# IVINS CITY 5-YEAR PLAN
# 2024 - 2028

Ivins City

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# FINANCIAL SUMMARY

For Ivins City, with limited 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, cost estimates, 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.

## PURPOSE

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

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 roughly 10,000 residents and estimated to buildout to a population of approximately 20,000.

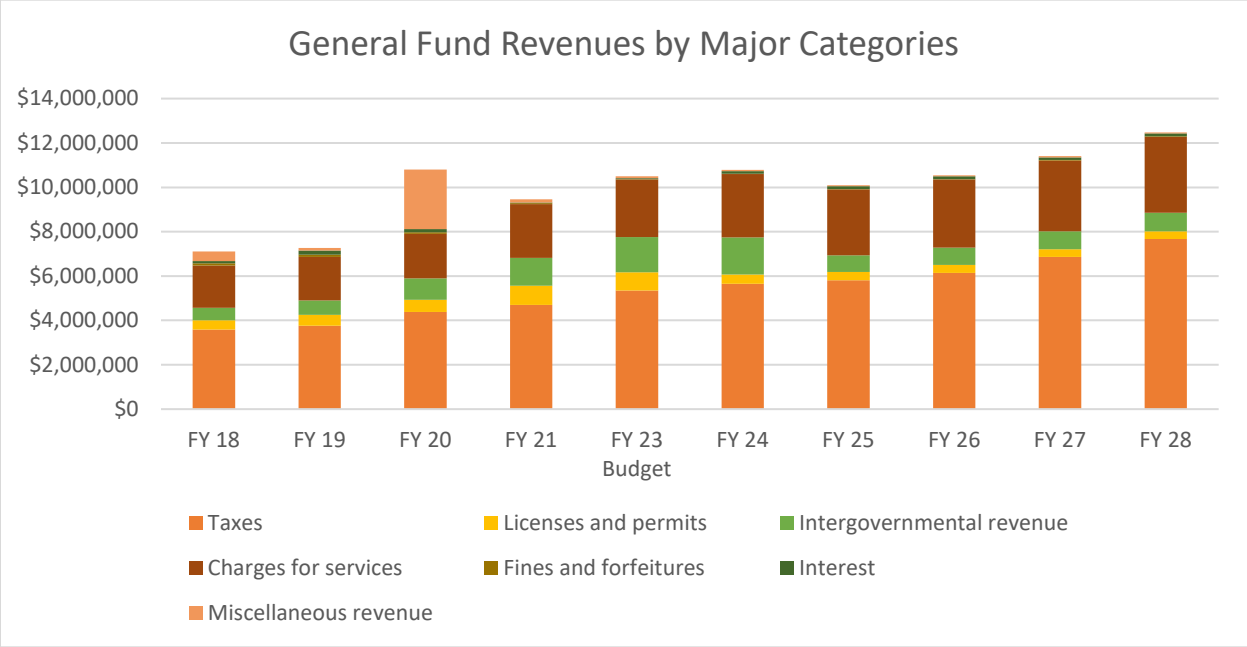
Washington County and Ivins City have experienced steady growth for more than 20 years and it is anticipated that growth will slow down in comparison to recent years.

The assessed valuation has grown substantially from $917 million in 2017 to over $2.42 billion in 2022. Property tax growth has been steady over the past five years, with an average annual change of 7.39%. Based on economic factors, this rate will slow down and is projected to increase by 2% over the next few years and grow by 10%+ with the completion of Black Desert Resort.

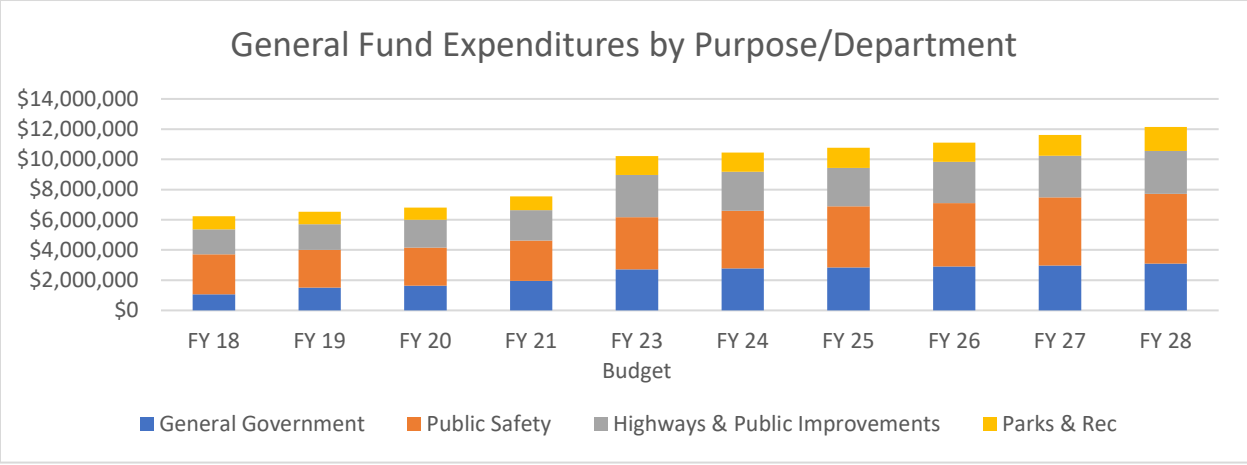
Sales tax has steadily grown over the past five years, most of which is attributed to growth in the state and county and increased spending habits. In the coming years, sales and use tax could surpass property tax as the main source of general fund revenue. Sales and Use tax revenue has increased by 65% since 2018 and projected to increase another 9.8% by FY23 year end.

## General Fund

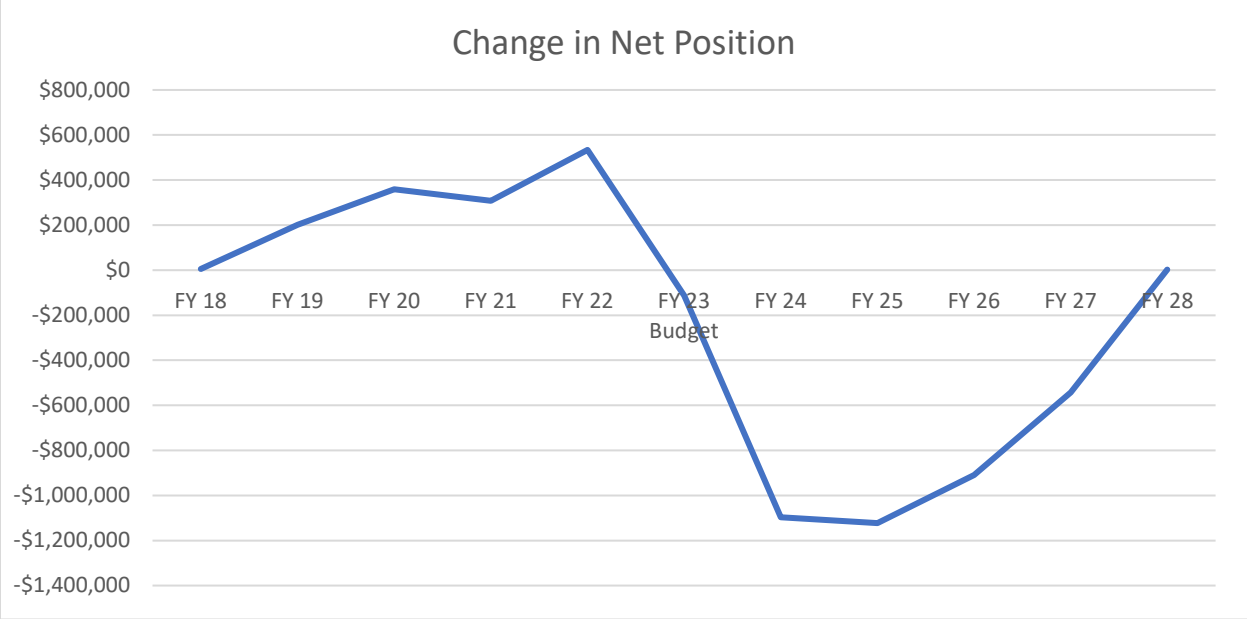
With continued growth in the property tax base, as well as expansion of the retail sales and transient room tax base, the General Fund revenues are expected to grow over 10% over the next five years. Property tax and sales tax are the primary revenue sources for the General Fund, representing 22% and 24% respectively of the total General Fund revenues at the end of the five-year horizon. A looming economic recession could alter the amount of sales tax to be distributed to the City.




The cost of providing services is expected to outpace revenue projections over the next few years as revenue increases slow and the cost of labor, materials and supplies continue to grow due to inflation and regulatory pressures. Resort commercial development that brings sales, transient room, and property tax will be added to alleviate the burden on the residential tax base towards the end of the 5 years. The highest growing categories of expenditures are public safety and public works, where staffing levels are planned to increase to manage calls for service and growth of the City.



The General Fund Reserve of the General Fund is used primarily to maintain funds for emergencies. Excess net position is used to build up the General Fund Reserve or used as transfers to the capital projects fund to finance capital projects. Costs are expected to outpace revenues and will contribute to the decline of change in net position over the next few years until commercial projects are completed and operational. Increased public safety and public works costs are the main driver for this trend. The City had roughly $3 million as a general fund reserve at the end of FY22. At the forecasted rate, reserves would be depleted by mid-2026 as the State requires a minimum fund balance of 5% of general fund revenues.




The City is required to adopt a balanced budget, with the option of using fund balance to address any shortfalls. The City has a few 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 operations and capital projects. With an uncertain economic condition, a property tax increase or a cost reduction would be needed to sustain the City's operations.

## 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 require 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 months, staff will revise the 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 (23) | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| **Administration** | | | | | | |
| City Manager | 1 | 1 | 1 | 1 | 1 | 1 |
| City Attorney | 0 | 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 | 1 |
| TOTAL | 7 | 8 | 8 | 8 | 8 | 8 |
| | | | | | | |
| **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 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL | 4 | 4 | 5 | 5 | 5 | 4 |
| | | | | | | |
| **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 |
| Crew Supervisor | 0 | 0 | 1 | 1 | 2 | 2 |
| Fleet Mechanic | 1 | 1 | 1 | 1 | 1 | 1 |
| Public Works Crew | 6.5 | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 |
| TOTAL | 12.5 | 13.5 | 14.5 | 14.5 | 15.5 | 15.5 |
| | | | | | | |
| **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 | 2.5 |
| Admin. Assistant | 0 | 0 | 0.5 | 0.5 | 1 | 1.5 |
| Parks Crew | 4 | 5 | 6 | 6 | 6 | 7 |
| TOTAL | 7 | 8 | 9.5 | 9.5 | 10 | 13 |
| * Additional Staff needed for Regional Park | | | | | | |
| **Public Safety** | | | | | | |
| **Law Enforcement** | | | | | | |
| Public Safety Director / Chief | 1 | 1 | 1 | 1 | 1 | 1 |
| Captain | 1 | 1 | 1 | 1 | 1 | 1 |
| Lieutenant | 1 | 1 | 1 | 1 | 1 | 1 |
| Sargeant | 3 | 3 | 3 | 3 | 3 | 3 |
| Detective | 1 | 1 | 2 | 2 | 2 | 2 |
| Officers | 8 | 9 | 9 | 9 | 10 | 10 |
| Evidence Technician | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Victim's Advocate | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Administrative Assistant | 2 | 2 | 2 | 2 | 2 | 2 |
| TOTAL LAW ENFORCEMENT | 18 | 19 | 20 | 20 | 21 | 21 |
| **Animal Shelter** | | | | | | |
| Shelter Manager | 1 | 1 | 1 | 1 | 1 | 1 |
| Shelter Workers | 1 | 1 | 2 | 2 | 3 | 3 |
| TOTAL ANIMAL SHELTER | 2 | 2 | 3 | 3 | 4 | 4 |
| TOTAL PUBLIC SAFETY | 20 | 21 | 23 | 23 | 25 | 25 |
| | | | | | | |
| City Wide Total | 50.5 | 54.5 | 60 | 60 | 63.5 | 65.5 |

IVINS CITY UTAH

**5-year capital projects plan**

| Admin | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Computer Replacements - For various departments | $ - | $ 10,000 | $ - | $ 10,000 | $ - | $ 10,000 |
| Server Replacement | $ - | $ - | $ - | $ - | $ 40,000 | $ - |
| **Total Admin** | **$ -** | **$ 10,000** | **$ -** | **$ 10,000** | **$ 40,000** | **$ 10,000** |

| Building | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Replace computers | $ - | $ - | $ 7,000 | $ - | $ - | $ - |
| Purchase new pickup for inspector | $ - | $ - | $ 40,000 | $ - | $ - | $ - |
| **Total Building** | **$ -** | **$ -** | **$ 47,000** | **$ -** | **$ -** | **$ -** |

| Law Enforcement | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| 3 Vehicles | $ 165,000 | $ 55,000 | $ 110,000 | $ 60,000 | $ 110,000 | $ 60,000 |
| Police Station Remodel | $ 175,000 | $ - | $ - | $ - | $ - | $ - |
| **Total Law Enforcement** | **$ 340,000** | **$ 55,000** | **$ 110,000** | **$ 60,000** | **$ 110,000** | **$ 60,000** |

| Fire | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Ladder Truck | $ - | $ - | $ 600,000 | $ - | $ - | $ - |
| New Fire Station | | Council should consider if this is a priority and if so what year. | | | | |
| **Total Fire** | **$ -** | **$ -** | **$ 600,000.0** | **$ -** | | **$ -** |

| Parks & Rec | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Fitness Way Park property purchase | $ - | $ 400,000 | $ - | $ - | $ - | $ - |
| Fitness Way Park design and construction | $ - | $ 75,000 | $ 325,000 | $ 300,000 | $ - | $ - |
| Complete Red Rock Park | $ - | $ 50,000 | $ - | $ - | $ - | $ - |
| Old Highway 91 Trail | $ 600,000 | $ - | $ - | $ - | $ - | $ - |
| IFFP / IFA Update | $ - | $ - | $ - | $ - | $ - | $ 50,000 |
| Dog Park | $ - | $ - | $ - | $ - | $ - | $ - |
| Design for Regional Park | $ - | $ 25,000 | $ 50,000 | $ - | $ - | $ - |
| Regional Park | $ - | $ - | $ - | $ - | $ 1,000,000 | $ 1,000,000 |
| Cemetery Improvements | $ 150,000 | $ 25,000 | $ - | $ - | $ - | $ - |
| Landscape Installation Projects | $ - | $ 50,000 | $ - | $ - | $ - | $ - |
| Taviawk-Kayenta Trail | $ - | $ 100,000 | $ 100,000 | $ - | $ - | $ - |
| **Total Parks & Rec** | **$ 750,000** | **$ 725,000** | **$ 475,000** | **$ 300,000** | **$ 1,000,000** | **$ 1,050,000** |

**Public Works**

| General Equipment | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| New Public Works Yard | $ 300,000 | $ 1,750,000 | $ 1,750,000 | $ - | $ - | $ - |
| New Vehicles | $ 96,000 | $ 60,000 | $ 48,000 | $ 48,000 | $ 48,000 | $ 48,000 |
| New Sweeper | $ 335,000 | $ - | $ - | $ - | $ - | $ - |
| Vacuum Truck for Sewer Cleaning and Excavations | $ - | $ 585,000 | $ - | $ - | $ - | $ - |
| Sewer Camera Truck | $ - | $ - | $ - | $ - | $ 175,000 | $ - |
| Valve Turning Trailer | $ - | $ 100,000 | $ - | $ - | $ - | $ - |
| Tire Machine for Fleet | $ - | $ 10,000 | $ - | $ - | $ - | $ - |
| Crack Seal Trailer | $ - | $ - | $ 100,000 | $ - | $ - | $ - |
| **TOTAL** | **$ 731,000** | **$ 2,505,000** | **$ 1,898,000** | **$ 48,000** | **$ 223,000** | **$ 48,000** |

| Water | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| SCADA Improvements | $ 20,000 | $ 20,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 |
| Security Cameras | $ 20,000 | $ 20,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 |
| Increase water meter replacements | $ 45,000 | $ 45,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 |
| Misc. System Improvements | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 |
| Tuacahn Tank Reconstruction (Agreement with Sentierre) | $ - | $ 200,000 | $ - | $ - | $ - | $ - |
| Recoat 2 MG Water Tank (Interior/Exterior) | $ - | $ - | $ - | $ 200,000 | $ - | $ - |
| Upgrade ITRON System | $ 16,000 | $ - | $ - | $ - | $ - | $ - |
| Tavaiwk Tank Might need recoat on interior roof | $ - | $ - | $ 25,000 | $ - | $ - | $ - |
| Rate Study | $ 10,000 | $ - | $ - | $ - | $ - | $ - |
| Update Water Master Plan and IFFP | $ 60,000 | $ - | $ - | $ - | $ - | $ - |
| Advanced Metering Infrastructure | $ - | $ 1,100,000 | $ - | $ - | $ - | $ - |
| Advanced Metering Infrastructure - Tower Option | $ - | $ 600,000 | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 221,000** | **$ 2,035,000** | **$ 175,000** | **$ 350,000** | **$ 150,000** | **$ 150,000** |

| Irrigation | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Irrigation Phase 1 Implementation - Tank by Animal Shelter | $ 2,050,000 | $ 1,200,000 | $ - | $ - | $ - | $ - |
| Irrigation Phase 2 Implementation | $ - | $ - | $ 974,000 | $ 726,000 | $ - | $ - |
| Irrigation Phase 3 Implementation | $ - | $ - | $ - | $ 2,000,000 | $ 2,000,000 | $ - |
| Update Irrigation Master Plan and IFFP | $ 60,000 | $ - | $ - | $ - | $ - | $ - |
| Rate Study | $ 10,000 | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 2,120,000** | **$ 1,200,000** | **$ 974,000** | **$ 2,726,000** | **$ 2,000,000** | **$ -** |

IVINS CITY UTAH

**5-year capital projects plan**

| Sewer | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Upsizing/Realigning Santa Clara Development | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 | $ 25,000 |
| Update Sewer Master Plan and IFFP | $ 60,000 | $ - | $ - | $ - | $ - | $ - |
| Sewer Rate Study | $ 10,000 | $ - | $ - | $ - | $ - | $ - |
| Tuacahn Wash/Lava Flow Wash Sewer Replacement 15"/18" | $ - | $ 1,820,000 | $ - | $ - | $ - | $ - |
| TBD by new Master Plan | $ - | $ - | TBD | TBD | TBD | TBD |
| **TOTAL** | **$ 95,000** | **$ 1,845,000** | **$ 25,000** | **$ 25,000** | **$ 25,000** | **$ 25,000** |

| Storm Drain | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Update Storm Drain Master Plan and IFFP | $ 60,000 | $ - | $ - | $ - | | $ - |
| DB2 - 600 west 185 North Detention Basin | $ - | $ 300,000 | $ - | $ - | | $ - |
| 400 East SD Upgrades | $ 600,000 | $ - | $ - | $ - | | $ - |
| Projects TBD by master plan | $ - | TBD | TBD | TBD | TBD | TBD |
| Rate Study | $ 10,000 | $ - | $ - | $ - | $ - | $ - |
| **TOTAL** | **$ 670,000** | **$ 300,000** | **$ -** | **$ -** | **$ -** | **$ -** |

| Streets | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|
| Streetlighting/Signage Projects | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 | $ 50,000 |
| Old Highway 91 - 200 E to Shivwits - Phase 1 | $ 3,400,000 | $ - | $ - | $ - | $ - | $ - |
| Old Highway 91 - Kwavasa to Shivwits - Phase 2 - Grant | $ - | $ 2,500,000 | $ - | $ - | $ - | $ - |
| Trail Network Gap Fills - $620k Grant | $ - | $ 1,100,000 | $ - | $ - | $ - | $ - |
| Gap Fill Project | $ 100,000 | $ - | $ 100,000 | $ 100,000 | $ 100,000 | $ 100,000 |
| Puerto Drive Improvements | $ - | $ 250,000 | $ - | $ - | $ - | $ - |
| Kayenta Parkway/Kwavasa Roundabout | $ - | $ 100,000 | $ - | $ - | $ - | $ - |
| 400 East Roundabout | If development in area increases, it will be needed. | | | | | |
| Center Street/Snow Cyn Parkway Underpass | Developer Funded | | | | | |
| **Total Streets** | **$ 3,550,000** | **$ 4,000,000** | **$ 150,000** | **$ 150,000** | **$ 150,000** | **$ 150,000** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Grand Total** | **$ 8,477,000** | **$ 12,675,000** | **$ 4,454,000** | **$ 3,669,000** | **$ 3,698,000** | **$ 1,493,000** |