-	-	250,000
Turf Replacement (5-year funding plan)	-	-	150,000	450,000	-	600,000
Replenishment of Renewal & Replacement Fund	100,000	100,000	100,000	-	-	300,000
<b>Total Baseball Stadium Projects</b>	<b>\$ 410,000</b>	<b>\$ 315,000</b>	<b>\$ 250,000</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 1,425,000</b>







## **Debt Management**

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

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

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



## General Long Term Debt

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

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

- *general obligation debt*, which is secured by a "full faith and credit" pledge of the government's taxing power;
- *general non-bonded obligations* are certificates of participation (COPs) in a revenue stream. They include *asset-based financings* secured only by an interest in the property being financed and subject to annual appropriations, and *special revenue financings*, which differ from asset-based financings mainly in that they use a pledge of a specific tax or fee source other than the property tax to secure the annual lease payment;

Non-bonded debt instruments, such as the Certificates of Participation used to finance the Convention Center expansion, are considered the equivalent of general obligation debt for purposes of credit analysis.

### Outstanding General Obligation Debt June 30, 2015

Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
General Obligation Bonds, Series 2006A	Full faith and credit	Storm water management projects	Mar-31	4.125-5.00%	5,520,000
General Obligation Bonds, Series 2006B	Full faith and credit	Construction of North Park, Grand Park and Bike Path	Mar-31	4.00-5.00%	2,170,000
General Obligation Bonds, Series 2006C	Full faith and credit	Fire Station Construction – 38 <sup>th</sup> Avenue North	Mar-26	4.00-6.00%	1,640,000
General Obligation Bonds, Series 2008	Full faith and credit	Construction of North Park, Grand Park, Crabtree Gymnasium and Public Facility Land Purchase	Mar-33	4.50-5.00%	8,560,000
General Obligation Bonds, Series 2009A	Full faith and credit	Improvements/ Renovations to the Myrtle Beach Convention Center and Pepper Geddings Gymnasium Bulkhead Replacement	Mar-17	3.41%	180,000
Myrtle Bch Public Facilities Corp. Refunding Certificates of Participation, Series 2010 *	Asset-based; Convention Center lease revenues	Convention Center expansion was financed by original issue, 1992	Jul-17	2.50-4.00%	4,735,000
General Obligation Bonds, Series 2011A	Full faith and credit	Refund GO Bond Series 1999 & 2001 originally issued for Law Enforcement Facility, Doug Shaw Stadium and Transfer Station Improvements and the Art Museum.	Mar-17	2.00-3.00%	395,000
General Obligation Bonds, Series 2011B	Full faith and credit	Refund GO Bond (referendum debt) Series 2002 A & B and 2003 A & B originally issued for Stormwater and Recreation Infrastructure Projects.	Mar-28	3.00-5.00%	13,830,000
General Obligation Bonds, Series 2012A	Full faith and credit	Grand Park and other miscellaneous Recreation projects.	Mar-32	3.00-3.50%	3,840,000
General Obligation Bonds, Series 2012B (Taxable)	Full faith and credit	MB Convention Center HVAC and Roof Renovations.	Mar-32	2.50-4.00%	7,560,000
<b>Total General Long Term Debt</b>					<b>\$48,430,000</b>

\* Series 2010 Refunding Cops, while considered as General Obligation Debt for credit analysis, are not backed by the City's full faith and credit nor applied against the constitutional debt limit.



## 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 per cent constitutional ceiling. The City's outstanding Myrtle Beach Public Facilities Corporation Refunding Certificates of Participation in a Facilities Lease Agreement (COPs), Series 2011, refunded a 1998 issue that refunded a 1992 issue that financed the Convention Center renovation and expansion project. The 1992 issue predated the legislation and neither the original 1992 issue nor the 2011 refunding issue is subject to the debt ceiling.

### Estimate of G.O. Debt Margin Fiscal Year 2014-2015

Item	Amount
Assessed Value:	
Taxable Property	\$340,350,076
(est. at 07/01/2014)	
Exempt Merchants' Inventory	<u>3,407,035</u>
Total Assessed Valuation	<b>336,943,041</b>
Rate (8.0% of Assessed Valuation)	<u>0.08</u>
Constitutional Debt Limit	<b>26,955,443</b>
 Total General Obligation Debt Outstanding	 \$(48,430,000)
Add back: GO Debt Issued per referendum	<u>26,255,000</u>
Less: Outstanding restricted debt	<u>(22,175,000)</u>
<b>Constitutional GO Debt Margin at Fiscal Year 2015</b>	<b>4,780,443</b>

For fiscal year 2014-2015 outstanding GO debt of \$22.2 million issued under the constitutional debt limit equaled 82.2% of the City's constitutional debt limit. Available general obligation debt margin was estimated at \$4.8 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 Long-Term Debt

Annual general obligation debt service requirements on debt issued under constitutional authority are funded by a tax levy of 6 mills, or about \$1.74 million per year based upon the estimated 2014 assessed valuation and a 92% collection rate. Hospitality fee revenues fund debt service payments for the Series 2003A, 2006A, 2006B, and 2011B general obligation bonds, all of which were issued under referendum authority.

Gross debt service requirements for all general long-term debt by fiscal year appear in the following table. All information is current through June 30, 2015.

Gross Debt Service Requirements, General Long Term Debt			
Fiscal Year Ending 6/30	Principal	Interest	Total
2016	3,625,000	1,919,093	5,544,093
2017	3,810,000	1,790,024	5,600,024
2018	3,645,000	1,641,535	5,286,535
2019	2,550,000	1,518,160	4,068,160
2020	2,580,000	1,408,847	3,988,847
2021-2032	32,220,000	8,057,867	40,277,867
<b>Total</b>	<b>\$48,430,000</b>	<b>\$16,335,526</b>	<b>\$64,765,526</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, 2015, the City had three 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 Bond Issues consist of Series 2006A bonds in the amount of \$27.6 million, 2006B bonds of \$10.05 million, and Series 2011 bonds of \$6.9 million.



Outstanding Myrtle Beach Air Force Base Tax Increment Financing District Revenue Debt June 30, 2015					
Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Tax Increment Revenue Bonds, Series 2006A	Incremental Property Taxes	Former Myrtle Beach Air Force Base Redevelopment Area Projects	Oct-36	5.25-5.33%	27,575,000
Tax Increment Revenue Bonds, Series 2006B	Incremental Property Taxes	Former Myrtle Beach Air Force Base Redevelopment Area Projects	Oct-36	TBD	10,050,000
Tax Increment Revenue Bonds, Series 2010	Incremental Property Taxes	Grand Park Phase III and Business Park Infrastructure.	Oct-25	3.70%	6,945,000
<b>Total</b>					<b>\$44,570,000</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, 2015.

Gross Debt Service Requirements, Tax Increment Revenue Bonds				
Fiscal Year Ending 6/30	Principal	Interest	Total	
2016	1,270,000	2,399,603	3,669,603	
2017	1,330,000	2,342,315	3,672,315	
2018	1,390,000	2,282,281	3,672,281	
2019	1,460,000	2,219,406	3,679,406	
2020	1,525,000	2,153,467	3,678,467	
2021-2035	37,595,000	12,201,891	49,796,891	
<b>Total</b>	<b>\$44,570,000</b>	<b>\$23,598,963</b>	<b>\$68,168,963</b>	

### Oceanfront Redevelopment Financing District

At June 30, 2015, 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 & sewer line upgrades.

Outstanding Oceanfront Tax Increment Financing District Revenue Debt June 30, 2015					
Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Limited Obligation Bonds, Series 2009	TIF Revenues from Oceanfront Redevelopment area.	Oceanfront Redevelopment Projects, including a Boardwalk and Promenade and Pavilion Block improvements.	Mar-34	3.00-5.00%	9,155,000
<b>Total General Long Term Debt</b>					<b>\$9,155,000</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, 2015.

Gross Debt Service Requirements, Oceanfront Redevelopment TIFD				
Fiscal Year Ending 6/30	Principal	Interest	Total	
2016	325,000	414,660	739,660	
2017	335,000	401,660	736,660	
2018	350,000	388,260	738,260	
2019	365,000	374,260	739,260	
2020	380,000	359,660	739,660	
2021-2034	7,400,000	2,922,085	10,322,085	
<b>Total</b>	<b>\$9,155,000</b>	<b>\$4,860,585</b>	<b>\$14,015,585</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 four series of debt so secured by the fee and they are accounted for in the Hospitality Fee Fund.

Outstanding Hospitality Fee Revenue Debt June 30, 2015					
Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Myrtle Beach Public Facilities Corporation Certificates of Participation, Series 1998	Hospitality fee revenues, general revenue pledge	Acquisition of Coastal Federal Stadium	Jul-18	3.65-4.95%	2,870,000
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%	16,560,000
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%	44,210,000
<b>Total</b>					<b>\$63,640,000</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. Currently, the revenue from the hotel is sufficient to cover the debt service on these bonds.

Convention Center and Stadium lease revenues fund debt service on Certificate of Participation financings related to those projects. The City (70%) and Horry County (30%) make lease payments from their respective hospitality fees to support the Stadium debt service. Hospitality fees are also pledged for the Downtown Redevelopment COPs issued in 2002.

Gross Debt Service Requirements, Hospitality				
Fiscal Year Ending 6/30	Principal	Interest	Total	
2016	1,825,000	1,592,133	3,417,133	
2017	1,885,000	1,548,455	3,433,455	
2018	1,945,000	1,500,599	3,445,599	
2019	2,015,000	1,446,947	3,461,947	
2020	2,275,000	1,390,222	3,665,222	
2021-2036	53,695,000	27,010,525	80,705,525	
<b>Total</b>	<b>\$63,640,000</b>	<b>\$34,488,881</b>	<b>\$98,128,881</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 December of 2007, the City issued Waterworks and Sewer System Revenue bonds in the amount of \$11.7 million funding the enlargement, extension and enhancement of the City's waterworks and sewer system. An additional \$8.9 million in Revenue Bonds were again issued in 2011 to fund further extensions and enhancements to the waterworks and sewer system, the largest of which involves the upgrade of a major sewer force main that runs nearly the length of the City.

Outstanding Waterworks & Sewer System Revenue Debt June 30, 2015					
Outstanding Debt Issue	Type of Security Pledged	Project(s) Financed	Final Maturity	Interest Rates	Amount Outstanding
Waterworks & Sewer System Revenue Bonds, Series 2007	Gross Revenues of the Waterworks & Sewer System	Extension and improvements to the waterworks & sewer system	Mar-28	4.50-5.00%	9,275,000
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%	8,205,000
Total Waterworks & Sewer System Revenue Debt					\$17,480,000

The following table sets forth the annual debt service requirements for the Waterworks and Sewerage System Revenue Debt incurred as of June 30, 2015.

Gross Debt Service Requirements, Waterworks & Sewer System				
Fiscal Year Ending 6/30	Principal	Interest	Total	
2016	905,000	718,001	1,623,001	
2017	940,000	685,401	1,625,401	
2018	975,000	647,801	1,622,801	
2019	1,020,000	610,126	1,630,126	
2020	1,060,000	566,726	1,626,726	
2021-2032	12,580,000	3,090,132	15,670,132	
<b>Total</b>	<b>\$17,480,000</b>	<b>\$6,318,184</b>	<b>\$23,798,184</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 \$11,075,871 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 American Recovery and Reinvestment Act (ARRA) funding that allowed a portion of the loan to be made interest-free.



In 2014, the City was approved for a State Revolving Loan not to exceed \$11.95 million for the construction of the Ocean Outfall component of the 4th Avenue North drainage improvements. As of June 30, 2015, \$4,271,485 of loan proceeds had been drawn down.

<b>Outstanding State Revolving Loan Fund Debt June 30, 2015</b>					
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%	6,477,897
Storm water Revenue SRF Loan, Series 2009	Storm water Fees	4 <sup>th</sup> Avenue Landward Drainage Improvements	Oct-26	1.84%	2,124,723
Storm water Revenue SRF Loan, Series 2014	Storm water Fees	4th Avenue Ocean Outfall Drainage Improvements	Feb-36	2.00%	4,271,485
<b>Total Revolving Loan Fund Debt</b>					<b>\$12,874,105</b>

The following table sets forth the annual debt service requirements for the Storm Drainage System Revenue Debt incurred as of June 30, 2015. Estimated principal and interest on the balance of SRF proceeds drawn down as of June 30, 2015 have been included in the debt service requirements.

<b>Gross Debt Service Requirements, Storm Water System</b>			
<b>Fiscal Year Ending 6/30</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2016	685,948	208,815	894,763
2017	832,336	259,188	1,091,524
2018	849,752	245,053	1,094,805
2019	867,578	230,573	1,098,151
2020	885,826	215,739	1,101,565
2021-2029	8,752,666	1,780,024	10,532,690
<b>Total</b>	<b>\$ 12,874,106</b>	<b>\$ 2,939,392</b>	<b>\$ 15,813,498</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 July 2011 (Moody's affirmed with stable outlook July 2015)	Aa2	AA
Utility Revenue Bond Rating, affirmed January 2011	Aa3	AA-

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.



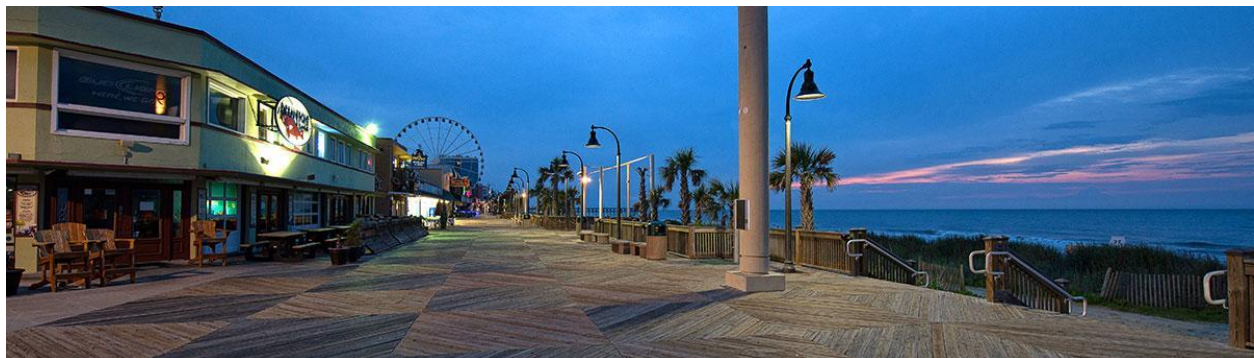
## **Planned New Debt**

### **Waterworks and Sewer System Revenue Debt**

The City anticipates the issuance of Water & Sewer Revenue Bonds in Fiscal Year 2016 of \$12 million to fund major system improvements with an additional \$8.8 million over the last 4 years of the 5-year plan period.

### **General Obligation Bonds**

The City anticipates the issuance of \$16.8 million of General Obligation Indebtedness in the 2016–2020 Capital Improvements Plan to finance the construction of a \$10 million Performing Arts theater at the Myrtle Beach Convention Center, construction of the Clemson Tract/Withers Preserve Fire Station for \$2.5 million, a \$1 million expansion of Fire Station #3, \$740,000 of renovations to the Ted Collins Law Enforcement Center, completion of the Grand Park Linear park component for \$1.5 million and expansion of the Oceanfront Boardwalk over Withers Swash for \$1.3 million. The Performing Arts Theater is included in Fiscal Year 2016 and the other projects are spread over the remaining years of the 5-year plan.







# 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 the Brunswick County, North Carolina southward to Georgetown, South Carolina. The Grand Strand has some of the world’s widest beaches, reaching nearly a quarter mile wide during low tide. The beaches are of white sand, and the coastal water is clear and unpolluted, as there are no harbors, shipping traffic, or heavy industry in the area. No rivers or streams drain into the Atlantic for a distance of nearly 30 miles. The coastline is oriented northwest to southwest, with surrounding areas that have no elevations exceeding 50 feet above sea level.

## Myrtle Beach



## South Carolina





## Regional Economic and Demographic Information

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

### ***Horry County Incorporated Places***

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

*Source US Census Bureau, 2010  
Estimates*

### **Selected Incorporated Places within 45 minutes driving distance**

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

### **Horry County Demographics**

2010 Population (2010 Census)	269,291
White (2013)	82.5%
Black or African-American(2013)	13.7%
American Indian(2013)	0.6%
Identifies 2 or More Races(2013)	1.8%
Hispanic/Latino(2013)	6.1%
Median Age(2010)	41.1
Average Household Size(2013)	2.42
High School Graduate(2013)	87.7%
Bachelors or Higher Degree(2013)	22.7%
Mean Travel to Work Time(2013)	21.2 min
Median Household Income(2013)	\$42,431
Per Capita Income(2013)	\$24,002
Individuals Below Poverty Line(2013)	19.1%

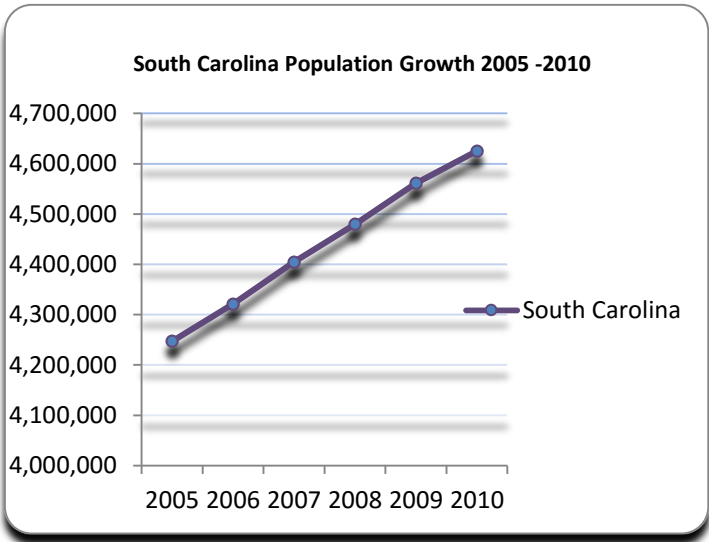
*Source US Census Bureau*



# Population & Growth Trends

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

Source: US Census Bureau





## Local Employers

### Horry County, Top 10 Employers

Company/Organization	Type of Business	# Employees
Horry County School District	Education ( K-12)	5,473
Wal-Mart	Retail Sales	2,623
Horry County Government	County Government	2,178
Coastal Carolina University	Higher Education	1,582
Conway Hospital	Hospital	1,400
Grand Strand Regional Medical Center	Hospital	1,200
Food Lion	Grocery Store	1,040
McLeod Loris Seacoast Medical Center	Hospital	940
City of Myrtle Beach	Local Government	862
Blue Cross Blue Shield	Health Insurer/Administrator	837

*\* Source Myrtle Beach Area Chamber of Commerce Statistical Abstract (24<sup>th</sup> Edition)*

### Horry County, 5 Largest Industrial Employers

Company/Organization	Type of Business	# Employees
Conbraco Industries, Inc.	Steel Products & Components	320
Metglas, Inc.	Amorphous Metal	180
Builders FirstSource, Inc.	Structural Building Products	150
New South Lumber Const, Inc.	Structural Building Products	150
Palmetto Corp.	Asphalt Manufacturer	150

*\* Source Myrtle Beach Area Chamber of Commerce Statistical Abstract (24<sup>th</sup> Edition)*



Grand Strand Regional Medical Center



## Wage and Labor Statistics

### Horry County Employment (Non-Farm/Non-Government) 2010-2014

Classification	2010	2011	2012	2013	2014
Manufacturing	3,980	3,750	3,590	2,870	3,454
Construction & Mining	9,090	8,870	8,360	8,860	5,373
Wholesale & Retail Trade	22,800	23,110	23,830	24,460	22,245
Information	1,310	1,290	1,320	1,320	1,889
Finance, Insurance and Real Estate	7,010	7,150	7,150	7,500	6,709
Services (inc. Ag. Services)	62,920	65,430	66,320	67,690	73,365
Total	107,110	109,600	110,570	112,700	113,035

*Source: SC Department of Employment and Workforce, Labor Market Division*

### Average Unemployment Rates, 2010-2014

Year	City	County	State	U.S
2014	8.1%%	7.3%	6.4%	6.2%
2013	8.5%	8.5%	7.6%	7.4%
2012	10.1%	10.1%	9.0%	8.1%
2011	11.6%	11.6%	10.3%	8.9%
2010	12.1%	12.1%	11.1%	9.6%

*Source SC Department of Employment and Workforce, Labor Market Information Division.*

### Horry County Annual Unemployment 2010-2014

Year	Unemployed	Labor Force	Unemployment Rate
2014	9,662	123,337	7.3%
2013	11,057	118,856	8.5%
2012	13,165	117,077	10.1%
2011	15,084	114,973	11.6%
2010	15,745	114,656	12.1%

*Note: Not Seasonally Adjusted*

*Source SC Department of Employment and Workforce, Labor Market Information Division.*



## 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. *Southern Living* magazine has routinely placed Myrtle Beach in its "Favorites" lists with recent designations as Favorite Beach (2009), Favorite Family Destination (2009) Favorite Weekend Getaway (2009), Favorite Beach Towns (2007) and Favorite Family Vacations (2007). AOL.COM's listed Myrtle Beach as one of the top ten most searched domestic travel destination(2009), and the City was among the Weather Channels "Top Ten Family – Friendly Destinations" (2010). Myrtle Beach also made it into ASK.COM's "Top Ten Family Destinations" (2008). Horry County, which includes the Myrtle Beach resort area, leads all counties of 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, 2013 domestic travel expenditures in Horry County reached \$3.6 billion, accounting for nearly 31.3% of the State total. Approximately 38,400 jobs in the County were directly related to tourism in 2012.

### 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 to approximately 98,500. 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.

#### Myrtle Beach International Airport Commercial Passenger Totals

<u>Year</u>	<u>Arrivals</u>	<u>Departures</u>
2009	743,206	742,187
2010	869,032	867,106
2011	881,694	878,180
2012	742,097	740,457
2013	823,570	831,349

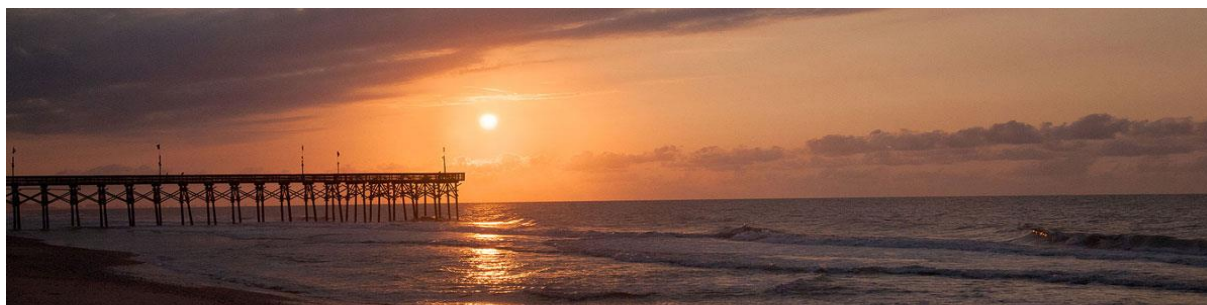
Source Myrtle Beach Area Chamber of Commerce  
Statistical Abstract (24<sup>th</sup> Edition)

#### Estimated Number of Visitors

<u>Year</u>	<u>Visitors</u>
2009	13.7
2010	14.0
2011	14.5
2012	15.2
2013	16.1

Source Myrtle Beach Area Chamber of Commerce Statistical  
Abstract (24<sup>th</sup> Edition)





## Area Accolades

<b>Most Popular travel Destination (2014)</b>	— <i>Trip Advisor Travelers' Choice Awards</i>
<b>#3 Top Summer Beach Destination (2014)</b>	— <i>Priceline.com</i>
<b>#12 in Best Boardwalks for Food (2013)</b>	—USA Today
<b>#11 Best Places to Hold Meetings (2013)</b>	— <i>Convention South</i>
<b>Americas Most Awesome Boardwalks (2013)</b>	—Budget Travel.com
<b>#6 Best Restaurant Cities(2013)</b>	—Huffington Post.com
<b>#6 Best Family Beach Vacations</b>	
<b>#6 Best Family Vacations in the USA</b>	
<b>#7 Best Affordable US Vacations</b>	
<b>#9 Best Beaches USA</b>	—US News and World Reports (2012)
<b>Cheat Sheet of Best Beaches for 2012</b>	— <i>Away.com</i>
<b>America's Most Fun Affordable Cities</b>	—Better Homes & Gardens (2012)
<b>Top 5 Summer Travel Destinations of 2011</b>	—US News and World Reports (2011)
<b><i>Top Ten Beach Vacation Spots</i></b>	—The Travel Channel (2011)
<b><i>No 25 of 100 "Best Places to Retire"</i></b>	—TopRetirements.com (2011)
<b><i>Four courses listed among "America's Top 100 Great Public Golf Courses"</i></b>	—Golf Digest (2009-10)



## Education

### Institutions of Higher Learning

Coastal Carolina University, located ten miles west of the City, offers 55 baccalaureate degree programs and seven master's degree programs. Over 9,000 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 more than 7,750 students annually. The College offers 70 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 more than 8,000 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. Enrollment at the Myrtle Beach campus exceeds 400 students. Webster is accredited at the undergraduate and graduate levels by the North Central Association of Colleges and Schools and maintains membership in the American Assembly of Collegiate Schools of Business.



Coastal Carolina University



Horry Georgetown Tech



## 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 57 schools consist of 27 primary/elementary schools, 11 middle schools, 10 high schools, two career centers, a Scholars Academy and an Early College High School, an alternative school and 4 Charter Schools. Fourteen private schools are located within the County. Of the District's 2,571 classroom teachers, 73% have earned post-graduate degrees or education.

### Horry County Public Schools Enrollment

<u>Year</u>	<u>Pre-K</u>	<u>K-8</u>	<u>9-12</u>	<u>Total</u>
2009-10	1,247	25,419	10,755	37,421
2010-11	1,217	25,978	11,011	38,206
2011-12	1,217	25,904	10,806	37,927
2012-13	1,213	27,796	11,445	40,544
2013-14	1,120	27,929	11,207	40,256

*Source: Horry County School District annual statistics.*



Horry County Schools Robotics Team - Winner 2015





## **Budget Ordinance No. 2015-39**

1st Reading , May 12, 2015

2nd Reading, June 9, 2015



CITY OF MYRTLE BEACH  
COUNTY OF HORRY  
STATE OF SOUTH CAROLINA

AN ORDINANCE TO LEVY TAXES AND  
ESTABLISH A MUNICIPAL BUDGET FOR THE  
FISCAL YEAR BEGINNING JULY 1, 2015, AND  
ENDING JUNE 30, 2016, AND A CAPITAL  
IMPROVEMENTS PROGRAM FOR FISCAL  
YEARS 2016-2020

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

NOW, THEREFORE, BE IT ORDAINED by the governing body of the City of Myrtle Beach, in Council duly assembled, and by the authority of the same, that taxes are hereby levied, and revenue estimates and appropriations are hereby established as set forth in the following Municipal Budget Ordinance for the Fiscal Year beginning July 1, 2015 and ending June 30, 2016 (the "Ordinance").

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

For the support of general governmental functions of the City, an *ad valorem* tax to apply for the period July 1, 2015 through June 30, 2016, both inclusive, for the sums and in the manner set forth as follows, is and shall be levied, collected, and paid into the treasury of the City of Myrtle Beach, South Carolina, for the use and service thereof.

*Tax Levy and Distribution (in mills)*

Operations	68.5
Debt Service	<u>6.0</u>
<b>Total Tax Levy (in mills)</b>	<b>74.5</b>

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

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

A. Moneys from revenues and other financing sources are hereby estimated to be available to finance appropriations of the 2015-16 fiscal year in the manner and the amounts as set forth in Exhibit A, which is attached hereto and made a part hereof.

**B. Exceptions for Certain Funds.**

*Provisions of Existing Statutes, Ordinances, Contracts and Covenants.* Where existing Statutes, Ordinances, Contracts and Covenants govern the use of funds according to legislatively or contractually determined formulae, the estimates in this ordinance are illustrative rather than controlling and appropriations of those funds will adjust according to the applicable provisions of such Statutes, Ordinances, Contracts and Covenants.

*Capital Project Appropriations.* Appropriations in the General Capital Projects Fund shall not lapse at June 30, 2016, but each project appropriation shall remain in force for the life of the project and shall be closed out upon completion or other disposition of the project.

*Tax Levies and Appropriations Established by Other Ordinances.* Direction to levy taxes for the payment of annual installments of General Obligation Debt along with appropriations for capital expenditure or investment, bond issuance costs or for annual installments of capitalized interest according to a predetermined schedule



are established in Bond Ordinances. Nothing in this ordinance shall modify or amend the terms of any such ordinance.

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

A. **Waterworks and Sewer System fees and charges.** Pursuant to provisions of the Code of Ordinances of the City of Myrtle Beach, Sec. 21-9(a), the schedule of Water and Sewer System Fees and Charges is hereby amended to read in its entirety according to the schedule attached hereunto as Exhibit B.

B. **Other Fees and Charges.** Various other fees and charges set by ordinance are hereby affirmed or amended to read in their entirety according to the schedules appearing in Exhibits C through J, attached hereto.

**Sec. 4. FY2014-15 Encumbrances and Remaining Grant Authorizations Re-appropriated; Recording of Commitments of Amounts Appropriated from Fund Balance.**

A. Encumbrances in each fund at June 30, 2015, representing obligations made against 2014-15 appropriations outstanding as of that date, are hereby re-appropriated and the appropriations shall be distributed to the budgetary accounts under which the expenditures will be charged during the 2015-16 budget year as such obligations are satisfied provided that such encumbrances, when taken together with 2014-15 expenditures, would not have caused any fund to exceed its budgetary authorization for the year ended June 30, 2015.

B. For each fund in which a re-appropriation occurs under Sec. 4.A. above, the amount of funds appropriated hereunder shall be established in that fund as "Committed for Encumbrances."

C. For each fund in which the balanced budget for 2014-15 includes the use of fund balance, the amount of fund balance so used shall be identified as "Committed for Current Appropriations."

D. Appropriations for grants, the authorization for which extends beyond the end of the fiscal year, shall not lapse at the end of the fiscal year. Any such grant authorizations remaining at the end of a fiscal year shall be re-appropriated pursuant to the conditions of the respective grant agreements.

E. Appropriations for active projects resulting in restrictions of fund balance shall be identified by appropriate titles in the budgetary statements of the affected funds.

F. Amounts of Governmental Fund balances intended to be used for debt service expenditures during the coming year per the terms of Bond Ordinances, Indentures or local policy are hereby established as Commitments of Fund Balances.

**Sec. 5. Business Policies, Goals and Objectives, Capital Improvement and Debt Management Plans.** The business policies, goals and objectives, capital improvement and debt management plans of the FY2015-16 budget are hereby adopted by reference.

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

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



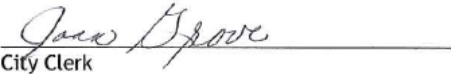
1   **Sec. 8. Validity of the budget ordinance.** If, for any reason, any sentence, clause, or  
2   provision of this ordinance shall be declared invalid, such declaration shall not affect  
3   the remaining provisions thereof.  
4

5   **Sec. 9. Conflicts with preceding ordinances.** Except as otherwise provided herein, with  
6   respect to any conflicts arising between this and other ordinances, this Ordinance shall  
7   prevail with respect to the conflicting sections.  
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Mayor

Attest:

  
City Clerk

First Reading: 5-12-15  
Second Reading: 6-9-15



1  
2  
3

Exhibit A. Estimated Revenues and Appropriations, Fiscal Year Ending June 30, 2016

	Governmental Operating Budget	Enterprise Operating Budget	Total Operating Budget	General Capital Improvements Budget	Total Manager's Recommended Budget
<b>Revenues and Other Financing Sources</b>					
Property Taxes	\$ 29,102,246	\$ -	\$ 29,102,246	\$ 505,000	\$ 29,607,246
Licenses and Permits	39,600,428	-	39,600,428	500,000	40,100,428
Fines and Forfeitures	1,256,575	-	1,256,575	-	1,256,575
Local Option Tourism Fees	25,140,000	-	25,140,000	-	25,140,000
Intergovernmental Revenue	12,572,706	-	12,572,706	859,250	13,431,956
Charges for Current Services	9,168,549	30,597,559	39,766,108	-	39,766,108
Miscellaneous Revenue	6,735,595	234,500	6,970,095	192,000	7,162,095
Proceeds of Long-term Obligations	-	-	-	9,800,000	9,800,000
Transfers from Other Funds	25,239,462	1,137,500	26,376,962	1,995,500	28,372,462
Capital Contributions	-	3,125,000	3,125,000	-	3,125,000
Net Use of Fund Balances	1,342,137	300,188	1,642,325	187,596	1,829,921
	<u>\$ 150,157,698</u>	<u>\$ 35,394,747</u>	<u>\$ 185,552,445</u>	<u>\$ 14,039,346</u>	<u>\$ 199,591,791</u>
<b>Expenditures/Expenses</b>					
General Government	\$ 10,655,144	\$ -	\$ 10,655,144	\$ 424,846	\$ 11,079,990
Public Safety	38,555,989	-	38,555,989	-	38,555,989
Transportation	6,130,058	-	6,130,058	-	6,130,058
Community and Economic Development	29,904,841	-	29,904,841	-	29,904,841
Culture and Recreation	17,855,644	838,081	18,693,725	-	18,693,725
Public Works	1,618,268	32,248,577	33,866,845	-	33,866,845
Capital Improvements & Acquisitions	3,322,719	70,000	3,392,719	13,614,500	17,007,219
Principal Retirement	7,840,726	-	7,840,726	-	7,840,726
Interest and Fiscal Charges	7,261,585	858,351	8,119,936	-	8,119,936
Bond Issuance Costs	-	20,000	20,000	-	20,000
Transfers to Other Funds	27,012,724	1,359,738	28,372,462	-	28,372,462
Increase in Fund Net Assets	-	-	-	-	-
	<u>\$ 150,157,698</u>	<u>\$ 35,394,747</u>	<u>\$ 185,552,445</u>	<u>\$ 14,039,346</u>	<u>\$ 199,591,791</u>
<b>Add items previously appropriated and non-expense items</b>					
Enterprise Capital Projects	-	4,705,000	4,705,000	-	4,705,000
Less Interfund Transfers	(27,012,724)	(1,359,738)	(28,372,462)	-	(28,372,462)
<b>Grand Total FY2015 Recommended Budget</b>	<u>\$ 123,144,974</u>	<u>\$ 38,740,009</u>	<u>\$ 161,884,983</u>	<u>\$ 14,039,346</u>	<u>\$ 175,924,329</u>

5



**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"	2.51	5.02
1"	4.18	8.36
1.5"	8.35	16.70
2"	13.36	26.72
3"	29.21	58.42
4"	41.73	83.46
6"	83.45	166.90

**Volume Charge**

(per 1,000 gal)

Tier 1: 0-4	1.40	2.80
Tier 2: 5-30	2.64	5.28
Tier 3: > 30	2.98	5.96

**Sewer**

**Base Charge**

<u>Meter Size</u>	<u>Inside City</u>	<u>Outside City</u>
3/4" & 5/8"	3.50	7.00
1"	5.86	11.72
1.5"	11.71	23.42
2"	18.71	37.42
3"	40.98	81.96
4"	58.54	117.08
6"	117.06	234.12

**Volume Charge**

(per 1,000 gal)

3.35	6.70
------	------

<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.



Exhibit C. Schedule of Solid Waste Fees and Charges

For purposes of this section, "standard residential service" shall mean (i) once per week curbside collection of general waste, once per week recycling service, once per week yard waste collection, and bulky trash service for a single service address with one or two roll-out containers or (ii) once per week service to each residential service address utilizing a shared 8 cubic yard container. For customers with more than two containers, each additional container is serviced at an additional charge. "8 cubic yard Container Service" shall mean one instance of collecting and removing the contents of one solid waste container with a rated capacity of eight cubic yards; "call-back service" refers to each incidence of unscheduled service above and beyond the rate for which the customer has subscribed; "compactor service" shall mean one instance of collecting and removing the contents of one compaction unit. "Transfer station customers" are (1) private haulers, (2) private individuals or firms doing business as landscapers, or (3) other individuals or firms not falling into a previously defined class, which customers collect waste and deliver it to the transfer station to be transferred to the landfill by city forces.

	<u>Collection</u>	<u>Landfill Disposal</u>
<u>Standard Residential Service:</u>		
One or two containers	\$ 18.15 per month	\$ 4.75 per month
Each Additional Container	\$ 9.80 per month per container	Included in rate
<u>Commercial Services:</u>		
8 cubic yard Container Service:		
Once per week schedule	\$ 148.00 per month	Included in rate
All other service schedules	\$ 42.50 per service	Included in rate
Call-Back Service (8 cu. yd.)	\$ 63.00 per service	Included in rate
Compactor Service	\$ 132.50 per service	Contemporary landfill tipping rate
Roll-out container service:		
One container twice per week	\$ 36.30 per month	\$ 9.50 per month
Each additional service per week	\$ 18.15 per month	\$ 4.75 per month
Each additional container (up to a maximum of five (5))	\$ 9.80 per month per container	Included in rate
<u>Transfer Station Customers:</u>		
Transfer Station Processing Fees	\$ 23.00 per ton	Contemporary landfill tipping rate
Landscaping Waste Fees	\$ 23.00 per ton	Contemporary landfill tipping rate"







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

8  
 9 **Staffing Fees & Labor Costs**

10 Additional fees for services in connection with the use of the facilities are as follows and rates  
 11 are the same for civic or non-civic users. After hours gymnasium rentals require a minimum of  
 12 3 hours rental and a minimum of 2 staff members at overtime rates. Staffing fees will be  
 13 charged for facility rentals during non-business hours to include overtime and/or holiday rates.  
 14 The fees stated herein are expressed as ordinary rates and are designed to recover costs. In  
 15 the event that actual costs are materially higher or lower under given circumstances, the City  
 16 Manager or his designee may negotiate such different rates as may be appropriate in order to  
 17 cover the City's costs.

18  
 19 Basic Labor during regular business hours \$ 20.00/hour/person  
 20 Overtime Rate during non-business hours \$ 30.00/hour/person  
 21 Holiday Rate (On a City Holiday if staff is available) \$ 50.00/hour/person  
 22 Cleanup \$200.00-\$1,200.00/site/use

23 Charges based upon amount of clean-up required at \$15.00 per laborer per hour.

24 Materials provided at cost

25 Clients may reserve facilities no more than 730 days in advance of their events by entering into  
 26 a contract with City. The contract may provide for a deposit to secure the reservation in an  
 27 amount not to exceed 50.0% of the contract rental price. The reservation may be cancelled,  
 28 with a full refund of the deposit, no fewer than 90 days prior to the event. In the event of a  
 29 cancellation fewer than 90 days prior to the event, the client shall forfeit the deposit in its  
 30 entirety. Should the client cancel the event fewer than ninety days in advance for two  
 31 consecutive years, he or she shall forfeit the right to the event date(s) and the date(s) shall be  
 32 returned to a list of available dates to be offered subject to lottery drawing.

33  
 34 **Pool Rental\***

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

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

40  
 41

Entire Pool (for all pools)	\$120.00/hour
Lane Rentals (at all pools)	\$ 15.00/lane/hour
Shallow End Only (at Pepper Geddings)	\$ 30.00/hour

**Recreation Facility Rental\***

	<u>Civic</u>	<u>Non-civic</u>
Meeting Room	\$20.00/hour	\$35.00/hour
Small Gymnasium	\$65.00/hour	\$90.00/hour
	\$250.00/day	\$360.00/day
Large Gymnasium	\$75.00/hour	\$120.00/hour
	\$300.00/day	\$400.00/day



<i>Ballroom/Banquet Hall</i>	\$30.00/hour	\$65.00/hour
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<i>Table &amp; Chair Set Up Fee</i>	\$25.00	\$25.00
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Renters may request all available tables and chairs in the facility for their use. If additional tables and chairs are needed, they must be provided by the renter. Setup and delivery must be coordinated with the City.

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

<b>Athletic Fields/Courts/Rinks</b>		
<i>Hourly Rental—single field/court/rink</i>	\$ 30.00/hour	\$ 30.00/hour

<i>Daily Rental— Rate (Covers initial daily preparation, use of any existing press box and lights as needed to maintain the safety of players and spectators. The City retains the right to assess a fee to recover the cost of lighting used during other periods of time.)</i>	\$150.00/field, rink or court/day	\$150.00/field, rink or court/day
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<i>Ashley Booth Field Rental Fee</i>	\$300.00/day	\$1,000.00/day
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<i>Doug Shaw Memorial Stadium</i>	\$ 1,000.00/day	\$ 3,125.00/day
• <i>Additional Field Lines</i>	\$ 540.00	\$ 540.00
• <i>Video Display Operator (if provided by City)</i>	\$ 50.00/game or	\$ 20.00/hr/non-game function
• <i>Scorekeeper</i>	\$ 50.00/game or	\$ 20.00/hr/non-game function
• <i>Clean Up Fee</i>	\$500.00/function maximum	\$500.00/function maximum

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

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

	<u>Civic</u>	<u>Non-Civic</u>
<i>All City Parks except Grand Park</i>	\$ 125.00/-day	\$ 500.00/ day

<i>Plyler Park, H.B. Springs and Anderson Park for periods of 2 hours or less</i>	\$ 50.00	\$ 50.00
---	----------	----------



<b>Grand Park</b>		
<i>Park Area surrounding Lake (excluding Ballfields and Picnic Shelters)</i>	\$ 500.00/ day	\$ 2,000.00/ day
<i>Esplanade/Dock</i>	\$ 125.00/ day	\$ 500.00/ day
<i>Lake Front Area</i>	\$ 375.00/ day	\$ 1,500.00/ day
<i>Per Move-In/Move-Out Day</i>	50% of one-day rental	50% of one-day rental

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")

<i>Picnic Shelter</i>	\$50.00/day	\$50.00/day
-----------------------	-------------	-------------

Any event for which participation exceeds the posted seating capacity of the shelter will require payment of a clean up fee. (See "Staffing Fees & Labor Costs")

<b>Concessions</b>	The City of Myrtle Beach retains all concession rights for all city facilities.	The City of Myrtle Beach retains all concession rights for all city facilities.
--------------------	---	---

<b>Preparation of Facility</b> (in excess of initial preparation for turf) for Softball or Baseball	\$25.00/prep	\$25.00/prep
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If additional lines are required to be painted on natural grass for events such as

<i>Football, Soccer, Lacrosse or Rugby</i>	\$ 250.00/field	\$ 250.00/field
--	-----------------	-----------------

If additional lines are required to be painted on synthetic turf	\$540.00/field	\$540.00/field
--	----------------	----------------

<b>Facility Lighting</b>		
<i>Youth Fields (baseball, softball) and Courts</i>	\$ 5.00/hour	\$ 5.00/hour
<i>Adult Fields (softball)</i>	\$ 9.00/hour	\$ 9.00/hour
<i>Football, Soccer fields, Doug Shaw Memorial Stadium</i>	\$ 12.00/hour	\$ 12.00/hour

- 1
- 2 Recreation Activities and Instructional Programs



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

5  
6 **Youth Sports Fees**

7 For each sport

8 City resident \$15.00

9 Non-resident \$75.00

10  
11 **Special Program Fees**

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

14 **CITY/COUNTY PROFESSIONAL BASEBALL STADIUM RENTAL FEE SCHEDULE**

15  
16 **CATEGORY 1**

17 **COMMERCIAL USE-** defined as any event staged by a group or individual for profit or business  
18 purposes. (i.e., entertainment shows, concerts, corporate events, trade shows, fantasy camps,  
19 company picnics, etc.)

20  
21 **CATEGORY 2**

22 **NON PROFIT USE-** Defined as Myrtle Beach, Horry County, State, or Federal non-profit  
23 organizations staging an event with the purpose of generating revenue for charitable  
24 organizations. Must be registered with the State as a non-profit organization. A minimum of  
25 40 % of the gross revenues must be contributed to the listed charitable organization.

26  
27 **CATEGORY 3**

28 **GOVERNMENT AND PUBLIC SCHOOL USE** Defined as use by any local government in Horry  
29 County, use by Horry County Government, or use by Horry County Public Schools for the  
30 purpose of providing recreational opportunities, public service opportunities or educational  
31 opportunities to their citizens.

32

33 AREA	RENTAL FEE	CATEGORY 1	CATEGORY 2	CATEGORY 3
34 Entire stadium	per day	\$4,000.00	\$2,400.00	\$800.00
35	per hour*	\$ 800.00	\$ 480.00	\$ 240.00
36				
37 Picnic area	per day	\$ 600.00	\$ 360.00	\$ 200.00
38	per hour*	\$ 120.00	\$ 72.00	\$ 40.00
39				
40 Concourse	per day	\$ 600.00	\$ 360.00	\$ 200.00
41	per hour *	\$ 120.00	\$ 72.00	\$ 40.00
42				
43 Playing field	per day	\$1,000.00	\$ 600.00	\$ 300.00
44	per hour*	\$ 200.00	\$ 120.00	\$ 60.00
45				
46 Parking lot	per day	\$1,200.00	\$ 720.00	\$ 360.00
47	per hour*	\$ 240.00	\$ 144.00	\$ 72.00
48				

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

51 \* Three hour minimum rental requirement applies in all areas. Must include set up and tear  
52 down time.

53 Move-in and Move out days will be charged at 50% of one day's rental.

54

55



1   **ADDITIONAL CHARGES**

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

9   Examples of services that may be required:

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

26  
27   **Train Station Fees and Charges.**

28   City Resident	\$30.00/hour
29   Non-Resident	\$55.00/hour
30   Staffing Charge for events during non-business hours	\$30.00 per hour
31   Holiday Staffing Rate (if staff is available)	\$50.00/hour
32   Table/Chair Set-up Fee	\$25.00
33   Clean Up Fee	\$30.00/hour unless cleaned by user.

34   (12 tables and 50 chairs are available as part of the rental. If additional tables and chairs are  
35   needed, they must be provided by the renter. Setup and delivery must be coordinated with  
36   the Facility Attendant.)  
37

38   **Library Cards.** The current schedule of fees and charges for Library Cards is hereby affirmed  
39   as follows:

40       For the purposes of this schedule, the following definitions shall apply:

41       "City Resident" shall mean the owner of record of property registered in the City of  
42       Myrtle Beach for purposes of taxation or any other person residing permanently in the  
43       City regardless of ownership of taxable property.

44       "County Resident" shall mean the owner of record of property registered in Horry  
45       County for purposes of taxation or any person residing permanently in the County  
46       regardless of ownership of taxable property.

47       "Non-resident" shall mean any person who does not qualify as either a City Resident or  
48       a County Resident.



1 "Family member" shall mean any person related by blood, marriage, or other legal  
2 means to the primary cardholder.  
3

4	<u>Class</u>	<u>Annual Fee</u>
5	City Resident	No charge
6	Horry County Resident	
7	Primary Card	\$20.00
8	Additional Cards for other family members	No charge
9	Non-resident 90-Day Card	
10	Primary Card	\$ 8.00
11	Additional cards for other family member(s)	\$ 2.00 per card
12	Non-resident annual card	
13	Primary Card	\$20.00
14	Additional cards for other family member(s)	\$ 8.00 per card"
15		



Exhibit E. Myrtle Beach Convention Center Fees and Charges

Convention Center Exhibition, Ballroom and Meeting Room maximum rates

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

Space	Maximum Rate
Exhibit Hall ABC (100,800 sq. ft.)	\$ 12,000.00
Exhibit Hall A (36,000 sq. ft.)	5,400.00
Exhibit Hall B (28,800 sq. ft)	4,400.00
Exhibit Hall C (36,000 sq. ft.)	5,400.00
Meeting Rooms (per day or portion thereof, each room)	300.00
Ballroom (per day or portion thereof)	7,000.00
Parking Charge (per space per day)	5.00
Exception: Residents with City parking decal	No charge
Other Convention Center services and Charges	Market Rates



Exhibit F. Schedule of Building Permit Charges

" (a) PERMIT FEES:

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

<u>Total Valuation</u>	<u>Fee</u>
\$5,000 and less	\$50.00
\$5,000 to \$25,000	\$50.00 for the first \$5,000 plus \$5.00 for each \$1,000, or fraction thereof, over \$5000.
\$25,000 to \$150,000	\$175.00 for the first \$25,000 plus \$4.75 for each \$1,000, or fraction thereof, over \$25,000.
\$150,000 to \$250,000	\$769.00 for the first \$150,000 plus \$4.50 for each \$1,000, or fraction thereof, over \$150,000.
\$250,000 to \$750,000	\$1,244.00 for the first \$250,000 plus \$4.25 for each \$1,000, or fraction thereof, over \$250,000.
\$750,000 to \$5,000,000	\$3,619.00 for the first \$750,000 plus \$4.00 for each \$1,000, or fraction thereof, over \$750,000.
Over \$5,000,000	\$23,806.00 for the first \$5,000,000 plus \$3.00 for each \$1,000, or fraction thereof, over \$5,000,000.

(ii) All other permits for new construction:

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

(b) MANUFACTURED HOME PERMIT FEES

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

(c) TRADE PERMIT FEES

Trade permits are required in addition to the permit fees of (a) & (b) herein above.

MECHANICAL PERMIT

\$2,000 and less	\$35.00
Over \$2,000	\$35.00 plus \$2.00 for each \$1000, or fraction thereof, over \$2,000.

PLUMBING PERMIT

Base Fee	\$25.00
Per Fixture	\$2.50



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

19 (d) MOVING OF BUILDINGS OR STRUCTURES:

20 For the moving of any building or structure, the fee shall be One Hundred Fifty Dollars  
21 (\$150.00).

22 (d) DEMOLITION OF BUILDINGS OR STRUCTURES:

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

25 (e) RE-INSPECTION FEES:

26 All re-inspection fees will be One Hundred Dollars (\$100.00), which shall be paid before  
27 the re-inspection is made.

28 (f) PENALTIES

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

34 (g) PLAN-CHECKING FEES

35 When a plan is required to be submitted a plan-checking fee shall be paid at the time  
36 of permitting. The plan-checking fee shall be equal to one-half of the building permit  
37 fee as determined in accordance with sub-section (a) herein above. Such plan-checking  
38 fee is in addition to the building permit fee.



- 1  
2 (h) SIGN PERMIT FEES
- 3 Permit fees for signs shall be calculated in accordance with sub-section (a) herein  
4 above. Plan-check fees for all sign permit applications shall be \$15.00 per sign, payable  
5 at the time the permit application is made.  
6
- 7 (i) PARKING LOTS, DRIVEWAYS AND ASSOCIATED LANDSCAPING PERMIT FEES
- 8 The permit fee for development of a parking lot or a driveway that is not associated  
9 with any other building development will be based on the contract value of the  
10 developed lot, including all landscaping, and be determined in accordance with sub-  
11 section (a) herein above. Plan-checking fees will be one-half the permit fees, payable  
12 at the time the permit application is made.  
13



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



1	Exhibit H. Schedule of Code Enforcement Charges
2	
3	Fees for grass and debris removal, related Mowing/Cutting/Clearing Charge:
4	Non-tractor cutting:
5	\$25.00 per machine per deployment
6	\$25.00 per person per hour
7	Tractor equipment cutting:
8	\$100.00 per machine per deployment
9	\$100.00 per person per hour
10	Any use of heavy equipment: re: Brush/Debris/Tree Pickup:
11	\$150.00 per vehicle per deployment
12	\$150.00 per hour per unit
13	Administrative Fee for public abatement of grass, debris, general nuisance, to include costs of
14	direct personnel, oversight, records:
15	Initial public abatement against owner: \$500.00
16	Second abatement: \$750.00
17	Third abatement: \$750.00
18	Any additional abatements: \$1,000.00
19	Cost of Title Search, if required: \$275.00
20	Cost of Lien Filing, if required: \$25.00
21	Actual attorney fees and costs of collection incurred when the public is compelled to collect
22	through legal process.
23	



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**Exhibit I. Schedule of Animal Control Fines and Fees**

<b>Animal Shelter Fees.</b>	
<b>Service</b>	<b>Fees</b>
	<u>Altered</u> <u>Unaltered</u>
Boarding Fees ( <i>maximum</i> per day)	10.00                      10.00
<b>Fees and Charges for Certain Violations pursuant to Section 4-10.</b>	
<b>Violation</b>	<b>Fees</b>
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.



Exhibit J. Miscellaneous Fees and Charges

**Cemetery Fees and Charges**

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

**Fire and Emergency Medical Service Fees and Charges:**

Basic Transport Charges (including Basic Life Support (BLS) services, Tier 1 and Tier 2 Advanced Life Support (ALS) services, mileage charges and charges for a required Third Attendant, when necessary)	The Fire Department shall maintain reasonable rates designed to recoup the costs of these services but not in excess of the current County rate schedule or, for items not included in the County rate schedule, not in excess of reasonable direct and indirect costs.
Medications, fluids, supplies and special treatments	The above charges include all medications, fluids, supplies and special treatments necessary to deliver required medical treatments.
Hazardous Materials Incident Charges	The Fire Department shall maintain reasonable rates sufficient to recoup the costs of these incidents but not in excess of the current County rate schedule or, for items not included in the County rate schedule, not in excess of reasonable direct and indirect costs.
Facility Use Fee (Station #6 Training and Community Room )	For non-residents and businesses located outside the City, there shall be a charge of \$50 for the first four hours or any fraction thereof and an additional \$100 for a second four hours or any fraction thereof in any given day.

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

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

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



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

3		
4	<u>Type of Inspection:</u>	<u>Fee Schedule</u>
5		
6	Tier One (less than 1,000 sq. ft.)	\$ 75 per inspection
7	Tier Two (1,000 to 2,499 sq. ft.)	100
8	Tier Three (2,500 to 9,999 sq. ft.)	150
9	Tier Four (10,000 to 49,999 sq. ft.)	200
10	Tier Five (50,000 sq. ft. or more)	300
11		
12	Thirty day re-inspection (if required)	included in above fees
13		
14	45 day and subsequent re-inspections	\$ 100 per inspection
15		
16	Special Inspections	\$ 200 per inspection
17		
18	<b>Erection of Banners for Special Events</b>	<b>\$35.00</b>
19		





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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 or entities, or other governmental units. Charges for services includes fire rescue services, landscaping services, water/sewer fees, solid waste fees, 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, (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 at 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 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 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 classification include:

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

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

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

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

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

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

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

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

**Other Financing Sources.** Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

**Other Financing Uses.** Governmental Fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

**Other Post-Employment Benefits.** Continuing benefits of employment that are promised to be paid or otherwise provided to the employee after termination of active employment. Typical post-employment benefits include health insurance coverage provided to the employee during retirement.



**Overlapping Debt.** The proportionate share borne by property within each government of the debts of all local governments located wholly or partially within the geographic boundaries of the reporting government. In the City's case, these include the City, County, Horry County Board of Education, and the Higher Education Commission.

**Pay-as-You Go.** In capital improvement programming, the term refers to a financing strategy that relies upon current revenues rather than the issuance of debt to acquire capital improvements. In the context of pension accounting and risk management, the failure to finance retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

**Pay-as-You-Use.** A capital improvement programming strategy that relies upon the issuance of debt to finance capital projects with extended useful lives. It spreads the cost of the project over the generations of people who will benefit from it during its useful life.

**Per Capita Income.** A measure of income per resident in a census population area (city, county, urbanized area, etc.). The measure is derived by dividing the total income for the area by the census population.

**Performance Measurement.** The use of indicators, generally quantitative ones, which identify the inputs, outputs, efficiency, and effectiveness of an organization in performing its mission.

**Personal Services.** Salaries/Wages and Benefits (Social Security, Medical/Dental /Life Insurance, Retirement, etc.) provided by the City.

**Perspective.** The fund structure used by an entity for budgeting or financial reporting purposes. Where the structure of funds budgeted by a government differ from the structure reported in its general purpose financial statements, according to Generally Accepted Accounting Principles, a difference in perspective is said to exist.

**Price Excludable Public Goods.** Those public goods for which benefits can be priced and consumers allowed or excluded from consumption based upon their willingness to pay.

**Pro Forma.** Estimated in advance. Pro Forma statements as of certain dates in the future permit management to consider the need for changes in inventory and working capital policies, to judge the adequacy of the organization's liquidity, and anticipate its ability to finance projected operations.

**Program.** A program is a distinct, clearly identifiable activity, function, or organizational unit which is budgeted as a sub-unit of a department. A program budget utilizes the separate program budgets as its basic components.

**Proprietary Fund Types.** Income determination or commercial type funds, which are used to account for a government's ongoing activities or operations that are similar to those often found in the private sector (i.e., enterprise and internal service funds. The accounting principles used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position, and changes in financial position.



**Public Safety.** A major category of services provided by a government for the security of persons and property. This includes Law Enforcement, Fire Control, Rescue Services, Emergency Services and Building and Zoning Inspections.

**Real Growth.** The underlying rate of growth absent any effects of inflation.

**Reclassification.** The moving of an existing position from one personnel classification (title) to another.

**Resources.** Total amounts available for appropriation, including estimated revenue, fund transfers and beginning fund balances.

**Revenues.** (1) Increases in the net current assets of a governmental fund type other than from expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as “other financing sources” rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds capital contributions and residual equity transfers. Also, operating transfers are classified separately from revenues.

**Revenue Bonds.** Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

**Revenue Mix.** The combination of revenues of different types and economic characteristics which comprise the total pool of revenues for a fund or other accounting entity. The mix may be more stable, as is the case when property tax revenues make up a larger share of the mix, or more elastic, as when heavier reliance is placed upon sales and use taxes.

**Room-night.** A measure of occupancy indicating one hotel or motel room available for one night. Each room theoretically is available for 30 nights per month. A hotel with 100 rooms would have a capacity of  $30 \times 100 = 3,000$  room nights per month. Total capacity of the Myrtle Beach area approaches 1.7 million per month.

**Southern Building Code Congress International (SBCCI).** A set of safety standard codes adopted annually. These codes cover the construction or development of any structure or technical discipline such as plumbing or heating, for example.

**Special Revenue Funds.** To account for revenues derived from specific sources which are restricted by law or policy to finance specific activities.

**Strategic Financial Planning.** An orderly way of assessing an organization’s position in its business environment and planning its financial activities accordingly. It is oriented toward the future, and seeks to make explicit the organization’s overall missions and goals. It has been called “organized common sense.”

**Tap Fee.** Fees charged to join or to extend an existing utility system.

**Tax Base.** The total assessed valuation of real property within the city limits.

**Tax Increment Revenue Bonds.** Debentures relying upon the developer’s ability to complete a tax increment district development project on time, and upon the tax increment district to reach its projected incremental valuation level in a timely manner. No other pledge of property or taxing authority is granted.



**Tax Increment Financing.** A method of financing capital improvements using any additional tax revenues generated by new development occurring within a designated area after a certain date. This method is generally used to stimulate investment in economically depressed areas.

**Tax Levy.** The total amount of revenue to be raised from the property tax levied in the budget ordinance.

**Tax Rate.** The amount of tax levied per unit of property value. The rate is stated in “mills,” with each mill equal to one cent (\$0.01) per thousand dollars (\$1,000) of assessed value.

**Timing of Fiscal Periods.** The intervals of time over which fiscal periods extend. In some jurisdictions, budgetary authority for a fiscal year may extend beyond that year, creating a difference between the budgetary period and the fiscal year, according to Generally Accepted Accounting Principles.

**Trust Fund.** A fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

**Urbanized Area.** A Census Bureau designation for an area including one or more central cities and surrounding territory with a combined population of 50,000 or more.

**User Charges.** The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Visioning.** A planning process which attempts to maximize public participation in a forum that leads to consensus on as many issues as possible.

**Working Capital.** The difference between current assets and current liabilities. Generally the greater the amount of working capital available the better prepared the organization is to meet its obligations as they come due.

## **Acronyms**

This list includes many commonly used acronyms appearing in this document. Most are also described or further defined in the Glossary above. They may be found listed under their full names.

**AACSB.** American Association of Collegiate Schools of Business.

**ABRA.** Air Base Redevelopment Authority.

**ADR.** Average Daily Rate.

**ALS.** Advanced Life Support.

**BAN.** Bond Anticipation Note.

**BLS.** Basic Life Support.

**CDBG.** Community Development Block Grant.

**COP.** Certificates of Participation.



**DARE.** Drug Abuse Resistance Education.

**DHEC.** The South Carolina Department of Health and Environmental Control.

**DRC.** Downtown Redevelopment Corporation.

**GAAP.** Generally Accepted Accounting Principles.

**GSATS.** Grand Strand Area Transportation System.

**MBAFB.** Myrtle Beach Air Force Base.

**OPEB.** Other Post-Employment Benefits.

**SBCCI.** Southern Building Code Congress International.





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