IVINS CITY 5-YEAR PLAN
2023 - 2027

Ivins City

Cade Visser

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FINANCIAL SUMMARY

For Ivins City, with continued growth and limited revenue streams, a plan to address future programs and services in an affordable manner is critical to effective financial planning. The elements of the City's five-year fiscal forecast include: Operational and Program Planning; Capital Project Planning; and Revenue Forecasting.

The City Manager and Department Directors developed departmental strategic plans estimate costs and staffing requirements to meet the needs of a growing population. Revenues based upon trend analyses, known upcoming commercial projects and residential growth projections were estimated for the five-year period. The City's Capital Improvement Program for the five-year period was prepared based upon consultation with the Public Works Director / City Engineer on infrastructure expansion as well as the various Master Plans and Impact Fee Facility Plans. Debt was factored into the analysis for capital projects.

PURPOSE

The Five Year Fiscal Plan takes a forward look at the City's major operating funds. The General Fund is a governmental fund type used for typical governmental tax-supported services such as public safety and streets, and the Water Fund and Wastewater Fund are proprietary enterprise funds, that operate more similarly to private business, for water and wastewater services.

The purpose of the plan is to identify financial trends, shortfalls, and issues so the City can proactively address them. It does so by projecting out into the future the fiscal results of continuing the City's current service levels and policies, as well as a proposal for future programs and costs to manage the growth. The plan is intended to be used to set the stage for each year's budget process, but it is subject to change based upon available resources, changes in the economy and environment and Council's direction. The Five-Year Fiscal Forecast facilitates staff, the City Manager, and Council in establishing priorities and allocating resources appropriately.

FISCAL FORECAST

General Economic Outlook

Although Ivins is gaining popularity as a center for tourism, Ivins City is first and foremost a peaceful family and retirement friendly community. It has just over 8,900 residents and it's estimated that to build out to a population of approximately 23,000.

Washington County and Ivins City have experienced steady growth for more than 20 years and it is anticipated that growth will continue. Some of the trends and attributes that attract growth to Washington County and Ivins City include:

- Local and national trends toward increasing leisure time and tourism.
- Transportation and communications advances that will continue to reduce the importance of location relative to business.
- Migration created by a desire to leave large urban areas.
- Innovative and well-planned development in Ivins City.
- Access to a wide range of cultural and recreational opportunities.
- Location in majestic scenery.
- Superior quality of life.

- Migration to the warmer climates of the desert southwest.
- The desirability of Washington County as a place to retire or have a second home.

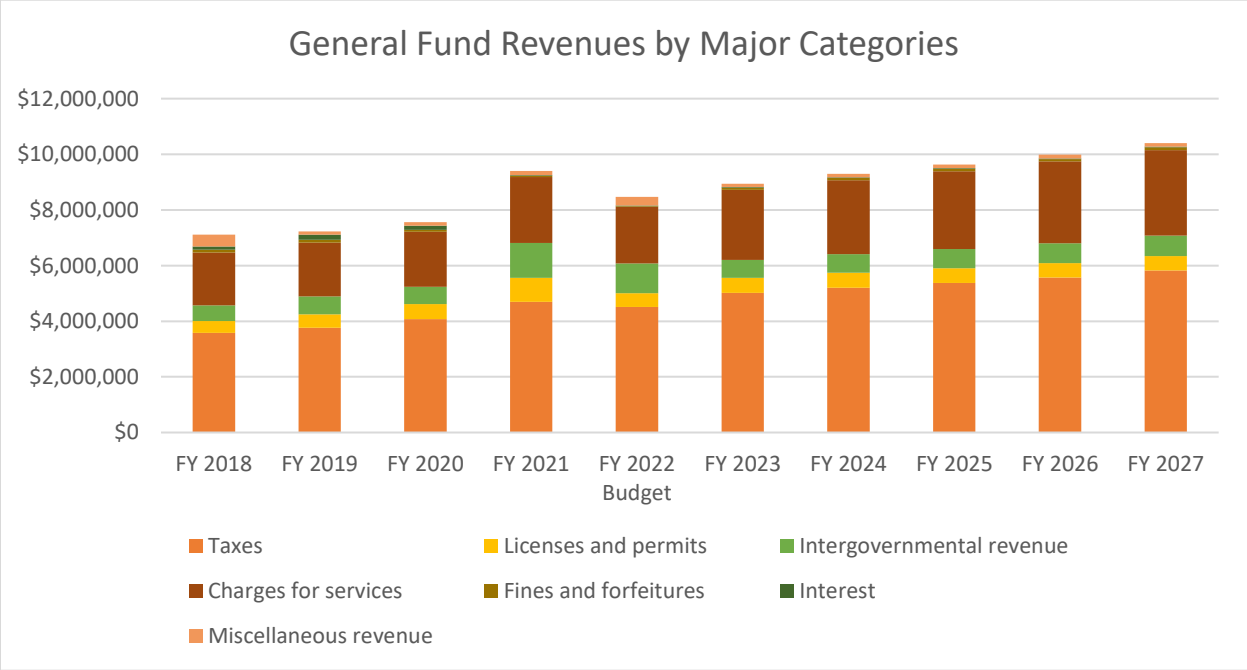
The assessed valuation has grown substantially from $844 million in 2009 to over $1.3 billion in 2021. The property tax base is expected to continue to increase over the new few years due to substantial residential and second home growth.

Sales taxes have steadily grown over the past five years, most of which is attributed to growth in the state and county and increased spending habits. Growth is expected to continue over the upcoming five years. This future growth is reliant on the county and state economies since Ivins has limited retail opportunities.

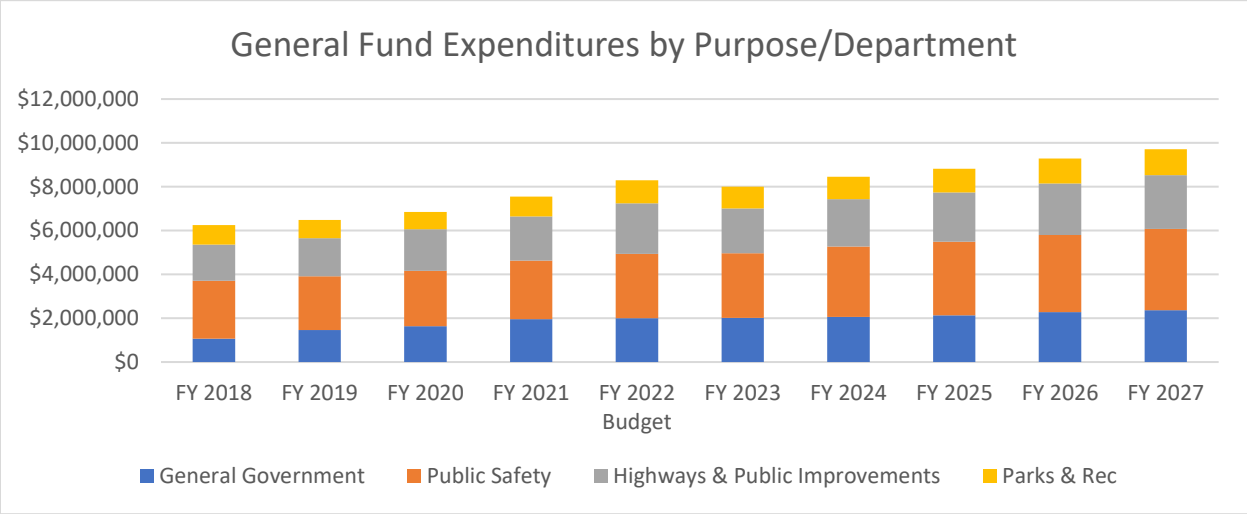
Property tax growth has also been steady over the past five years, exceeding 5.0% annual growth over the past five years and expected growth of 3.0% over the next five years. Growth is being driven primarily by development of residential communities.

General Fund

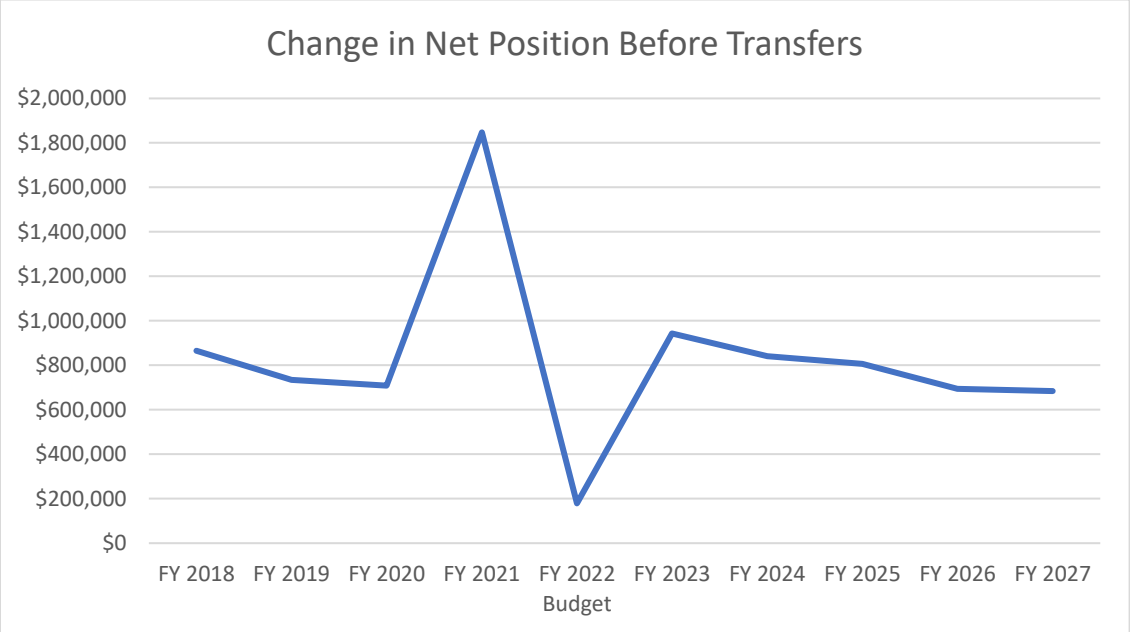
With continued growth in the property tax base as well as planned expansion of the retail sales and transient room tax base, the General Fund revenues are expected to grow over 4% over the next five years in a fluctuating economy. Property tax and sales tax are the primary revenue sources for the General Fund, representing 20% and 25% respectively of the total General Fund revenues at the end of the five-year horizon.



The cost of providing services is expected to outpace revenue projections over the next five years, as revenue increases slow and the cost of labor, materials and supplies continue to grow due to inflation and regulatory pressures. Future planned commercial development that brings sales, transient room, and property tax will be added to alleviate the burden on the residential tax base. The highest growing category of expenditures is public safety and public works, where staffing levels are planned to increase to manage calls for service and growth of the City.



The net position of the General Fund is used primarily to maintain funds for emergencies and as transfers to the capital projects fund to finance capital projects. Costs are expected to outpace revenues and will contribute to declining gain in net position over the next few years until commercial projects are completed and operational. The spike in FY 21 was primarily driven by a 31% increase ($483,000) in sales tax revenue. The forecasted decrease in FY22 is primarily due to a purchase of a street sweeper and inflation adjustment.



The City is required to adopt a balanced budget, with the option of using fund balance to address any shortfalls. The City has several commercial projects under construction, that will provide more sales-tax-related revenues in the future. These revenues are much needed to help provide more funding for capital projects and to defer property tax increases.

Enterprise Funds

Water

The estimated customer base is expected to continue to expand, providing increased revenue to support ongoing operations. Impact fees are expected to provide a revenue stream for the City to pay for infrastructure improvements. Slower growth may force the Council to review rates to meet the infrastructure needs of growth.

Wastewater

The customer base is expected to expand at a similar pace to water. As with water, should there be a slowdown in growth, rates will be reviewed to ensure cost recovery.

Next Steps

Staff and City Council will use this document as a foundation for the annual budget. Over the upcoming year, staff will revise the Strategic Plan and Fiscal Forecast to ensure proper linkage between the long-term vision and goals of the Council with the five-year model to ensure fiscal sustainability. Key decisions will be needed in the following areas:

1. Revenue and Fee Structures – Staff will continue to provide information on the cost of providing services, as well as comparisons for area fees and rates. Revenue and fee policy determinations will be ongoing to ensure that the fees, rates and comparisons meet the Council's expectations.
2. Staffing – As the City continues to grow, more staff will be needed to maintain the current levels of service for the residents. The timing of new hires is critical to the operations of the City and the budget.
3. Projects – The Five-Year Plan includes proposed project schedules for the City. The timing of these projects can change based on many factors, including the growth rate, economy, available funds, major events and other projects. Staff will continue to review and provide Council with current information as this plan is updated annually

IVINS CITY UTAH

5 Year Staffing Plan

Title	Current	2023	2024	2025	2026	2027
Administration						
City Manager / Attorney	1	1	1	1	1	1
Finance Director	1	1	1	1	1	1
City Recorder	1	1	1	1	1	1
Treasurer	1	1	1	1	1	1
HR Generalist	1	1	1	1	1	1
Customer Service / Business License	1	1	1	1	1	1
Customer Service / Accounts Payable	1	1	1	1	1.5	1.5
TOTAL	7	7	7	7	7.5	7.5
Building & Zoning						
Building & Zoning Administrator	1	1	1	1	1	1
Deputy Building Official	1	1	1	1	1	1
Inspector	1	1	2	2	2	2
Administrative Assistant	1	1	1	1	1	1
TOTAL	4	4	5	5	5	5
Public Works						
Public Works Director / Engineer	1	1	1	1	1	1
Asst. PW Director / Admin.	1	1	1	1	1	1
Asst. PW Director / Ops.	1	1	1	1	1	1
Inspector	1	1	1	1	1	1
Admin. Assistant	1	1	1	1	1	1
Public Works Crew	6	6	7	7	7	7
TOTAL	11	11	12	12	12	12
Parks & Recreation						
Parks & Recreation Director	1	1	1	1	1	1
Parks Superintendent	1	1	1	1	1	1
Recreation Coordinator	1	1	1	1	1	1
Admin. Assistant	0	0	0.5	0.5	1	1
Parks Crew	4	4	5	5	6	6
TOTAL	7	7	8.5	8.5	10	10
Public Safety						
Law Enforcement						
Public Safety Director / Chief	1	1	1	1	1	1
Captain	1	1	1	1	1	1
Sargent	3	3	3	3	3	3
Detective	1	1	1	1	1	1
Officers	11	11	13	13	14	14
Evidence Technician	1	1	1	1	1	1
Victim's Advocate	1	1	1	1	1	1
Administrative Assistant	3	3	3	3	3	3
TOTAL LAW ENFORCEMENT	22	22	24	24	25	25
Animal Shelter						
Shelter Manager	1	1	1	1	1	1
Shelter Workers	1.5	1.5	2	2	2	3
TOTAL ANIMAL SHELTER	2.5	2.5	3	3	3	4
TOTAL PUBLIC SAFETY	24.5	24.5	27	27	28	29
City Wide Total	53.5	53.5	59.5	59.5	62.5	63.5

Fire	
Fire Chief Admin. Assistant (Shared w/EMS)	Combined with Santa Clara
EMS	
EMS Coordinator Admin. Assistant (Shared w/Fire)	Combined with Santa Clara

IVINS CITY UTAH

5-year capital projects plan

Admin	**2023**	**2024**	**2025**	**2026**	**2027**
Computer Replacements	$ -	$ 3,500.00	$ 3,500.00	$ 3,500.00	$ 3,500.00
Server Upgrade	$ -	$ -	$ -	$ 20,000.00	$ -
Total Admin	**$ -**	**$ 3,500.00**	**$ 3,500.00**	**$ 23,500.00**	**$ 3,500.00**

Building	**2023**	**2024**	**2025**	**2026**	**2027**
Replace computers	$ -	$ -	$ -	$ -	$ -
Office furniture	$ -	$ -	$ -	$ -	$ -
Purchase new pickup for inspector	$ -	$ -	$ 30,000.00	$ -	$ -
Total Building	**$ -**	**$ -**	**$ 30,000.00**	**$ -**	**$ -**

Law Enforcement	**2023**	**2024**	**2025**	**2026**	**2027**
2 Vehicles	$ -	$ 90,000.00	$ 95,000.00	$ 100,000.00	$ 100,000.00
Personnel request for AC and Sworn Officers	$ -	$ -	$ -	$ -	$ -
Police Station Remodel	$ -	$ -	$ -	$ -	$ -
Total Law Enforcement	**$ -**	**$ 90,000.00**	**$ 95,000.00**	**$ 100,000.00**	**$ 100,000.00**

Fire	**2023**	**2024**	**2025**	**2026**	**2027**
Fire Station Remodel/ New Station	$ -	$ -	$ 500,000.00	$ -	$ -
	$ -	$ -	$ -	$ -	$ -
	$ -	$ -	$ -	$ -	$ -
Total Fire	**$ -**	**$ -**	**$ 500,000.00**	**$ -**	**$ -**

Parks & Rec	**2023**	**2024**	**2025**	**2026**	**2027**
Fitness Way Park property purchase	$ -	$ 400,000.00	$ -	$ -	$ -
Fitness Way Park design and construction	$ -	$ 75,000.00	$ 325,000.00	$ 300,000.00	$ -
Complete Red Rock Park	$ -	$ 50,000.00	$ -	$ -	$ -
Old Highway 91 Trail	$ 700,000.00	$ -	$ -	$ -	$ -
IFFP / IFA Update	$ -	$ -	$ -	$ -	$ 50,000.00
Unity Park Additions	$ -	$ -	$ -	$ -	$ -
Dog Park	$ -	$ -	$ -	$ -	$ -
Design for Regional Park	$ -	$ 75,000.00	$ -	$ -	$ -
Regional Park	$ -	$ -	$ -	$ 250,000.00	$ 400,000.00
Cemetery Improvements	$ 50,000.00	$ -	$ -	$ -	$ -
Total Parks & Rec	**$ 700,000.00**	**$ 600,000.00**	**$ 325,000.00**	**$ 550,000.00**	**$ 450,000.00**

Public Works

General Equipment	**2023**	**2024**	**2025**	**2026**	**2027**
New Public Works Yard	$ 300,000.00	$ 3,120,000.00	$ -	$ -	$ -
New plotter and scanner	$ -	$ 15,000.00	$ -	$ -	$ -
TOTAL	**$ 348,000.00**	**$ 3,183,000.00**	**$ 223,000.00**	**$ 48,000.00**	**$ 48,000.00**

Water	**2023**	**2024**	**2025**	**2026**	**2027**
SCADA Improvements	$ 20,000.00	$ 20,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
Increase water meter replacements	$ 45,000.00	$ 45,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00
Misc. System Improvements	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00
Taviawk Tank Reconstruction (Agreement with Sentierre)	$ 200,000.00	$ -	$ -	$ -	$ -
Security Cameras	$ 20,000.00	$ 20,000.00	$ 25,000.00	$ 25,000.00	$ 25,000.00
Recoat 2 MG Water Tank (Interior/Exterior)	$ -	$ -	$ -	$ 200,000.00	$ -
Upgrade ITRON System	$ 16,000.00	$ -	$ -	$ -	$ -
Inspect Steel Tanks - Taviawk Roof may need new coating	$ -	$ -	$ -	$ -	$ -
Rate Study	$ 10,000.00	$ -	$ -	$ -	$ -
Update Water Master Plan and IFFP	$ 60,000.00	$ -	$ -	$ -	$ -
Advanced Metering Infrastructure	Council should consider if this is a priority and if so what year.				
TOTAL	**$ 421,000.00**	**$ 135,000.00**	**$ 150,000.00**	**$ 350,000.00**	**$ 150,000.00**

Irrigation	**2023**	**2024**	**2025**	**2026**	**2027**
Update Irrigation Master Plan and IFFP	$ 60,000.00	$ -	$ -	$ -	$ -
Rate Study	$ 10,000.00	$ -	$ -	$ -	$ -
Irrigation Phase 2 Implementation	$ 974,000.00	$ 567,000.00	$ -	$ -	$ -
TOTAL	**$ 1,044,000.00**	**$ 567,000.00**	**$ -**	**$ -**	**$ -**

IVINS CITY UTAH

5-year capital projects plan

Sewer	2023	2024	2025	2026	2027
Upsizing/Realigning Santa Clara Development	$ -	$ -	$ -	$ -	$ -
Update Sewer Master Plan and IFFP	$ -	$ -	$ -	$ -	$ -
Sewer Rate Study	$ -	$ -	$ -	$ -	$ -
Tuacahn Wash/Lava Flow Wash Sewer Replacement 15"/18"	$ 1,456,000.00	$ -	$ -	$ -	$ -
TBD by new Master Plan in FYE22	$ -	TBD	$ -	$ -	$ -
TOTAL	**$ 1,456,000.00**	**$ -**	**$ -**	**$ -**	**$ -**

Storm Drain	2023	2024	2025	2026	2027
Graveyard Wash Basin Embankment Rehab	$ 100,000.00	$ -	$ -	$ -	$ -
Projects TBD by master plan	$ -	$ -	$ -	$ -	$ -
TOTAL	**$ 100,000.00**	**$ -**	**$ -**	**$ -**	**$ -**

Streets	2023	2024	2025	2026	2027
Streetlighting/Signage Projects	$ -	$ 50,000.00	$ -	$ -	$ -
Old Highway 91 - 200 E to Shivwits	Potentially bond to leverage low rates.				$ -
Gap Fill Project	$ -	$ 100,000.00	$ -	$ -	$ -
Puerto Drive Improvements	$ -	$ 250,000.00	$ -	$ -	$ -
400 East Roundabout	If development in area increases, it will be needed.				$ -
Total Streets	**$ -**	**$ 350,000.00**	**$ -**	**$ -**	**$ -**

Grand Total	**$ 4,069,000**	**$ 4,928,500**	**$ 1,326,500**	**$ 1,071,500**	**$ 751,500**