



**NOTICE OF A REGULAR  
CITY COUNCIL MEETING  
March 17, 2026, at 12:00 PM**

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PUBLIC NOTICE is hereby given that the Vineyard City Council will hold a regularly scheduled City Council meeting on Tuesday, March 17, 2026, at 12:00 PM, in the City Council Chambers at City Hall, 125 South Main Street, Vineyard, UT. This meeting can also be viewed on our [live stream page](#).

**AGENDA**

**Presiding Mayor Zack Stratton**

**1. CALL TO ORDER/INVOCATION/INSPIRATIONAL THOUGHT/PLEDGE OF ALLEGIANCE**

**2. PUBLIC COMMENTS**

**“Public Comments”** is defined as time set aside for citizens to express their views for items not on the agenda. During a period designated for public comment, the mayor or chair may allot each speaker a maximum amount of time to present their comments, subject to extension by the mayor or by a majority vote of the council. Speakers offering duplicate comments may be limited. Because of the need for proper public notice, immediate action cannot be taken in the Council Meeting. The Chair of the meeting reserves the right to organize public comments by topic and may group speakers accordingly. If action is necessary, the item will be listed on a future agenda; however, the Council may elect to discuss the item if it is an immediate matter of concern. *Public comments can be submitted ahead of time to [tonyl@vineyardutah.gov](mailto:tonyl@vineyardutah.gov).*

**3. WORK SESSION**

**3.1. Public Safety Impact Fee Study Update**

**3.2. Travel Policy Review**

**3.3. Municipal Waste Water Planning Program (MWPP) Survey Review**

**3.4. RDA Audit Update**

**3.5. Spring Clean Up Initiative**

**3.6. Operation Neighborhood Shield**

### **3.7. City Commissions, Appointment Processes, And Volunteer Recruitment**

Council discussion to review existing and proposed boards and commissions, clarify their scope and purpose, and provide direction regarding potential consolidation and council liaison assignments.

## **4. ADJOURNMENT**

The next regularly scheduled meeting is on March 24, 2026.

This meeting may be held in a way that will allow a councilmember to participate electronically.

The public is invited to participate in all City Council meetings. In compliance with the Americans with Disabilities Act, individuals needing special accommodations during this meeting should notify the City Recorder at least 24 hours prior to the meeting by calling (385) 338-5183.

I, the undersigned Deputy City Recorder for Vineyard, Utah, hereby certify that the foregoing notice and agenda was posted at Vineyard City Hall, on the Vineyard City and Utah Public Notice websites, and delivered electronically to staff and to each member of the Governing Body.

|                                      |                                                        |
|--------------------------------------|--------------------------------------------------------|
| <b>AGENDA NOTICING COMPLETED ON:</b> | March 13, 2026<br>_____                                |
| <b>CERTIFIED (NOTICED) BY:</b>       | <u>/s/Tony Lara</u><br>TONY LARA, DEPUTY CITY RECORDER |

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## Section 1: Needs Assessment

For the purposes of this master plan, public safety in Vineyard consist of Police and Fire. Both services are fulfilled through contracted external partners. The following sections address the needs of both Police and Fire,

### Section 1.1 Police Needs Assessment

This section provides a comprehensive review of current police service capabilities in Vineyard City, identifies existing limitations, and outlines future needs. Law enforcement services are currently provided through a contract with the Utah County Sheriff's Office (UCSO), which also collaborates with neighboring police departments, regional task forces, and specialty teams. This assessment includes staffing, equipment, facilities, response times, mutual aid arrangements, and anticipated growth-related needs.

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#### Section 1.1.1 Review of Mutual Aid Agreements

Vineyard City contracts with the Utah County Sheriff's Office to provide law enforcement services. The contract covers both sworn and civilian roles, including a victim advocate, community coordinator, and other support functions. Utah County Sheriff's Office delivers patrol, investigations, and access to specialized teams such as SWAT, while also providing dispatch services and managing evidence and records storage. This arrangement enables Vineyard to draw on a broad range of county-level resources without bearing the full financial burden of staffing, equipping, and operating an independent police department.

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#### Section 1.1.2 Inventory of Staffing and Existing Resources

##### Staffing:

| Personnel Type | Count | Notes                                                                                |
|----------------|-------|--------------------------------------------------------------------------------------|
| Sworn Officers | 15    | 1 Chief Deputy, 2 Sergeants, 11 Deputies, 1 Detective (off-site office)              |
| Civilian Staff | 3     | 1 Office Specialist, 1 Community Coordinator, 1 Victim Advocate (shared with county) |

Between 2021 and 2025, Vineyard has added approximately one officer for every 1,376 new residents. The officer-to-resident ratio has remained steady, at about 1 officer per 1,281 residents, which is considered adequate for Vineyard's predominately residential land use and police staffing goals. Through its contract for law enforcement services, Utah County also provides specialized teams and administrative support, further reducing the number of full-time officers and civilian staff Vineyard must employ. In 2026, the department plans to add three additional sworn officers - two sergeants and one detective.

**Facilities:**

| Facility       | Location          | Sq. Ft. | Notes                                                                                          |
|----------------|-------------------|---------|------------------------------------------------------------------------------------------------|
| Sheriff Office | 125 S Main Street | ~1,140  | Located within shared City Hall                                                                |
| Storage        | Off-site (County) | Unknown | Shared with Utah County                                                                        |
| Office Space   | Off-site (County) | Unknown | Victim Advocate, Community Coordinator, and Detectives utilize space both on-site and off-site |

The sheriff's office is currently at capacity and shared with City Hall and Vineyard Library. Additional office and storage needs, such as evidence and equipment, are met through Utah County Sheriff facilities. This arrangement significantly reduces the need for local facility space. Long-term plans include city staff vacating City Hall, allowing the sheriff's office to utilize a greater portion of the building. The entire building is approximately 6,258 square feet.

**Police Equipment:**

| Equipment Type        | Quantity | Notes                          |
|-----------------------|----------|--------------------------------|
| Vehicles              | 16       | All in active service          |
| Body-Worn Cameras     | 14       | Assigned to patrol staff       |
| Portable Radios       | 16       | Used for officer communication |
| AEDs (Defibrillators) | 15       | Deployed in patrol units       |
| Laptops / Desktops    | 16 / 5   | All in active use              |

Nearly all equipment is in use. Spare equipment, such as radios and vehicles, may be obtained through Utah County Sheriff's office, but Vineyard City is responsible for paying for it. This is not an exhaustive list of all available equipment.

**Section 1.1.3 Response Times:**

| Priority Level           | 2020 | 2021 | 2022  | 2023  | 2024 |
|--------------------------|------|------|-------|-------|------|
| Priority 1 (Emergency)   | 4:57 | 3:49 | 3:40  | 3:13  | 2:40 |
| Priority 2 (Urgent)      | 4:19 | 7:50 | 4:08  | 4:33  | 3:52 |
| Priority 3 & 4 (Routine) | 5:05 | 4:28 | 11:11 | 11:14 | 4:22 |

The Utah County Sheriff's Office reports satisfactory response times. Response times for emergency calls have improved significantly year after year. Response times for emergencies and urgent calls is meeting the department goal of less than four minutes. Routine calls (Priority 3 and 4) generally remain within acceptable ranges; the elevated times in 2022 and 2023 were the result of a small number of outliers calls that extended the average.

#### Section 1.1.4 Limitations

- **Staffing:** Vineyard’s rapid development and population growth will require consistent hiring of additional sworn officers to maintain service levels, sustain proactive policing, and prevent erosion of response times as call volumes rise.
  - **Facilities:** The sheriff’s office space in City Hall has reached full capacity; without expansion or relocation of city administration, continued growth will strain daily operations, limit specialized functions, and reduce overall efficiency.
  - **Equipment:** Nearly all equipment is in active use, with limited backups available. While spare equipment can be accessed through the Utah County Sheriff’s Office, Vineyard is responsible for associated costs. This arrangement reduces vulnerability to equipment failures but limits local control and flexibility during surges or emergencies.
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#### Section 1.2 Fire Needs Assessment

This section provides a comprehensive review of current fire service capabilities for Vineyard City, identifies existing limitations, and outlines future needs. The analysis is based on information from Orem City Fire & Emergency Department, which currently serves Vineyard, and includes staffing levels, equipment, facilities, response times, mutual aid agreements, and population growth projections.

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##### Section 1.2.1 Orem Fire Department Contract

Orem Fire contracts directly with both Vineyard and Lindon to provide primary fire and EMS services. Additionally, dispatch services are provided by Metro Dispatch, located in Provo City Center, which enhances regional response coordination and communication. Regular coordination meetings between Vineyard City staff and Orem Fire leadership help ensure service quality remains high and responsive to the community’s evolving needs.

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##### Section 1.2.2 Inventory of Staffing and Existing Resources

###### Staffing:

| Year | Vineyard Population | Personnel in Stations Serving Vineyard | Total Operations Personnel | Administrative |
|------|---------------------|----------------------------------------|----------------------------|----------------|
| 2022 | ~15,294             | 20                                     | 72                         | 3              |
| 2025 | ~19,424             | 12                                     | 81                         | 5              |

The City of Orem Fire Department provides Fire and EMS services to Orem, Lindon, and Vineyard, covering 33.51 square miles and serving a total of 121,753 citizens according to the 2023 Census. Over the past three years, Orem Fire has added twelve operational staff to expand coverage in Vineyard. In the event of large emergencies, Vineyard will be supported by additional personnel, resources, and equipment. The department also expanded its administrative team, adding four Division Chiefs to oversee Fire Prevention, Fire Response, EMS, and Training, as well as additional clerical support staff. Fire Prevention staffing increased from 3 to 5 positions, including Deputy Fire Marshals who support contracted cities such as Vineyard.

#### Facilities:

Orem Fire operates five stations and a regional training center:

| Station         | Address                                              | Personnel | Vehicles                                                              |
|-----------------|------------------------------------------------------|-----------|-----------------------------------------------------------------------|
| 31              | 300 E 1000 S, Orem<br>(Relocating to 1400 S Main St) | 6         | Medic Ambulance 31, Engine 31                                         |
| 32              | 911 N Main St, Orem                                  | 7         | Ladder 32, Medic Ambulance 32, Battalion Chief, Brush 632 (unstaffed) |
| 33              | 225 N 1200 W, Orem                                   | 7         | Ladder 33, Medic Ambulance 33, Engine 35, Heavy Brush 433 (unstaffed) |
| 34              | 90 N State St, Lindon                                | 6         | Engine 34, Medic Ambulance 34, Brush 634 (unstaffed)                  |
| 35              | 226 W 80 S, Vineyard                                 | 6         | Engine 34, Medic Ambulance 35, Brush 635 (unstaffed)                  |
| Training Center | 1321 S 1600 W, Orem                                  | N/A       | 2 burn structures, classroom, 3 training bays (3-acre site)           |

Station 31 is planned to relocate to 1400 S Main Street, which will expand geographic coverage and support future growth. Recently constructed and operational Station 35 in Vineyard will provide dedicated service within city boundaries.

#### Equipment:

Orem Fire operates a well-equipped fleet, including engines, ladders, squads, and ambulances.

Key assets include:

- **Engines:** 4 active + 2 reserve
- **Ladder Trucks:** 2
- **Ambulances:** 5 + 3 reserve
- **Brush Trucks:** 3 (currently unstaffed)
- **Squad Vehicles and Battalion Chief Units:** 1 each

All stations have minimum staffing requirements and planned equipment upgrades through 2028.

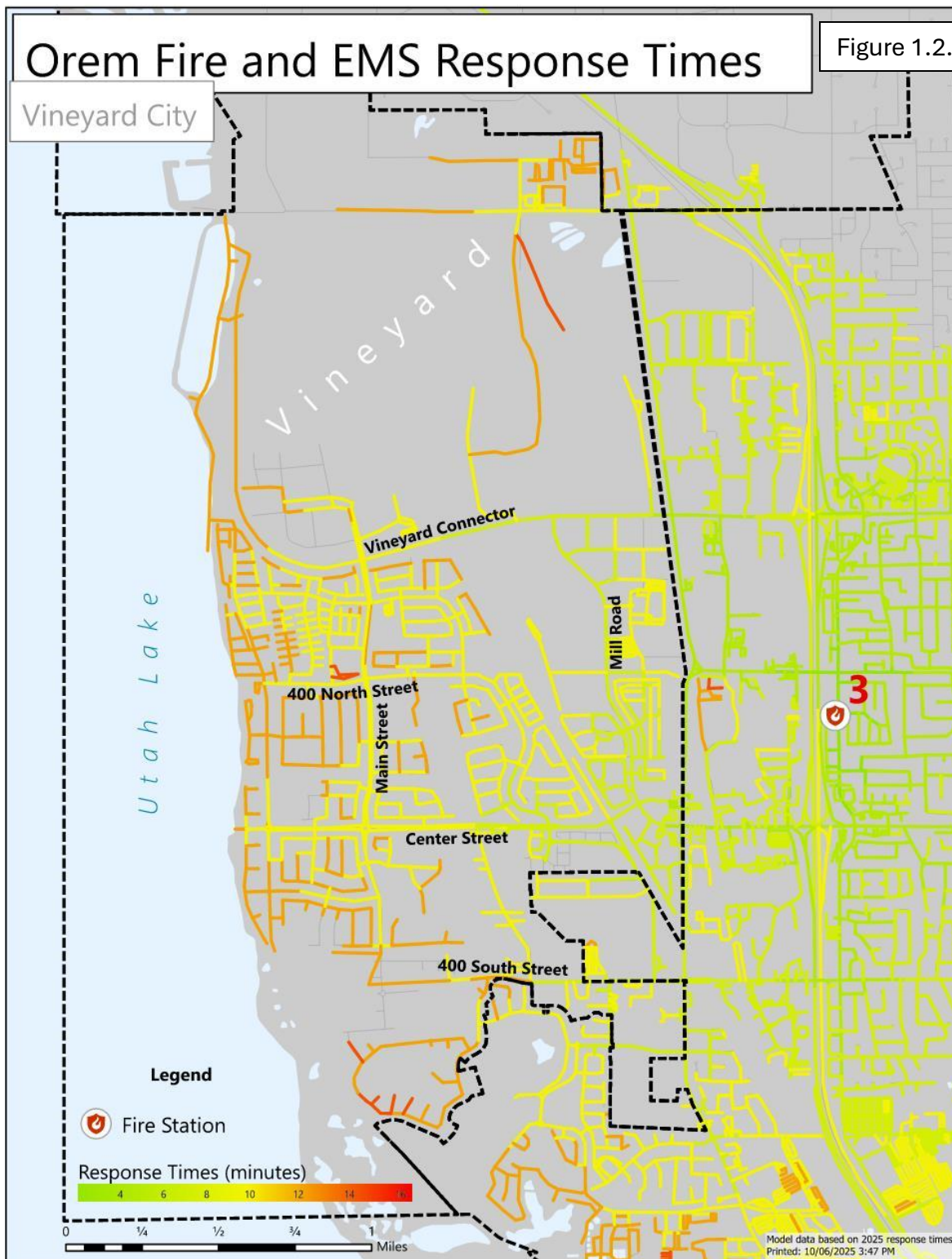
### Section 1.2.3 Response Times and Incident Data

| Year | Total Incidents | Medical | Fire |
|------|-----------------|---------|------|
| 2022 | 468             | 350     | 118  |
| 2023 | 549             | 381     | 168  |
| 2024 | 506             | 343     | 163  |

Vineyard has experienced a moderate annual increase in calls, consistent with population growth. Medical incidents account for approximately two-thirds of total response, with fire related calls accounting for the remaining third. Figure 1.2.3 displays the average Orem Fire and EMS response times from the year 2025. Note, there are several outliers that drastically increase the average call response times, particularly where a red area is adjacent to a yellow area. The average response times in Vineyard are above the recommended average response time of 5 minutes. However, the new Vineyard Station is expected to decrease the average response times to under minutes and increase the quality of service.

# Orem Fire and EMS Response Times

Figure 1.2.3



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#### Section 1.2.4 Limitations

Despite strong preparation and resource expansion, the following limitations have been identified:

- **Staffing:** Within the stations serving Vineyard City, six additional personnel are requested to staff the new station. This will bring all the stations in line with the current staffing goals or Orem Fire Department.
  - **Facilities:** Current coverage will improve with the completion of Vineyard Station 35 and the planned relocation of Station 31. However, long-term development in northern Vineyard will require additional stations and apparatus. Vineyard should plan to replace Station 35 with a permanent station in the next 5 – 10 years.
  - **Equipment:** A new engine is in service at Vineyard Station as of 2026. As growth continues in Vineyard equipment needs should be planned to also expand.
- 

#### Section 1.2.5 Forecast of Future Needs – Police, Fire, and EMS

Vineyard’s population is projected to increase significantly over the next 30 years, reaching an estimated 50,000–70,000 residents at full buildout. Non-residential land uses, including office, industrial, retail, and mixed-use development, are expected to expand from approximately 1.6 million square feet to over 12 million square feet by 2055.

This growth will increase both residential and daytime population density, leading to higher call volumes for police, fire, and EMS services. It will also introduce more complex incident types, such as industrial hazards, high-occupancy structures, and traffic-related emergencies.

To maintain current service levels and response times, Vineyard will need to plan for phased increases in staffing, apparatus, equipment, and facilities. For law enforcement, this will require additional sworn officers, civilian support staff, and expanded substation capacity to match rising demand and geographic coverage needs. For fire and EMS, staffing increases, additional apparatus, and additional stations will be needed, particularly in areas such as Utah City and The Forge.

Specific staffing benchmarks, substation recommendations, and long-range projections will be addressed in subsequent sections of this plan. Further long-range staffing and equipment needs should be developed in partnership with Orem Fire and Utah County Sheriff’s Office.

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#### Section 2 Community Risk Assessment

This community risk assessment identifies key hazards and vulnerabilities in Vineyard to support future public safety planning. Vineyard is a rapidly growing city with over 19,000 residents in 4.8 square miles. Its risk profile is shaped by proximity to natural hazards, ongoing industrial

remediation, and a young, high-density population that includes many college students and renters.

## Section 2.1 Hazard Assessment

### Section 2.1.1 Natural Hazards

- **Flooding:** Flooding is Utah's most frequent and costly disaster, intensified by rapid runoff and urban development. In Vineyard, flood risk is concentrated along the Utah Lake shoreline, much of which lies within the FEMA 100-year floodplain. After wildfires, flood risk increases due to poor soil absorption. See Appendix for detailed map.
- **Earthquakes & Geologic Hazards:** Vineyard is near the Wasatch Fault, which can produce large (M7+) earthquakes. Utah Geological Survey reports that all of Vineyard is at risk for severe/violent shaking. Sandy and soft soils within Vineyard are also at risk of liquefaction, which may result in sand boils, differential foundation settlement and localized flooding. Earthquakes can strike without warning and potentially disrupt utility function and emergency responses. See Appendix for detailed map.
- **Wildfire:** Vineyard is surrounded by urban developments, and the risk from wildfire is lower than communities along foothills. However, developed areas near undeveloped and wetland corridors remain vulnerable. Drought and dry vegetation increase ignition risk. After a wildfire, the risk of flooding dramatically increases because burned ground can't absorb rainwater. Utah Department of Natural Resources tracks wildfire risk throughout the year.
- **Severe Weather** – Vineyard faces threats from winter storms, thunderstorms, hail, wind, and heat. These events can damage property, isolate neighborhoods, and disrupt emergency services. Population growth in Vineyard will increase the number of residents exposed to the risks and disruptions caused by severe weather. Winter storms, which cause most weather-related deaths in Utah, can also isolate Vineyard neighborhoods and disrupt emergency responses.
- **Drought:** Utah is one of the driest states in the nation. Persistent drought reduces reservoir levels, stresses water supply, and increases wildfire potential. Vineyard City may determine and enforce water restrictions to control water supply.
- **Air Quality:** The Salt Lake City-Provo-Orem area ranks 9th worst in the U.S. for ozone pollution and 25th for short-term particle pollution. Poor air quality has the greatest impact on children, older adults, and individuals with heart or lung conditions, heightening risks of respiratory illness, cardiovascular disease, and certain cancers. In Vineyard, smog, wildfire smoke and dust from exposed lakebeds can further reduce visibility and trigger breathing issues.

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### Section 2.1.2 Industrial and Environmental Hazards

- **Former Geneva Steel Mill:** Vineyard includes land formerly used for heavy industry. Following extensive cleanup, these areas are now considered safe for residential and commercial development. However, the Corrective Action Management Unit (CAMU),

where contaminated soils were consolidated and capped, will always remain a long-term concern. Ongoing monitoring and maintenance are required to ensure the integrity of the containment system, and future development must continue to account for these conditions.

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### Section 2.2.1 Total Incidents

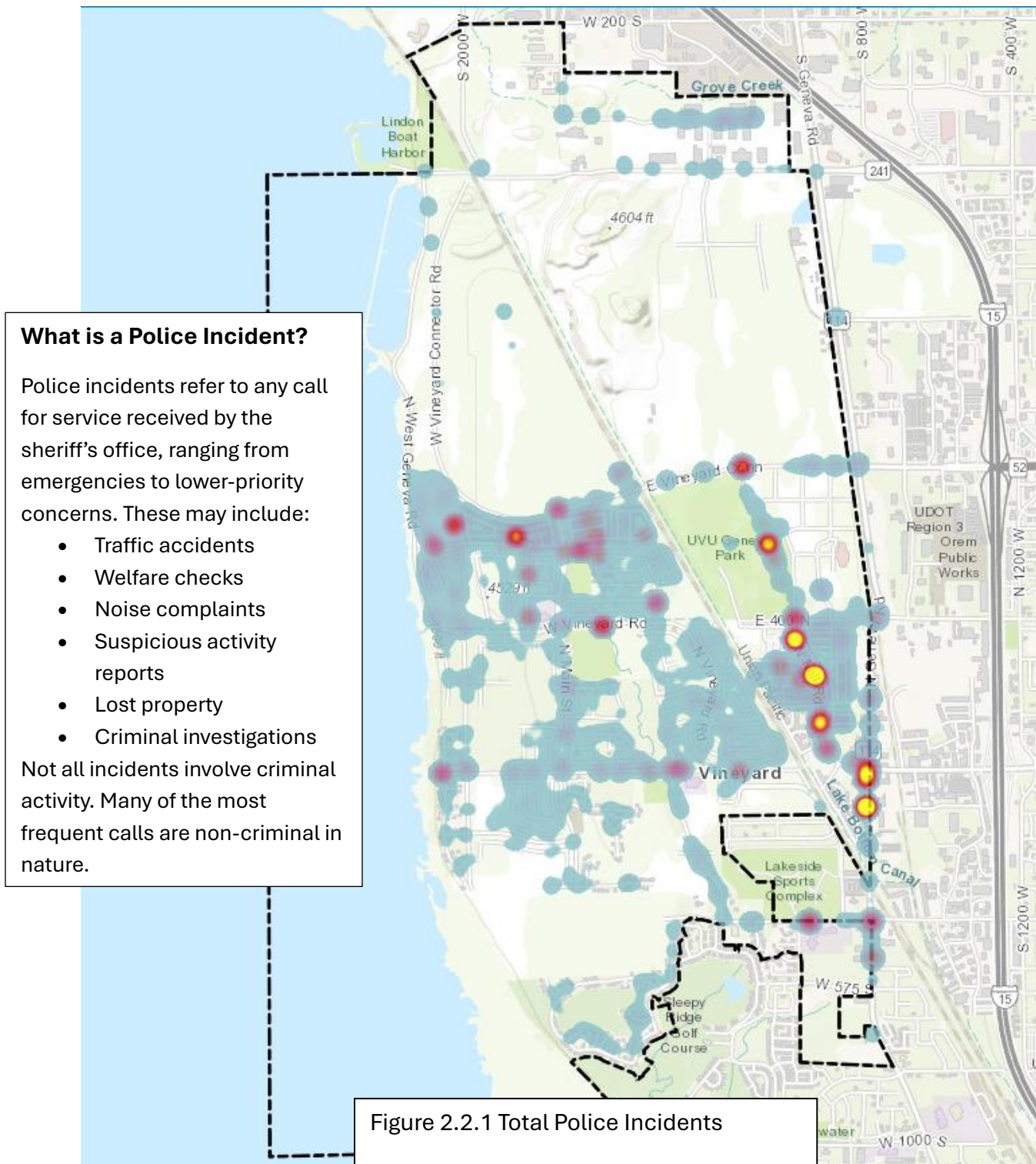
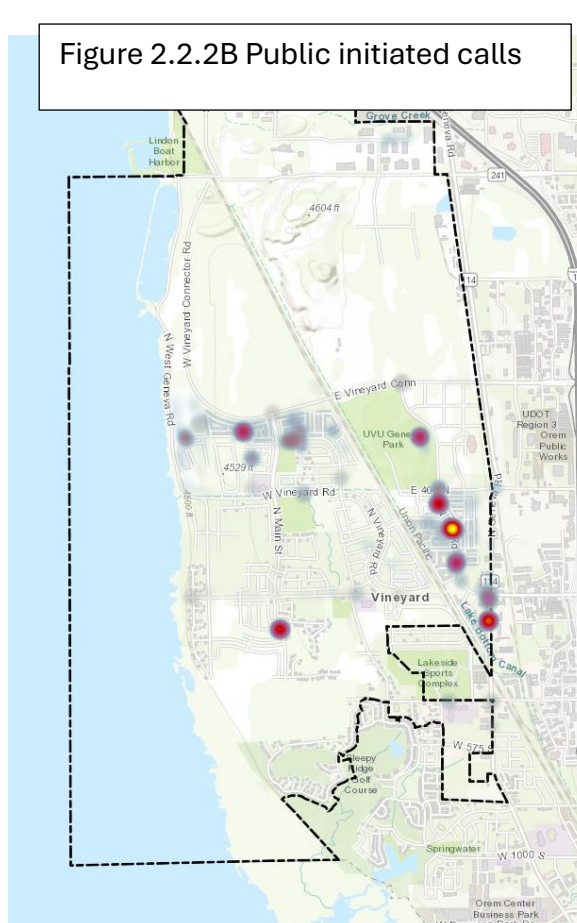
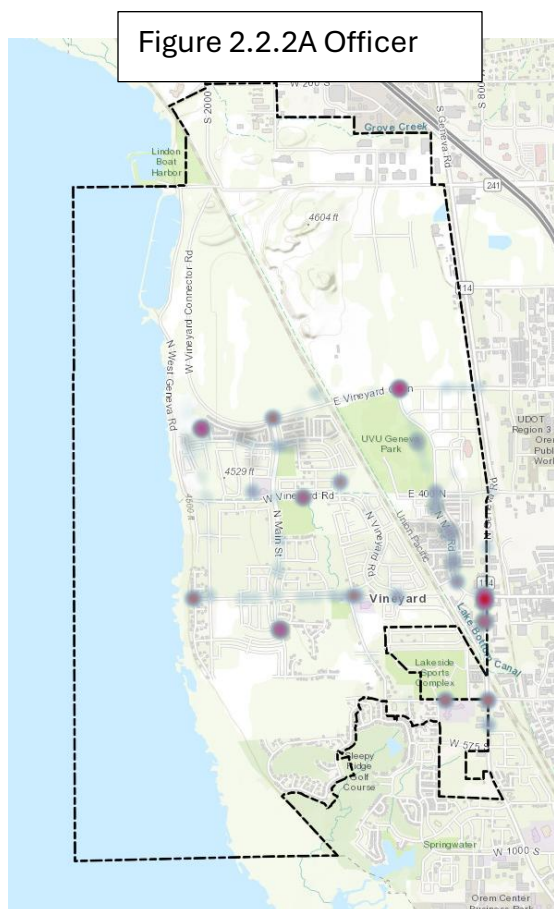


Figure 2.2.1 *Total Police Incidents* illustrates a heat map of total police incidents in Vineyard over the past five years. Blue areas indicate the lowest concentration of incidents, while yellow highlights areas of higher activity. All incident types are included, ranging from routine service calls to emergency responses.

The most intense activity is concentrated along Mill Road, where commercial, office, and multi-family residential uses converge. Other notable hot spots include the Water's Edge and Lakefront condominium subdivisions, both characterized by compact residential development. Additional clusters appear near The Forge and along the I-15 corridor, reflecting the role of major transportation routes in generating traffic accidents and enforcement activity.

These patterns are consistent with expectations: areas that attract more people, for living, working, or recreation, typically generate more service calls. The majority of the calls include traffic incidents, noise complaints, welfare checks, and other non-criminal events.

### Section 2.2.2 Call Initiation Records



Figures 2.2.2A and 2.2.2B compare officer-initiated calls (left) with all other calls (right) over the past five years. Officer-initiated calls include proactive activities such as traffic stops, patrol checks, and directed enforcement. All other calls represent reactive responses generated by the public through 911 or non-emergency reporting.

Officer-initiated activity accounts for 38.6% of total incidents, showing a strong emphasis on proactive policing. These calls are more dispersed geographically, with activity visible along key arterial routes and within residential neighborhoods. By contrast, public-initiated calls are more clustered, with notable hotspots near Mill Road and The Preserve.

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### Section 2.2.3 Key Takeaways

As Vineyard continues to grow, particularly in Utah City, The Forge, and UVU, it is anticipated that service call intensity will expand accordingly. Planning for adequate public safety resources in these areas will be essential to maintaining high service standards citywide. Public safety planning should prioritize:

- Proactive policing in apartment complexes
- Traffic enforcement along arterial corridors
- Community engagement programs tailored to Vineyard's young and highly mobile population.

Regular monitoring of incident patterns will be essential to ensure that law enforcement resources keep pace with Vineyard's rapid growth.

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### Section 2.3 Demographic Factors Influencing Risk

- **Population size and density:** Vineyard has a population of approximately 19,424 (2025). With a total of 4.8 square miles, the population density is 4,047 people/ sq. mi. This is higher than the Utah County density, approximately 430 people/ sq. mi. Vineyard is experiencing one of the fastest growth rates in the state.
  - **Age distribution:** Vineyard's population is very young, with a median age of 24.8 years (Census Report 2023). Approximately 18.9% of residents are ages 0–10, 15.2% are 10–19, 16.2% are 20–24, 26.9% are 25–34, and 22.4% are over 35, with just 2.1% over age 65. The high proportion of children highlights the importance of school safety and pedestrian-friendly routes. A large share of young adults, many attending or working near two major universities, may increase commuting-related risks.
  - **Socioeconomic factors:** The 2023 median household income is \$100,022. Vineyard's population is predominantly White (non-Hispanic) at 73.5%, with growing Hispanic and Asian communities. An estimated 54.5% of housing units are rentals, which may influence community stability and emergency preparedness outreach strategies.
  - School administrators identified traffic safety as a major risk factor for Vineyard's young population. Daily drop-off and dismissal periods create congestion and driver errors near elementary schools, particularly along 400 South and Geneva Road. Principals noted parents often disregard signage or traffic rules, with buses encroaching into crosswalks and visibility challenges for pedestrians. These hazards highlight the heightened vulnerability of school-age children and the need for targeted traffic safety interventions around schools.
-

**Implications for Public Safety:** Vineyard’s public safety priorities are shaped by its rapid growth, natural hazards, and environmental risks. Rapid growth, a young and mobile population, and a large share of renters require tailored outreach and preparedness programs. At the same time, the city must address risks from flooding, earthquakes, wildfire, severe weather, drought, and poor air quality through smart development, emergency preparedness, and targeted mitigation in vulnerable areas.

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## Section 2.4 Historical Incident Data and Emerging Trends

- **Crime and law enforcement calls:** Vineyard experiences a low crime rate. Between 2020 (9,217 incidents) and 2024 (11,095 incidents), the Utah County Sheriff’s Office recorded a 20.4% increase in total incidents. Analysis shows the majority of calls are non-criminal in nature, including traffic enforcement, welfare checks, and community service calls, while a smaller proportion involve criminal offenses. Of the seven incident categories tracked, the largest share falls under Traffic Related (48.8%) and Non-Criminal Service Call (34.7%). Together these incidents account for 83.5% of all incidents, and require a substantial percentage of the departments resources and time. Violent crimes, such as assault and robbery, remain extremely rare.
  - **Fire and medical calls** – Detailed incident data show that fire department workload has increased moderately with population growth. Roughly two-thirds of Vineyard calls (69-75%) are medical or EMS-related. Fire suppression calls account for a small share of incidents but demand significant resources when they occur.
- 

## Section 2.5 Geographic Service Gaps

Police service coverage in Vineyard is strong. The highest incident intensity is located along commercial centers, multifamily housing, and high-traffic corridors intersect. Response times may increase in Utah City and northern Vineyard as they develop. Adding officers and patrol routes, and possibly establishing a satellite substation in northern Vineyard, will be critical to maintaining quick and reliable police service across all neighborhoods.

In addition to geographic service gaps related to roadway congestion and future development areas, Vineyard should address pedestrian safety along trails, shoreline corridors, and underpasses. Installing emergency call boxes and enhanced lighting in these locations will improve visibility, deter crime, and ensure residents and visitors can quickly access emergency services if needed.

School zones present recurring service gaps due to heavy traffic, pedestrian crossings, and limited visibility. Principals at Trailside Elementary and Freedom Prep reported congestion during pickup and dismissal, crosswalks obscured by bus traffic, and inadequate signage or enforcement. Addressing these locations with traffic calming, signalization, or enhanced enforcement will be critical to ensuring safe access for students.

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### Section 3: Service Level Standards

This section sets out measurable service-level standards that Vineyard City can adopt. The standards were drawn with collaboration from Utah County Sheriff's Office, Orem Fire Department, and national benchmarks. This section will define target response time goals, recommend appropriate staffing ratios, establish metrics for community engagement crime prevention, and disaster readiness, and compare Vineyard City's current service level to industry benchmarks.

#### Section 3.1 Target Response-Time Goals

| <b>Service</b>                          | <b>Benchmarks and rationale</b>                                                                                                                                                                                                                                                                            | <b>Suggested Vineyard City target (90-percent compliance)</b>                                                                                     |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Fire</b>                             | National standards (NFPA 1710) set clear expectations: crews should be dispatched within 1 minute, leave the station within 1 minute, and arrive on scene within 4 minutes. In practice, this means the first fire truck should reach the incident within 5 minutes of dispatch for at least 90% of calls. | First unit on-scene within 5 minutes of dispatch for 90 % of calls.<br>Additional units should arrive within 8 min to support initial operations. |
| <b>Emergency Medical Services (EMS)</b> | National benchmarks (NFPA 1710) expect a first responder (firefighter/EMT) on scene within 5 minutes, and an advanced life support (ALS) unit, staffed with paramedics, within 9 minutes for serious medical emergencies.                                                                                  | First responders on-scene within 5 min and ALS unit within 9 min for 90 % of life-threatening calls.                                              |
| <b>Police</b>                           | There is no nationally mandated response-time standard for law-enforcement. Utah County Sheriff's Office (Vineyard Office) set an internal target for Priority 1 and 2 calls responses in under 4 minutes.                                                                                                 | Vineyard City should maintain current response times (4 minutes) for high-priority calls.                                                         |

Quick response times make a substantial difference. For fire and EMS, quick arrival greatly increases the odds of successful rescues and limits property damage. National fire standards show that dispatching crews within a minute, leaving the station within one minute, and arriving on scene within four minutes gives firefighters the best chance to stop a fire before it spreads and allows EMTs to begin life-saving care within the critical five to nine minute window. For police, shorter

response times can deter offenders and build public confidence, though community satisfaction and case resolution are just as important as how fast an officer arrives.

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### Section 3.2 Recommended Staffing Ratios

| Service                        | Benchmark references                                                                                                                                                                                                                                                                   | Suggested Vineyard City guideline                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Firefighters per population    | The median staffing ratio is .84-1.30 firefighters per 1,000 residents (NFPA). ICMA suggests 1.0-1.5 firefighters per 1,000 residents as a guide.                                                                                                                                      | With the addition of Vineyard Fire Station, Orem Fire will have a ratio of .71 firefighters per 1,000 residents (87 serving 121,000 residents). The ratio of firefighters serving Vineyard is 0.63(12 firefighters serving approximately 19,000 residents). Vineyard City should support the growth of Orem Fire Department as the population and development increase.                                                                            |
| Police officers per population | In Utah County, cities average about 1 officer per 1,000 residents. As commercial and industrial uses increase, and Vineyard day-time population increases a higher ratio is needed. ICMA warns that officers per 1,000 residents should not be the sole basis for staffing decisions. | Vineyard City currently has a department goal of .7-.8 officers per 1,000 residents. Due to the contract with Utah County Sheriff's office and access to its resources, Vineyard does not need a high ratio. As development increases, Vineyard City should aim for 1 officer per 1,000 residents.<br><br>Should Vineyard City wish to establish its own police department an officer ratio of 1.5-2.0 officer per 1,000 residents is recommended. |

Staffing levels need to balance efficiency with community needs. Law enforcement and fire service experts caution against using a simple “per capita” formula alone. It is recommended to look at call volumes, service expectations, and community priorities when planning staffing levels. For Vineyard, this means setting staffing goals that reflect its unique situation, while still planning for steady growth as the population expands.

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### Section 3.3 Metrics for Community Engagement, Crime Prevention and Disaster Readiness

Public safety is not measured only by incident counts and response times; it is also defined by how well police, fire, and EMS engage with the community, prevent crime, and prepare residents for emergencies. Establishing clear metrics in these areas helps Vineyard City track progress, maintain accountability, and build community trust.

### Section 3.3.1 Community Engagement

- **Public safety performance metrics:** Vineyard can track key measurements such as crime rates, average police/fire/EMS response times, case resolution and clearance rates, resident satisfaction from surveys, and referrals or responses to mental health and substance-use incidents. These measures provide a snapshot of both service effectiveness and community trust.
- **Public engagement activity metrics:** Public engagement can be measured by the number and reach of social media posts, attendance at public meetings and workshops relating to public safety, survey response rates, participation in school resource officer programs, and public safety involvement at community events. As mentioned in the City's Emergency Response Plan, Vineyard should continue to encourage and track the number of residents that participate in Community Emergency Response Teams (CERT), Neighborhood Watch, and Block Captains.
- **Fire Department programs:** Orem Fire Department programs include the *Youth Firesetter Intervention Program* (launched in 2023) and the *Fire Cadet Program* with Alpine School District, which offers high school students hands-on training and academic credit. Vineyard can encourage resident participation and measure total number of youth participants in these programs.
- **School engagement with public safety:** Local elementary schools expressed strong appreciation for the School Resource Officer (SRO) program and recommended that it continue. They also emphasized the need for improved communication between schools, the city, and police/fire personnel during emergencies. Vineyard should proactively ensure that all schools and other key community stakeholders are included in the City's emergency notification system (e.g., Everbridge).

### Section 3.3.2 Crime Prevention

- **Calls for service and clearance rates:** Monitoring trends in call volume and the percentage of cases cleared helps identify where prevention strategies are effective and where gaps remain. Regular review supports data-driven deployment of resources to address high-risk areas.
- **Proactive Policing:** Metrics may include the number of officer-initiated contacts, traffic enforcement stops, community patrols, and outreach efforts such as Neighborhood Watch or business checks. These activities not only deter crime but also strengthen positive connections between officers and residents.

### Section 3.3.3 Disaster Readiness and Resilience

- **Wildland response:** Orem Fire Department has a Wildland Team of 16-specially trained firefighters. This program brings revenue to the fire department. Vineyard benefits from this program by having access to trained personnel and equipment during the local fire season.

- **Mitigation:** Orem Fire completes mitigation efforts annually in Vineyard. Vineyard should track the total acres that are mitigated annually.
- **Household preparedness:** Vineyard should encourage residents to prepare for emergencies. Vineyard may partner with local religious groups or non-profits to teach and help households prepare. This may be measured by the share of households with emergency kits, family plans, and residents trained in CPR/first aid.
- **City preparedness:** City staff should be regularly trained in the in the Emergency Operations Plan (EOP). City staff and community should be aware of designated crisis leaders and available community shelters. Regular drills and checkup of backup communication systems should be done often Vineyard should update the Emergency Preparedness Manual biennially or as needed. The Emergency Operation Plan (EOP) should also regularly be shared with the community and school administrations.
- **Community programs:** Orem Fire offers monthly neighborhood preparedness courses and HAM radio training. Vineyard can encourage residents to join these programs and measure total participation.

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### Section 3.4 Vineyard City Current Service Level to Industry Benchmarks

| Service                 | National Benchmarks                                                                                       | Vineyard Current                                                                   | Vineyard Future Goal (30-year)                                                                             |
|-------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Police Officers</b>  | U.S. average: 1.8–2.6 officers per 1,000 residents (BJS/ICMA). Utah County cities average ~1.0 per 1,000. | 1 per 1,500 residents (0.67 per 1,000). Moving to 1 per 1,250 (0.8 per 1,000).     | Plan to reach 1 per 1,000 over time, while still relying on Utah County for specialized units and support. |
| <b>Firefighters/EMS</b> | NFPA median: 0.84–1.30 personnel per 1,000 in cities >25,000                                              | 0.63 per 1,000 residents, with additional resources in event of large emergencies. | .84-1.0 per 1,000, adjusting for growth, building density, and call volume.                                |

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### Section 4: Facilities and Equipment:

Modern facilities and equipment are critical to effective public safety. This section evaluates the condition and capacity of Vineyard’s stations, vehicles, and apparatus, identifies infrastructure gaps, and recommends upgrades or new construction. It also considers emerging technologies—such as GIS tools, drones, and wearables—to ensure systems remain sufficient and scalable for future growth.

#### Section 4.1 Current condition, capacity, and functionality of current facilities

**Police:** Police operations in Vineyard currently function at the brim of available space. The Utah County Sheriff's Office substation shares roughly 1,140 square feet within City Hall, supplemented by off-site equipment storage space and some off-site office space. This leaves no room for long-term growth. According to the ICMA (International City Management Association) it is recommended, to have at least 250 square feet of building per staff member for administrative and operational needs. Having enough space in the work environment leads to improved morale, decreased stress, and increased productivity. Vineyard continues to add one to two officers annually; future space needs will quickly outpace current capacity. Planning for a dedicated police facility that scales with staffing growth will be critical to ensuring operational efficiency and long-term service sustainability.

If Vineyard were to establish its own police department, a larger footprint, of approximately 250 square feet per sworn officer (ICMA guidelines), would be needed to accommodate equipment storage, specialty units, and community service functions. The table below shows the estimated facility size required at different staffing levels. At 150 sq ft per staff member, Vineyard could continue to contract with Utah County Sheriff's Department and reduce square footage needs. At 250 sq ft per staff member, Vineyard could establish an independent police department complete with additional units, equipment, evidence storage, and community services.

| Staff (sworn officers and civilian staff) | Facility Size (150 sq ft/staff) | Facility Size (250 sq ft/staff) |
|-------------------------------------------|---------------------------------|---------------------------------|
| 20                                        | 3,000 sq ft                     | 5,000 sq ft                     |
| 30                                        | 4,500 sq ft                     | 7,500 sq ft                     |
| 40                                        | 6,000 sq ft                     | 10,000 sq ft                    |
| 50                                        | 7,500 sq ft                     | 12,500 sq ft                    |
| 60                                        | 9,000 sq ft                     | 15,000 sq ft                    |
| 70                                        | 10,500 sq ft                    | 17,500 sq ft                    |

**Fire and EMS:** Vineyard is currently served through Orem Fire Department stations, with a soon-to-be-opened Station 35 located in Vineyard itself, plus access to regional resources in Orem and Lindon. In 2024, land was purchased to relocate Station 31 from 300 E. 1000 S. Orem to 1400 S. Main Street, improving coverage for Vineyard's southern and central neighborhoods. Additionally, the regional training center in Orem provides three acres with two burn structures, classrooms, and apparatus bays, ensuring high-quality firefighter training. Current facilities are considered adequate

to meet near-term needs, but long-term expansion will be necessary as Vineyard approaches build-out.

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## Section 4.2 Adequacy of Vehicles, Apparatus, and Other Equipment

**Police:** The police fleet includes a limited number of vehicles, with only one spare available. Ideally, a small reserve pool would be maintained by the Sheriff's department to cover maintenance or collision downtime. Current police equipment includes radios, body-worn cameras, laptops and standard patrol gear per each sworn officer. Additional vehicles and equipment may be required as staffing expands. Spare equipment is available through the Utah County Sheriff's Department.

**Fire:** Each Vineyard station is staffed with an engine and ambulance, with reserve units available. Vehicle and equipment replacement is managed by Orem Fire Department, and typically scheduled based on age, condition, and service hours. Each vehicle is maintained by Orem City Fleet Division. Additional vehicles and equipment will be required as population and call volume continues to increase.

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## Section 4.3 Infrastructure Deficiencies

Transportation infrastructure presents several barriers to quick emergency responses, especially during rush hour. Below is a list of corridors and intersections that provide a challenge in the City. Vineyard's Transportation Master Plan discusses improvements and solutions to each of these challenges.

- **Geneva Road and Mill Road** – The UPRR Spur line reduces eastbound traffic onto Center Street to one-lane resulting in traffic backing up.
- **Vineyard Connector and Center Street** – These are the only existing east/westbound roads with elevated rail crossing in the city.
- **400 N and Mill Road** – A stoplight is expected to be installed within the next few years as this road will eventually have direct access onto Geneva Road.
- **Main Street and Vineyard Loop Road** – A majority of existing Vineyard residents use this intersection to enter and exit the city. With UDOT owning the Vineyard Connector, it is important to work with them on issues that arise.
- **Vineyard Road and Main Street** – particularly during school start and ending times.
- **400 South and 620 E** - particularly during school start and ending times.

In addition, the railroad crossings at Center Street and Geneva remain a barrier. Active train crossings may block east-west movement for extended periods, forcing emergency units to detour

and delaying response times. Vineyard should continue coordination with Union Pacific and UTA to reduce these obstructions.

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#### Section 4.4 Recommended Facility Upgrades, Replacement, or New Construction

- Expansion of Sheriff's Department, including office, lockers and storage space within existing City Hall building.
  - A police substation or satellite office could be considered in growth areas such as Utah City or The Forge if response times lengthen.
  - Fire Station 35 should be fully utilized once complete. A second Vineyard fire station may be warranted in the future if travel times or call volumes exceed accepted standards.
  - Install lighting along Utah Lake shoreline trails, underpasses, and other isolated pedestrian pathways to enhance public safety, deter crime, and improve emergency response accessibility.
  - Additional signage to school to help direct pick up and drop off.
- 

#### Section 4.5 Integration of Emerging Technologies.

Technology is advancing quickly. Vineyard City should track upcoming technology and innovations while recognizing that funding and Utah's evolving laws (particularly around AI) may limit adoption. Current police technology includes license plate readers (LPR/FLOCK) and drones. Orem Fire has integrated GIS into Knox Box access, developed a regional training center, and utilizes specialized EMS monitoring and wildland deployment tools. The following list contains some upcoming technologies that Vineyard may participate in in the coming decades. This list is not exhaustive, nor does it commit the City to invest in them.

##### GIS and Data Integration

- Real-time incident mapping, unit tracking, and risk analysis to improve deployment.
- Shared dashboards across police, fire, and EMS to support coordinated response and community transparency.

##### Drones and Aerial Technology

- Fire: thermal drones for size-up, wildland monitoring, search and rescue.
- Police: "drones as first responders" for scene assessment, accident mapping, and search operations.

##### AI and Predictive Analytics

- AI-assisted 911 call triage to improve dispatch speed and efficiency.
- Predictive analytics to identify crime hot spots and high-risk fire/EMS areas, enabling proactive deployment.
- Wearable Technology
- Fire: biometric sensors and smart PPE for firefighter health and accountability.
- Police: body-worn cameras, smart holsters, and officer safety monitors.

- Station alerting wearables to reduce stress and improve turnout times.
- Data Dashboards & Cloud Sharing
- Cloud-based CAD/RMS for unified, mobile access.
- Public-facing dashboards to build trust and demonstrate performance.
- Response Efficiency Tools
- Modern fire station alerting systems with progressive tones and visual cues.
- Smart traffic signal preemption to clear routes and cut travel times.

#### Emerging Fire Service Tools

- Wider deployment of thermal imaging cameras.
- Indoor tracking and robotics as future investments.

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## Section 5: Staffing and Operational Analysis

Vineyard currently contracts with the Utah County Sheriff's Office for police services and Orem Fire Department for fire and EMS services.

### Section 5.1 Current Staffing Levels:

- **Police:** Staffing has grown steadily in recent years, with Vineyard adding approximately one officer for every 1,300 residents. Current staffing includes 15 sworn deputies assigned to patrol and 3 part-time civilian staff shared with Utah County. Specialized units (e.g., SWAT) are available through Utah County, reducing the need for Vineyard to duplicate those functions locally.
  - **Fire/EMS:** Orem Fire provides coverage to Vineyard through five stations, including a dedicated presence in Vineyard (Station 35). The total staff from within those five stations will be 31 personnel, supported by several administrative and part-time staff. Staffing has increased in recent years, with six additional operational positions and four new division chiefs added to support expanded service areas.
- 

### Section 5.2 Overtime Usage and Budget Impacts

Overtime is a significant and ongoing cost driver. Each deputy is required to complete at least 40 hours of annual training, much of which occurs on scheduled days off and is compensated as overtime. Deputies also regularly accrue overtime for court appearances, vehicle maintenance, and shift coverage when colleagues take leave. In addition, special city events are staffed exclusively through overtime shifts. For FY2025, UCSO requested Vineyard budget approximately \$100,000 in overtime costs.

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### Section 5.3 Training and Professional Development

Both police and fire personnel participate in required state certifications and annual recertifications (POST for law enforcement, EMT/paramedic licensing for fire/EMS). Each deputy completes a minimum of 40 hours of training annually. Orem Fire has expanded training capacity through its regional training center, which includes burn structures and classrooms.

Orem Fire Training: New Training Facility, designed with residential and multi-family fire simulation, classrooms, showers, and bays. 2024 courses included Apparatus Driver Operator Utah Fire & Rescue Academy certifications, wildfire and leadership training. 16-member trained wildland team deployed to Oregon, California, Idaho, and Utah in 2024, bringing ~\$1M back into the department.

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### Section 5.4 Organizational Structure and Deployment Models

#### Police

- 18 total personnel serving Vineyard (15 sworn deputies, 3 civilian staff).
- Organizational chain of command: 1 Chief Deputy, 2 Sergeants, 1 Office Specialist, 1 Community Coordinator, 11 Deputies.
- Daily coverage provided by rotating 12-hour shifts ensuring 24/7 patrol presence.
- Supervisory expansion planned: future addition of a Lieutenant position to oversee sergeants, with the Chief Deputy transitioning to higher-level oversight.

#### Fire/EMS

- 95 full-time employees (81 operational, 14 administrative).
  - Daily operations: 27 members per platoon, 48/96 schedule.
  - Each platoon includes 1 Battalion Chief, 5 Captains, 3 Critical Care Paramedics, 5 Engineers, plus Firefighter/EMT/Paramedic crews.
- 

## Section 6: Funding Strategies

### Section 6.1 Summary of Proposed Changes

Vineyard City's rapid growth requires a phased program of capital investments and operational enhancements to maintain public safety service levels. The following proposed changes summarize the priorities identified throughout this plan:

#### Police Services

- Expand Space in City Hall: Expand the sheriff's office footprint within the existing City Hall to relieve capacity constraints and provide adequate office, locker, and storage space.
- Staffing and Equipment Growth: Increase sworn officers and civilian support staff in alignment with population growth, aiming for approximately 1 officer per 1,000 residents at

buildout. Fleet vehicles, radios, and body-worn cameras should expand proportionally to population growth and call volume.

#### Fire & EMS Services

- **Second Fire Station:** Plan for a second Vineyard fire station within the next 20 years to maintain response times as Utah City, The Forge, and northern Vineyard develop.
- **Staffing Growth:** Maintain firefighter and paramedic staffing to meet NFPA and ICMA standards, targeting 1.0–1.3 firefighters per 1,000 residents as the city approaches full buildout.

#### Citywide / Multi-Agency Needs

- **Trail Lighting and Call Boxes:** Install lighting and emergency call boxes along major trails, underpasses, and shoreline pathways to enhance safety.
- **School Safety Enhancements:** Partner with elementary schools to strengthen to improve pedestrian and vehicle circulation safety during school drop off and pick up times through increased signage and SRO presence more often.
- **Technology & Innovation:** Expand use of GIS-based dashboards, license plate readers (LPR/FLOCK), drones, predictive analytics, and smart traffic preemption systems to improve deployment efficiency.
- **Community Preparedness:** Expand community emergency preparedness by annually reviewing the Emergency Operations. Integrate emergency preparedness education into city newsletters and social media. Encourage more residents to have 72 hours kits and participate in fire/ police programs.

### Section 6.2 Cost estimates for proposed capital improvements, staffing increases, and operational changes.

| Category               | Proposed Change             | Description                                                                                           | Estimated Cost                   | Timeframe           |
|------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------|---------------------|
| <b>Police Services</b> | Expand Space in City Hall   | Expand sheriff's office footprint within City Hall (≈5,000–7,000 SF of office, lockers, and storage). | \$1.0–1.5M                       | Near-Term (0–5 yrs) |
|                        | Staffing & Equipment Growth | Add sworn officers and civilian staff to reach ~1 officer per 1,000 residents at buildout. Includes   | \$120k-150k per officer annually | Ongoing / Phased    |

| Category                             | Proposed Change             | Description                                                                                    | Estimated Cost                                           | Timeframe          |
|--------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------|
|                                      |                             | vehicles, radios, and body-worn cameras.                                                       |                                                          |                    |
| <b>Fire &amp; EMS Services</b>       | Second Fire Station         | Construct second fire station in northern Vineyard/Utah City area.                             | \$12–18M                                                 | Long-Term (20 yrs) |
|                                      | Staffing Growth             | Increase firefighter/paramedic staffing to maintain 1.0–1.3 per 1,000 residents.               | \$120k–150k per firefighter annually                     | Ongoing / Phased   |
| <b>Citywide / Multi-Agency Needs</b> | Trail Lighting & Call Boxes | Install safety lighting and emergency call boxes along trails, shoreline, and underpasses.     | \$15k–25k per call box; \$150k–300k per mile of lighting | Near/Mid-Term      |
|                                      | School Safety Enhancements  | Improve school circulation, signage, crosswalks, and reunification/emergency planning.         | \$0.5–1.0M (multi-school improvements)                   | Near/Mid-Term      |
|                                      | Technology & Innovation     | GIS dashboards, LPR/FLOCK, drones, predictive analytics, smart traffic preemption.             | \$0.5–1.0M initial; \$100k–200k annually (maintenance)   | Near/Mid-Term      |
|                                      | Community Preparedness      | Review Emergency Operations Plan, encourage residents to participate in police / fire programs | \$3k annually (current staff cost)                       | Ongoing            |

### Section 6.3 Potential Funding Options

Vineyard City can receive funding from a mix of local, state, and federal funding tools to implement the public-safety improvements identified in this plan. Each funding option varies in eligibility, flexibility, and long-term financial impact. Cost estimates in this section are conceptual and intended for strategic planning purposes.

**Impact Fees:** Impact fees allow Vineyard to recover a proportionate share of growth-related capital costs for police, fire, and emergency facilities, vehicles, and equipment. Fees must be supported by an adopted Impact Fee Facilities Plan (IFFP) and Impact Fee Analysis (IFA) and applied only to projects that maintain the existing level of service as new development occurs.

**Pros:** Provides a predictable, legally defensible funding stream linked directly to growth; reduces burden on existing taxpayers.

**Cons:** Restricted to capital projects only, not operations or maintenance costs. Requires careful documentation and periodic updates.

**Grants:** Vineyard can pursue competitive grants to supplement current funding. Key programs include:

- DOJ COPS Hiring Program: supports officer staffing and training.
- FEMA Assistance to Firefighters Grant (AFG): funds apparatus, fleets, equipment, and facility upgrades.
- SAFER Grant: supports firefighter recruitment and retention.
- State Homeland Security Program (SHSP): assists with communications, interoperability, and regional emergency-management initiatives.

**Pros:** Reduces local cost burden; can fund pilot projects or technology upgrades.

**Cons:** Highly competitive; often requires matching funds and short spending windows.

**Bonds:** Bond financing spreads the cost of large, long-life facilities (such as a new fire stations ) over time. Bonds are backed by property or sales tax revenue and typically require voter approval. Revenue bonds are repaid from specific revenue sources or impact-fee proceeds.

**Pros:** Enables immediate construction of major projects; matches cost to asset lifespan.

**Cons:** Creates long-term debt obligations and potential tax increases implications; voter approval can extend timelines.

**Public-Private Partnerships:** Developers and major property owners may participate in public-safety infrastructure through negotiated agreements, joint-use facilities, or cost-sharing. Examples include co-located police offices within mixed-use developments or developer contributions toward apparatus bays serving new districts.

**Pros:** Encourages innovation and shared benefit; can expedite facility delivery within growth areas.

**Cons:** Requires complex legal agreements and clear delineation of ownership, maintenance, and liability.

**General Fund:** The General Fund supports ongoing operations, personnel, maintenance, and smaller capital purchases not eligible for impact-fee funding. It provides the City's most flexible revenue source for sustaining service levels and implementing short-term improvements.

**Pros:** Offers flexibility for both operational and minor capital expenses; no external approvals required.

**Cons:** Competes with other City priorities (administrative costs, streets, parks); limited capacity for large-scale or growth-related projects.

| Proposed Change                         | Estimated Cost                                           | Potential Funding Sources                                                                                                             |
|-----------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Expand Police Space in City Hall        | \$2-3 million                                            | Impact Fees (growth-related, partial); Bonds, Federal Grants (DOJ COPS, Byrne JAG)                                                    |
| Police Staffing & Equipment Growth      | \$120k-200k for each new officer                         | Impact Fees (growth share); General Fund; DOJ COPS Hiring Program                                                                     |
| Second Fire Station (Northern Vineyard) | \$12-18 million (construction costs only)                | Impact Fees (primary funding source); Bonds; State & Federal Grants (FEMA AFG, SAFER, Utah State Fire Grants)                         |
| Firefighter/Paramedic Staffing Growth   | \$120k–150k per staff annually                           | Impact Fees (growth share); General Fund; FEMA SAFER Grants (short-term)                                                              |
| Trail Lighting & Emergency Call Boxes   | \$15k–25k per call box; \$150k–300k per mile of lighting | Impact Fees (partial eligibility for safety infrastructure); Developer Contributions (P3s); UDOT “Safe Routes to School” & TAP Grants |
| School Safety Enhancements              | \$0.5–1.0 million                                        | Impact Fees (partial, growth-related); State School Safety Grants;                                                                    |

#### Section 6.4 Phased Implementation Strategy

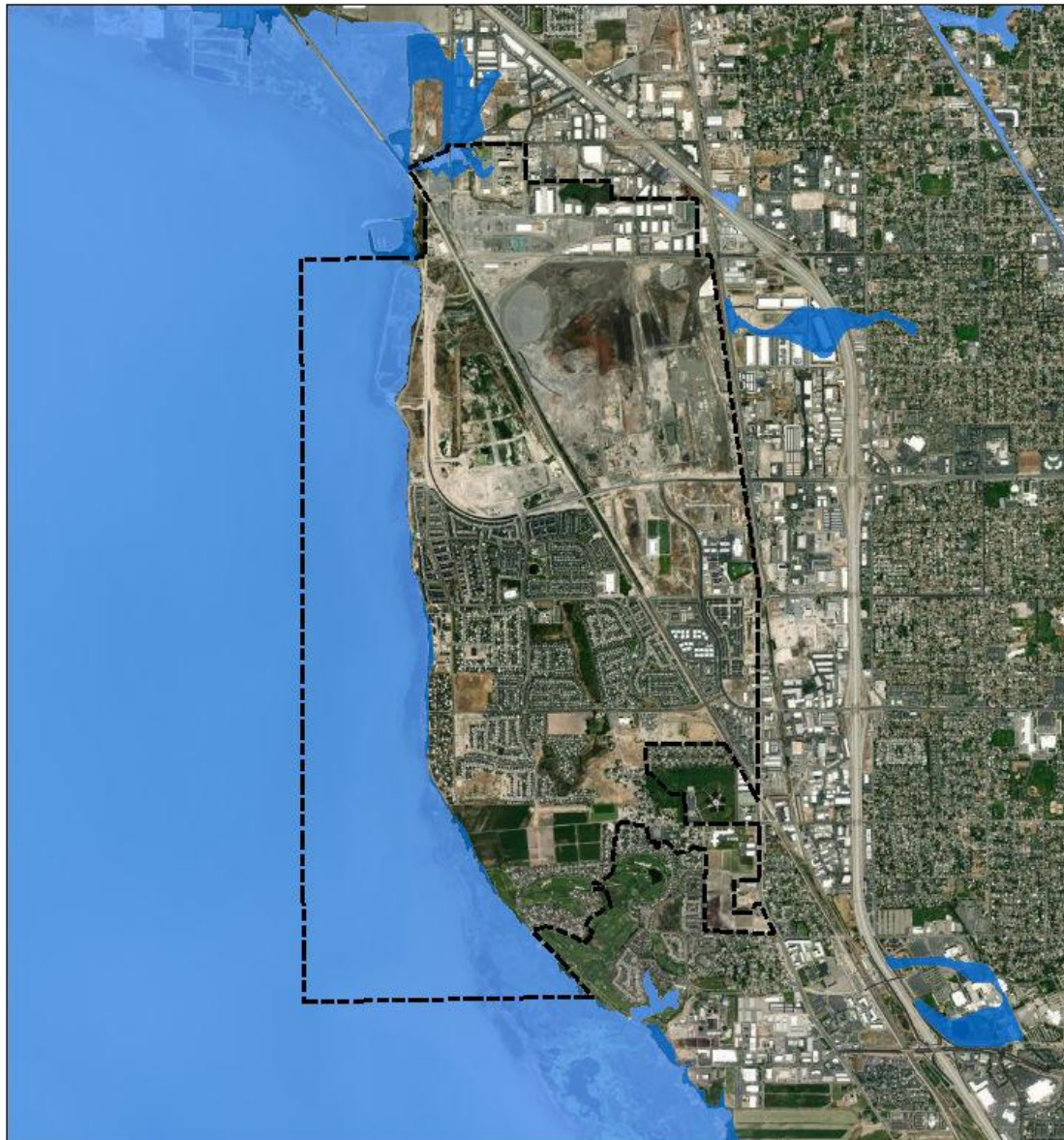
| Phase      | Time Frame  | Primary Goals                                                            | Key Projects / Actions                                                                                                                                                                                                                                                                                                                                                                                                                                  | Estimated Cost Range         | Primary Funding Sources                                                                |
|------------|-------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------|
| Short-Term | 0 – 5 Years | Relieve space constraints; maintain response times; improve coordination | <ul style="list-style-type: none"> <li>• Expand Police Space in City Hall (\$2 – 3 M)</li> <li>• Add officers &amp; equipment annually (\$0.3 – 0.5 M / yr; ≈\$0.1 – 0.2 M per officer)</li> <li>• Complete &amp; staff Fire Station 35 (existing Orem Fire facility)</li> <li>• Trail lighting &amp; emergency call boxes (\$15 – 25 k per box; \$150 – 300 k per mile)</li> <li>• School safety enhancements (\$0.5 – 1.0 M) and integrate</li> </ul> | ≈ \$3-5 M (+ staffing costs) | Impact Fees (partial); General Fund; DOJ COPS; FEMA AFG/SAFER; Developer Contributions |

| Phase       | Time Frame   | Primary Goals                                                | Key Projects / Actions                                                                                                                                                                                                                                                                                 | Estimated Cost Range          | Primary Funding Sources                                                            |
|-------------|--------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------|
|             |              |                                                              | schools into emergency notifications                                                                                                                                                                                                                                                                   |                               |                                                                                    |
| Medium-Term | 5 – 15 Years | Expand facilities & staffing; modernize technology           | <ul style="list-style-type: none"> <li>• Plan &amp; acquire site for Second Fire Station (planning + site ≈ \$5 – 7 M)</li> <li>• Add Firefighter / Paramedic positions (\$120 – 150 k per staff annually)</li> <li>• Implement GIS / Drone / Signal Preemption Technology (\$0.25 – 0.4 M)</li> </ul> | ≈ \$25 – 35 M (total program) | Impact Fees (primary); Bonds; FEMA AFG / SAFER; State Fire Grants; P3 Partnerships |
| Long-Term   | 15 + Years   | Achieve build-out readiness; ensure lifecycle sustainability | <ul style="list-style-type: none"> <li>• Construct &amp; staff Second Fire Station (Utah City) (\$12 – 18 M construction)</li> <li>• Expand Police Department (\$10 – 15 M future option)</li> <li>• Replace fleet &amp; apparatus on scheduled lifecycles (\$2 – 4 M rolling program)</li> </ul>      | ≈ \$20 – 30 M                 | Impact Fees (ongoing); General Fund (O&M & replacement); Capital Reserves; Grants  |



## Appendices:

### Vineyard City: FEMA 100-year Floodplain



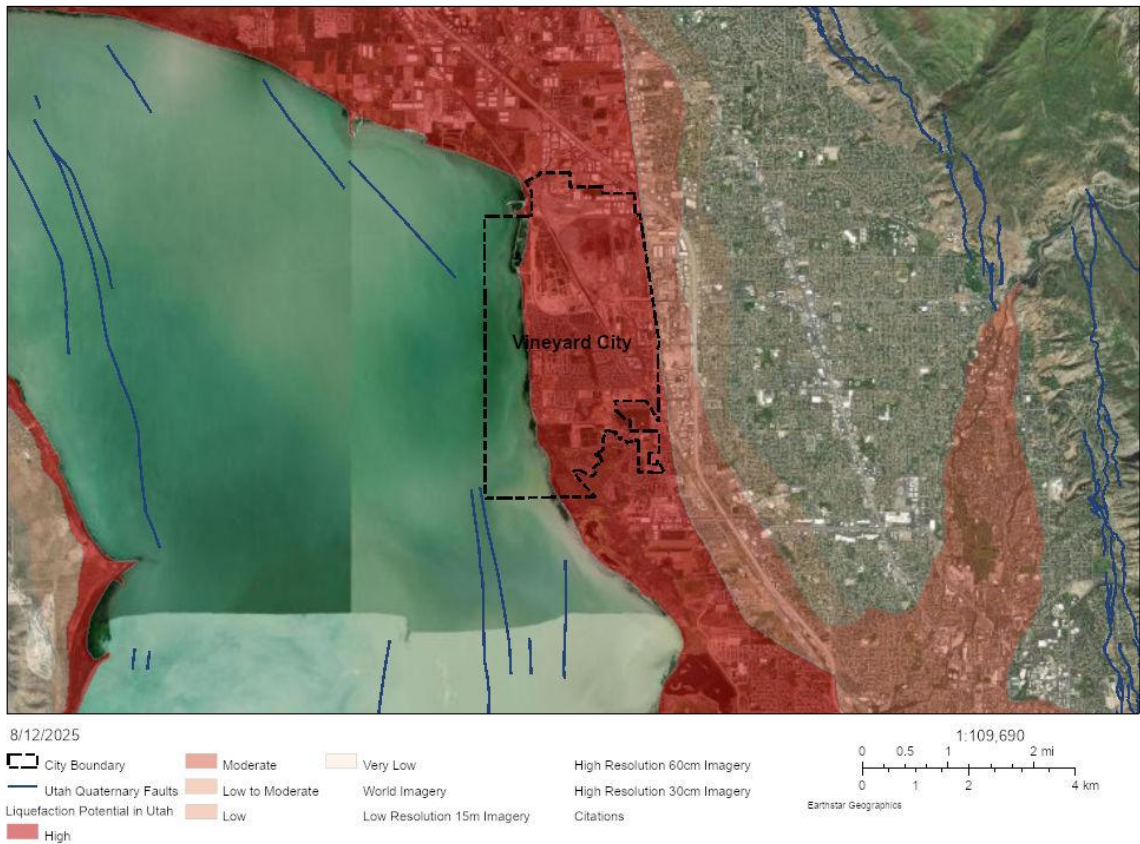
8/12/2025

 City Boundary  
USA Flood Hazard Areas  
 0.2% Annual Chance Flood Hazard  
 1% Annual Chance Flood Hazard  
World Imagery

Low Resolution 15m Imagery  
High Resolution 60cm Imagery  
High Resolution 30cm Imagery  
Citations  
9.6m Resolution Metadata

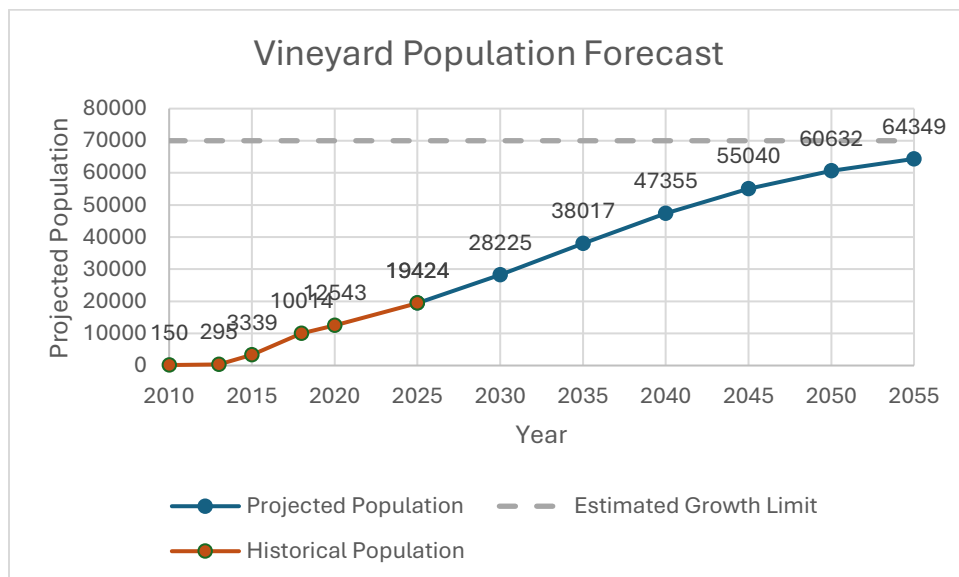
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Vineyard Geological Hazards: Liquefaction



| <b>Code</b> | <b>Incident Category</b>     | <b>Summary</b>                                                                                                            | <b>Example Incident Types</b>                                                                                                                                                                                                                                                                         |
|-------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>C</b>    | Crimes Against Person        | Incidents involving physical harm, threats of harm, weapons, or other acts intended to injure or intimidate individuals.  | Assault, custodial interference, domestic violence, explosion, kidnapping, child pornography, sex offenses, stalking, threats                                                                                                                                                                         |
| <b>P</b>    | Crimes Against Property      | Offenses where property is unlawfully taken, damaged, or destroyed without direct personal violence.                      | Alarms (bank, commercial, residential), burglary, criminal mischief, fraud, property damage, theft, vehicle theft, trespassing                                                                                                                                                                        |
| <b>S</b>    | Crimes Against Society       | Offenses that represent violations of public law and order rather than direct harm to individuals or property.            | DUI, loitering, disorderly conduct, trespassing, obscenity, public intoxication                                                                                                                                                                                                                       |
| <b>T</b>    | Traffic-Related              | Incidents related to vehicle operation, roadway hazards, traffic violations, collisions, or enforcement activities.       | Accidents, fix-it tickets, vehicle impounds, parking problems, traffic enforcement, traffic control, train problems, traffic stops, VIN inspections                                                                                                                                                   |
| <b>M</b>    | 911 Calls and Medical Assist | Non-violent calls for service related to medical needs, safety concerns, or minor disturbances affecting community peace. | 911 hang-ups, medical assistance calls, overdoses, pregnancy-related calls, breathing problems, suicide threats                                                                                                                                                                                       |
| <b>N</b>    | Non-Criminal Service Calls   | Requests for police service where no crime or violation is alleged.                                                       | Agency assists, fire alarms, citizen contacts, civil problems, community events, crossing guard duties, dumping, fingerprinting, follow-ups, found child/person/property, industrial issues, information, keep peace, presentations, mental health calls, runaways, search and rescue, welfare checks |
| <b>O</b>    | Other / Unspecified          | Incidents that do not fit into another category, or administrative/blank/duplicate records.                               | Dropped calls, blank records, duplicate dispatches                                                                                                                                                                                                                                                    |

| Abbreviation | Meaning                                                                       |
|--------------|-------------------------------------------------------------------------------|
| NFPA         | National Fire Protection Association                                          |
| EMS          | Emergency Medical Services                                                    |
| EMT          | Emergency Medical Technician                                                  |
| ALS          | Advanced Life Support                                                         |
| BLS          | Basic Life Support                                                            |
| CALEA        | Commission on Accreditation for Law Enforcement Agencies                      |
| ICMA         | International City/County Management Association                              |
| BC           | Battalion Chief                                                               |
| UVU          | Utah Valley University                                                        |
| CAD          | Computer-Aided Dispatch                                                       |
|              |                                                                               |
| NIBRS        | National Incident-Based Reporting System (current FBI crime reporting system) |
| DOJ          | U.S. Department of Justice                                                    |
| FBI          | Federal Bureau of Investigation                                               |
| LE           | Law Enforcement                                                               |
|              |                                                                               |
|              |                                                                               |



|  |                    |               |               |                |
|--|--------------------|---------------|---------------|----------------|
|  | 2025<br>(Baseline) | 2035<br>(40%) | 2045<br>(80%) | 2055<br>(100%) |
|--|--------------------|---------------|---------------|----------------|

|                      |      |      |      |      |
|----------------------|------|------|------|------|
| Office               | .154 | 1.4  | 2.8  | 3.5  |
| Industrial           | 1.26 | 2.2  | 4.4  | 5.5  |
| Commercial           | .333 | 0.84 | 1.68 | 2.1  |
| The Forge- Mixed Use | 0    | 0.72 | 1.44 | 1.8  |
| Total                |      |      |      | 12.9 |

- Sources :
- FEMA Map: <https://msc.fema.gov/portal/search>
- Geological Hazards: <https://maps.geology.utah.gov/hazards?layers=%7B%22selected%22%3A%5B%22Hazardous+%28Quaternary+age%29+Faults+-+Statewide%22%5D%2C%22hidden%22%3A%5B%22Landslide+Hazards%22%2C%22Problem+Soil+and+Rock+Hazards%22%2C%22Flooding+Hazards%22%2C%22Earthquake+Hazards%22%5D%7D&zoom=8&lat=39.5&lon=-112>
- Wildfire risk: <https://wildfirerisk.utah.gov/>
- Drought: <https://drought.utah.gov/>
- Air quality: <https://www.lung.org/research/sota/city-rankings/most-polluted-cities>
- NFPA 1710 fire response time standards (City of Turlock Fire Department summary) – <https://www.cityofturlock.org/firedepartment/aboutus/datastatistics/responsetimestatistics.asp>
- NFPA 1710 EMS benchmarks (DC Fire & EMS Department) – <https://fems.dc.gov/page/ems-reponse-time>
- Firefighter staffing benchmark (NFPA guideline: 0.84 to 1.30 firefighters per 1,000 population) – <https://fireandsafetyjournalamericas.com/firefighter-staffing-levels-in-california-under-scrutiny-amid-wildfire-risk/>
- Police staffing ratio averages (ICMA – 1.8 to 2.6 officers per 1,000 population) – <https://icma.org/articles/pm-magazine/5-myths-about-police-metrics>
- CALEA accreditation standards (Office of Justice Programs) – <https://www.ojp.gov/ncjrs/virtual-library/abstracts/departments-management-and-calea-commission-accreditation-law>
- IEEE Public Safety Technology Initiative – *Role of Mapping Technology in Public Safety* [publicsafety.ieee.org](https://publicsafety.ieee.org/publicsafety.ieee.org)
- *Firehouse Magazine* – Fire GIS in Action: Operational Intelligence via GIS [firehouse.com](https://firehouse.com/firehouse.com)
- Microsoft Public Safety eBook – *Digital Transformation of Public Safety* [info.microsoft.com](https://info.microsoft.com)
- NFPA 2400 – *Standard for Small Unmanned Aircraft Systems (sUAS) for Public Safety* [fireengineering.com](https://fireengineering.com/fireengineering.com)
- *Fire Engineering* – What NFPA 2400 means for Fire Dept Drone Programs [fireengineering.com](https://fireengineering.com)
- Police Chief Magazine – *Drones as First Responders* (IACP) [policechiefmagazine.org](https://policechiefmagazine.org/policechiefmagazine.org)
- Police1 Special Report – *AI in 911 Dispatching* [police1.com](https://police1.com/police1.com)

- Domestic Preparedness Journal – *AI in 911 Centers*[domesticpreparedness.com](http://domesticpreparedness.com)[domesticpreparedness.com](http://domesticpreparedness.com)
- Hexagon Public Safety – *AI for Law Enforcement* (use cases)[hxgnpublicsafety.com](http://hxgnpublicsafety.com)
- NIJ (National Institute of Justice) – *Research on Body-Worn Cameras*[nij.ojp.gov](http://nij.ojp.gov)[nij.ojp.gov](http://nij.ojp.gov)
- FireRescue1 – *Firefighting Evolution: Wearables Enhance Safety*[firerescue1.com](http://firerescue1.com)[firerescue1.com](http://firerescue1.com)
- Firehouse Magazine – *Wearable Tech for Firefighters* (NFFF Summit)[firehouse.com](http://firehouse.com)[firehouse.com](http://firehouse.com)
- Government-Fleet (Feb 2025) – *Smarter Traffic Signals for Emergency Vehicles*[government-fleet.com](http://government-fleet.com)[government-fleet.com](http://government-fleet.com)
- Motorola Solutions – *Fire Station Alerting Solution Brief* (NFPA turnout standards)[motorolasolutions.com](http://motorolasolutions.com)
- ICMA “Smart Solutions” Tech Guide – *Sharing Performance Data with Public*[icma.org](http://icma.org)
- Tyler Technologies – *Enterprise Mobile Field Reporting*[tylertech.com](http://tylertech.com)
- FLIR Public Safety – *Thermal Imaging Standard Issue for Firefighters*[quollnet.com](http://quollnet.com)

## Consulting Services Agreement

**THIS CONSULTING AGREEMENT** (this “*Agreement*”) is made effective this \_\_\_\_ day of \_\_\_\_\_, 2025 (the “*Effective Date*”) by **VINEYARD CITY**, a Utah municipality whose address is 707 E Mill Road Suite 202, Vineyard, UT 84059 (“*City*”), and by **ZIONS PUBLIC FINANCE, INC.**, a wholly-owned subsidiary of Zions Bancorporation, N.A., whose address is One South Main Street, 18<sup>th</sup> Floor, Salt Lake City, UT 84133 (“*Consultant*”). City and Consultant are sometimes collectively referred to herein as the “*parties*,” and each individually as a “*party*.”

The City desires to retain Consultant, and Consultant desires to be retained by City, to perform consulting services described on Exhibit “A,” which is incorporated by this reference, in accordance with the terms of this Agreement.

**NOW, THEREFORE**, in consideration of the mutual covenants herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. **Scope of Services.** Consultant shall complete the services described on Exhibit “A,” referred to as “Scope of Services” or the “Services in a manner outlined on Exhibit “A” and such other services as may be mutually agreed to between the parties in writing; and Consultant shall provide the deliverables identified in this Agreement, together with such other documentation and deliverables as City reasonably may request for compensation and upon other terms set forth herein.
2. **Performance of Services; City Cooperation.** Except as otherwise provided in this Agreement, Consultant shall furnish all supervision, personnel, labor, materials, supplies and shall obtain all licenses and permits required for performance of the Services. The Services shall be performed at Consultant’s offices and other mutually-agreeable places. City will designate a representative of City to act as Consultant’s point of contact with respect to the Services and provide to Consultant access to all information in the City’s possession or is reasonably available to City. Consultant shall not be responsible for errors or omissions in any City-provided information, nor for delays in completing the Services attributable to City’s delay in providing required information.
3. **Compensation; Invoices; Remittance.** For satisfactory performance, City shall pay to Consultant a fee of Fourteen Thousand Seven Hundred Fifty Dollars (\$14,750.00) and such other compensation as may be agreed to in writing between the parties. Consultant shall invoice City for the Services performed upon completion. All invoices submitted to City shall contain references to this Agreement. Invoices shall detail the Services performed and shall contain copies of all supporting documents or proof of any expenditures on behalf of City. Any questions or objections by City concerning Consultant’s charges under an invoice shall be submitted within fifteen days after City’s receipt of the subject invoice. All undisputed invoiced amounts due for Services performed shall be paid by City within thirty days after City’s receipt of the subject invoice. If payment is not remitted to Consultant when due, Consultant shall be entitled to recover interest thereon at the rate of ten percent per annum from and after the date the remittance is due and payable.
4. **Change in Level of Services.** City shall be freely entitled to modify (increase or decrease) the level of the Services by providing at least ten days’ prior written notice to Consultant of such change. Consultant’s compensation shall be reasonably modified in connection and consistent with any such change.
5. **Term; Termination.** This Agreement shall commence on the Effective Date and shall continue until completion of the Services and deliverables hereunder. Notwithstanding the foregoing, Consultant may terminate this Agreement upon fifteen days prior written notice to City if the City is in material breach of the provisions of this Agreement and fails to cure such breach within thirty days. City may terminate this Agreement (including the Services), or any part hereof, at any time with or without cause upon fifteen days prior written notice to Consultant. Upon any termination by Consultant or City pursuant to this Section, City shall promptly pay to Consultant the full amount due for all Services satisfactorily performed by Consultant as of the date of termination, excluding damages or anticipated profits on work not yet completed or performed.

6. **Nondisclosure; Conflict of Interest.** Consultant shall not divulge to third parties without City's prior written consent any non-public information obtained from or through City in connection with the performance of this Agreement, and shall safeguard the same to the same extent as Consultant safeguards the confidentiality of its own confidential information. Unless waived by City, Consultant shall require its employees and subcontractors of any tier to adhere to the same covenant of nondisclosure.

7. **Compliance with Laws.** Each party agrees to comply with all applicable federal, state and local laws, statutes, rules, regulations, and ordinances in performance of its duties and obligations under this Agreement.

8. **Patent and Copyright.** If Consultant's employees, officers, agents, or subcontractors in the performance of the Services or as a result of performing the Services develop any trade secret, prepare any copyrighted material, make any improvement, originate any invention, or develop any process or the like, such innovation shall be the property of Consultant, but (b) upon the City's written request, Consultant shall grant the City a license or similar right to use the innovation for so long as City reasonably desires.

9. **Subcontracts.** Except for those subcontractors which are specified in Consultant's proposal, Consultant shall not award any work to any subcontractor without City's prior written approval. Consultant shall be responsible to City for the acts and omissions of Consultant's subcontractors, and of persons either directly or indirectly employed by such subcontractors, in the same manner as Consultant is liable for the acts and omissions of its own employees. Nothing in this Agreement, and no course of dealing, shall create any contractual relationship between City and any of Consultant's subcontractors.

10. **Indemnification.**

(a) Consultant shall indemnify and hold harmless City and City's elected and appointed officers, employees, successors and assigns ("City Parties"), from any and all of any of City Parties' actual losses, damages, deficiencies, penalties or fines ("Losses"), directly related to the willful breach by Consultant of its obligations under this Agreement or grossly negligent acts or omissions of Consultant hereunder unless and to the extent such Losses are caused by, or arise from Consultant's good faith reliance upon, the instruction, direction, negligence or misconduct of any of the City Parties.

(b) City shall indemnify and hold harmless Consultant, its affiliates and each of their respective directors, officers, employees and subcontractors ("Consultant Parties") from any and all of any of Consultant Parties' Losses directly related to the willful breach by City of its obligations under this Agreement or the grossly negligent acts or omissions of the City hereunder, unless and to the extent such Losses are caused by, or arise from the City's good faith reliance upon, the instruction, direction, negligence or misconduct of any of the Consultant Parties.

11. **Insurance.** Consultant shall, prior to commencing work, secure and continuously carry insurance in accordance with reasonable requirements provided by City to Consultant.

12. **Examination of Work.** All Services shall be subject to examination by City at any reasonable time(s). City shall have the right to reject any work that City reasonably deems unsatisfactory given the scope and description of Services and Deliverables in this Agreement.

13. **Notice.** Any notice required or permitted to be given hereunder shall be given in writing and shall be deemed to have been received upon actual receipt thereof, or within three days after such notice is deposited in the United States Mail, postage prepaid, and certified and addressed to the parties as set forth below.

Consultant: ZIONS PUBLIC FINANCE, INC  
Attn:  
One South Main Street, 18<sup>th</sup> Floor  
Salt Lake City, UT 84133

City: VINEYARD CITY  
Attn:  
707 E Mill Road Suite 202,  
Vineyard, UT 84059

14. **Conflicts.** In the event of inconsistencies within or between this Agreement and applicable legal requirements, applicable legal requirements shall prevail.

15. **Additional Provisions.** This Agreement constitutes the entire agreement between the parties pertaining to the subject matter hereof, and supersedes any and all prior or contemporaneous negotiations and/or agreements, oral and/or written, between the parties. Time is of the essence hereof. No failure by any party to insist upon the strict performance of any provision of this Agreement or to exercise any right or remedy upon a breach thereof shall constitute a waiver of its rights. In the event that any provision hereof is held to be invalid or void, the same shall be deemed severable from the remainder of this Agreement and shall in no way affect any other provision herein contained. Neither party shall assign this Agreement, or any part thereof, without the other party's prior written consent. Any attempted assignment in violation of this Section shall be void from its inception. This Agreement may be executed in counterparts, each of which shall be deemed an original, and all of which together shall constitute one instrument. By signing below, each party represent that it has proper authority to enter into this Agreement.

**DATED** effective the date first-above written.

**CONSULTANT:**

**ZIONS PUBLIC FINANCE, INC., a wholly-owned subsidiary of ZB, N.A.**

By: \_\_\_\_\_

Susan Becker, Senior Vice President

**CITY:**

**VINEYARD CITY**

**ATTEST**

\_\_\_\_\_

By: \_\_\_\_\_

\_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_

By: \_\_\_\_\_

-4-

\_\_\_\_\_ , \_\_\_\_\_

**Exhibit “A” to Consulting Services Agreement**

**Scope of Work**

Zions Public Finance, Inc. (ZPFI) shall prepare a Public Safety Impact Fee Facilities Plan and Impact Fee Analysis in accordance with all legal requirements of Utah Code 11-36a. ZPFI shall also prepare a PowerPoint presentation of its findings which it will present at a public hearing.



**Zions Public Finance, Inc.**

for

**Vineyard**

**PROPOSAL:**

*Public Safety Master Plan*

*Review*

*Impact Fee Facilities Plan*

*Impact Fee Analysis*

**December 2025**



9 December 2025

Rachel Stevens  
rachels@vineyardutah.gov

**RE: PROPOSAL FOR PUBLIC SAFETY MASTER PLAN REVIEW, IFFP AND IFA**

Dear Rachel:

Zions Public Finance, Inc. (ZPFI) enthusiastically submits this Proposal to review the City's Public Safety Master Plan and to prepare an Impact Fee Facilities Plan (IFFP) and Impact Fee Analysis (IFA) for public safety.

Our consultants have **successfully crafted hundreds of impact fees** over the years and we feel that we are uniquely qualified to assist you for the following reasons:

- ZPFI stays **current on the issues** surrounding impact fees and other fees in Utah, has been asked to testify before a Utah Legislative Task Force on impact fees, present at the Utah Land Use Institute with State and City Leaders and attorneys on the defensibility of various types of fees and methodologies, and can therefore ensure that your fees are defensible and in line with today's standards and the requirements of Utah Code.
- We are **highly experienced** with rates and fees **in rapidly-growing communities** such as Vineyard. A few examples of our recent work with clients that fit this category include: Herriman, Saratoga Springs, Syracuse, Springville, American Fork, Lehi, Snyderville Basin, Timpanogos Special Service District, Granger-Hunter Improvement District, Vineyard, Grantsville, Heber, Hurricane, Santaquin, Salem and West Point.
- Our **financial models are adaptive and interactive**. As part of the process, we sit down with our clients and show impacts to the calculations from varying assumptions, such as timing of capital projects, assets included for buy-in, inflation, growth, methods of financing, etc.

Please let us know if we can provide you with any further information.

Best Regards,



Susie Becker  
Senior Vice President, Zions Public  
Finance, Inc.  
801.844.8310 (w); 801.540.8679 (m)  
[susan.becker@zionsbancorp.com](mailto:susan.becker@zionsbancorp.com)

## Qualifications and Experience

Zions First National Bank was founded in Salt Lake City in 1873 and continues its legacy of strength and stability as one of the oldest financial institutions in the Intermountain West. Our department, ZPFI, is comprised of a team of 20 professionals committed to providing unparalleled service to municipal entities, local districts, government agencies and private clients throughout Utah and the Intermountain West.



We have two primary service areas:

- 1) financial advisory to assist governmental entities in bonding, disclosure, and reporting processes
- 2) municipal consulting services focusing on economic development, planning, real estate development advisory and fee-related services

Our Municipal Consulting Group, an integral part of ZPFI, is well known and respected throughout the Intermountain Region for its leadership in utility user rate and impact fee analyses, economic development, redevelopment, market analysis, real estate development advisory, capital facility finance planning, feasibility studies and fiscal/economic impacts analysis.

ZPFI is committed to completing projects on time and we stand by our history of meeting project deadlines and producing a quality work product for our clients that are tailored to meet their needs.

**Zions has a deep bench of consultants** who are highly qualified and experienced with a wide range of fees. Our group brings unparalleled expertise and reputation to your studies. Susie Becker has completed 100s of fees in her 30 years of experience and is recognized as a leader throughout the State in this regard. While at Park City, Erik Daenitz led the quantitative analysis for a multitude of projects, including citywide fees and has followed up with numerous fee studies at Zions.

### Susie Becker | Senior Vice President, Zions Public Finance, Inc.



For the past 31 years, Susie has specialized in economic consulting and planning and has consulted on some of the largest and most challenging projects in the intermountain region including Point of the Mountain, Rio Tinto properties and Stadler Rail; and has testified before legislative task forces on economic policies and procedures in Utah, as well as on impact fees. She has been involved with numerous general plans, real estate and market analyses, economic strategic plans, housing studies, community reinvestment areas, utility rates, impact fees and other fee studies. Susie has a MBA degree, AICP and a securities license (Series 50 and 52).

Relevant projects include fee studies, **within the past year**, for the following communities: Springville, Lehi, Park City, Provo, North Ogden, Farmington, Murray, Heber, Huntsville, HVSSD, Alpine, Mapleton, Hurricane, Mendon, Moab, Mountain Green Fire Protection District, Hyrum, American Fork, Mountain Regional Water, New Harmony Fire District, Pineview Water, Santaquin, Saratoga Springs, Smithfield, South Weber, Syracuse, Timpanogos Special Service District, Wasatch County, Weber County and West Bountiful.

## Erik Daentiz | Vice President, Zions Public Finance, Inc.



Erik provides experience working in municipal finance, budgeting and economic development. Prior to joining ZPFI, Erik worked for Park City Municipal Corporation first as its Deputy Budget Director overseeing capital projects and then as Park City's Director of Economic Development and Data Analytics. Prior to his time in the public sector he worked in Fixed Income Portfolio Construction and Risk Management at Goldman Sachs Asset Management.

As economic development director, Erik was heavily involved in negotiating Park City's new public-private partnership and PID with Deer Valley Resort, while also overseeing the City's Lower Park Avenue RDA. He also served as an internal statistical consultant to the City's departments and helped develop new techniques for forecasting Park City's sales taxes. Additionally, he collaborated with the City's public utilities department to develop a new water rates structure along with fiscal impact forecasts.

## Related Projects and References

### Saratoga Springs Transportation Utility Fee

ZPFI crafted a transportation utility fee (TUF) for Saratoga Springs that reflects the per unit cost of roadway maintenance in the City. The report that was prepared includes the increased demand put on the City's roadway system from rapid growth in the community and road miles as well as the inflationary costs of repairing and maintaining the roads, pavement conditions and preservation maintenance costs, an evaluation of all potential funding sources, calculation of rate tiers, proportionate share analysis and best practices with TUFs.

Contact: Mark Christensen  
Position: City Manager, Saratoga Springs  
e-mail: [markc@saratogaspringscity.com](mailto:markc@saratogaspringscity.com)  
Phone: 801.766.9793

### Timpanogos Special Service District (TSSD) Impact Fee

ZPFI worked with TSSD to create an impact fee that accurately reflects the impacts on the District's capital improvements from growth in the District. The District had issued several bonds and the necessary credits were made so that new development is not charged more than its proportionate share.

Contact: Rich Mickelsen  
Position: District Manager, TSSD  
e-mail: [richard.mickelsen@timpssd.org](mailto:richard.mickelsen@timpssd.org)  
Phone: 801.763.5923

### Huntsville Water Utility Rates

The Town has deteriorating water infrastructure that needs to be replaced and rates needed to be adjusted to pay for these postponed improvements. A rate model was constructed, working closely with the Town, to evaluate the timing of capital improvement projects and then to evaluate various rate structures and bonding structures.

Contact: Beckki Endicott  
Position: Huntsville Town Clerk  
e-mail: [bendicott@huntsvilleutah.gov](mailto:bendicott@huntsvilleutah.gov)  
Phone: 801.745.3420

## Scope of Services

### Impact Fees

Impact Fee Facilities Plans (IFFP) are the foundation of any Impact Fee Analysis (IFA). The key elements of every IFFP include, based on Utah Code 11-36a, the following tasks which have been summarized to more easily understand the steps that must be undertaken as part of the creation of an IFFP:

- Identify the existing level of service (LOS) which, for public safety, is facility sf per call
- Identify a proposed level of service
- Identify any *excess capacity* to accommodate future growth
- Identify *growth demands* (i.e., capacity consumed) on existing facilities
- Identify any *new construction projects* necessitated by new development and any *existing deficiencies* in the existing system that must be mitigated (this is so new development is not charged and appropriate credits can be made in the IFA for these projects)
- A general consideration of all potential *revenue sources* to finance the impacts on the system improvements, which is important so that appropriate credits can be made. An example of this would be outstanding bonds or anticipated grant funds.
- Certification of IFFP. ZPFI will certify the public safety IFFP.

Working from the IFFP, an Impact Fee Analysis (IFA) includes the following components:

- ***Incorporate Assumptions from the IFFP*** – The IFA will be consistent with the IFFP in every way. The same growth projections, level of service, future capital projects, and other key assumptions used in the IFFP will be incorporated into the IFA.
- ***Proportionate Share*** – ZPFI will allocate the costs among the demand units, including costs for any existing capacity, as well as the proportionate share of new construction costs attributable to new development within the next 6-10 years.
- ***Credits*** – Credits must be made against the gross impact fee for outstanding bonds, as well as the portion of new facilities that will benefit existing development (i.e., cure existing deficiencies). If these credits are not made properly, new development will pay more than its fair share – once through impact fees, and then again through rates that will have to be raised to cover the cost of the new facilities.
- ***Certification of IFA*** – ZPFI will certify as required by law.
- ***Meetings and Presentations*** – ZPFI will meet with the client throughout the process to review preliminary numbers and calculations, will do presentations as requested (i.e., city council work session) and will attend all public hearings.

## Cost and Schedule

Our proposed fee is as follows:

| Tasks                             | Vice Presidents | Analysts  | Fee             |
|-----------------------------------|-----------------|-----------|-----------------|
| Growth Projections                | 2               | 4         | \$1,100         |
| Review Master Plan                | 3               |           | \$750           |
| IFFP - Calls for Service Analysis | 1               | 8         | \$1,450         |
| IFFP - Nonresidential sf Analysis |                 | 4         | \$600           |
| IFFP - Level of Service Analysis  | 3               |           | \$750           |
| IFFP - Facility Needs and Costs   | 6               |           | \$1,500         |
| IFFP - Written Report             | 2               | 12        | \$2,300         |
| IFA - Financial Model             | 2               | 6         | \$1,400         |
| IFA - Written Report              | 2               | 8         | \$1,700         |
| Meetings and Client Coordination  | 8               | 8         | \$3,200         |
| <b>TOTAL</b>                      | <b>29</b>       | <b>50</b> | <b>\$14,750</b> |

Our proposed schedule is a 3-month timeframe after receiving the requested data from the City. The data needed is as follows:

- Police and fire calls by residential and nonresidential categories, including traffic and other calls (i.e., exempt, mutual assist, etc.) categorized separately. If the City cannot provide this data in this format, ZPFI can geocode the calls, overlay zoning layers and summarize the number of calls by category
- Current police and fire facilities including square feet and actual cost of the facilities
- Existing fire vehicles that cost in excess of \$500,000 or that will be acquired in the next 6 years
- Impact fee fund balance if impact fees are currently in place
- Plans for future facilities to be built within the next 6 years including replacement of any existing facilities



#### Education

Master of Business  
Administration, University of  
Utah  
MBA Ace and Dean's Scholar  
Bachelor of Arts, Humanities,  
Brigham Young University

#### Public Service and Affiliations

Municipal Securities Registered  
Representative  
American Institute of Certified  
Planners (AICP)  
University of Utah Business  
School Alumni Association  
Board of Directors  
Urban Land Institute, Mentor  
Utah Redevelopment  
Association  
Utah Economic Alliance  
Utah League of Cities and  
Towns,  
Land Use Task Force  
WFRC Economic Development  
Bountiful City Power Board Chair

#### Selected Presentations

"Downtown Revitalization," Utah  
League of Cities and Towns  
"Basics of Market Analysis," Main  
Street Annual Conferences  
"Weathering the Economic Storm,"  
Utah League of Cities and Towns  
"Redevelopment in Utah," Utah  
County and Davis County  
Economic Alliance  
"The Marriage of CDAs and SAA's,"  
Utah League of Cities and Towns  
"Downtown Revitalization and  
Economic Development,"  
University of Utah School of  
Architecture  
"Economics and Planning," Utah  
League of Cities and Towns  
"Economic Development Policies  
and Practices," Governor's  
Economic Task Force and Utah  
Economic Alliance

#### Susan C. Becker, AICP

##### Senior Vice President

Zions Public Finance, Inc. | Municipal Consulting Group

For the past 30 years, Susie has specialized in fee studies, real estate market analysis, economic consulting and planning and has been the lead consultant on some of the largest and most challenging projects in the intermountain region, including funding mechanisms for the large Point of the Mountain project that spans Salt Lake and Utah counties, has testified before the Governor's Legislative Task Forces on economic policies and procedures in Utah including the use of impact fees, has been involved with numerous fee studies, as well as the creation of a multitude of community reinvestment areas. Over the past few years she has reviewed all HTRZ applications in the State of Utah identifying the appropriate gap analysis. Her experience stretches from issues such as affordable housing concerns in resort communities like McCall, ID, to development of large scale commercial centers to utility rates for a newly-incorporated entity. She has a MBA degree, AICP and a securities license (Series 50 and 52).

#### Susie's experience includes:

- Timpanogos Special Service District (TSSD) Impact Fees and Rates
- Mountain Regional Water Rates and Impact Fees
- Lehi Culinary Water and PI Rates
- Farmington Impact Fees – Water, Storm and Roads
- Clearfield City Culinary Water, Sewer and Storm Rate Impact Fees and User Rates
- Herriman Water Rates
- Saratoga Springs Storm and Sewer User Rates
- Saratoga Springs Parks and Recreation, Public Safety, Storm Water and Transportation Impact Fees
- Moab Water and Sewer Rates and Impact Fees
- Syracuse Impact Fees
- Herriman Impact Fees
- Layton Park and Transportation Impact Fees
- Marriott-Slaterville Secondary Water Fees
- Orem City Impact Fees
- Provo City Impact Fees
- Plain City Impact Fees
- Hurricane City Electric Fees
- Pleasant View Culinary Water & Storm Water Impact Fees and Rates
- South Weber Culinary Water and Sewer Impact Fees and User Rates
- North Salt Lake Culinary Water and PI User Rates
- Salem City Water and PI Rates
- Park City Impact Fees
- Salt Lake City Northwest Quadrant CRA Benefits Analysis
- North Fork SSD Rates
- Heber City Utility Rates
- Riverton Fire Impact Fees
- Unified Fire Service Area Impact Fees
- Millcreek Incorporation Feasibility Study
- Mount Olympus Improvement District Rates and Impact Fees
- Washington County Emergency Services Feasibility Study



## Aaron Sanborn

### Vice President

Zions Public Finance, Inc. | Municipal Consulting Group

Aaron brings over a decade of expertise in local government and municipal research. Before joining ZPFI, he served Eagle Mountain City as a Financial & Management Analyst and later as the Economic Development Director. His diverse roles included providing analytical support, coordinating marketing efforts, and directing business development, which collectively attracted over \$2.225 billion in direct investment to Eagle Mountain City.

At ZPFI, Aaron has overseen planning and economic development projects, created community reinvestment areas, conducted impact fee analyses, and performed various fee studies for municipal clients of all sizes.

#### Aaron's experience includes:

- Eagle Mountain Utility Rate Analysis
- CRA Creation for Meta, Tyson, and Google projects
- Eagle Mountain Economic Development Master Plan
- Bountiful General Plan
- Salt Lake County Leverage Ratio Analysis
- Twin Falls Bridge Alternatives Economic Analysis
- Point of the Mountain Transit Alternatives Analysis
- Point of the Mountain Funding Analysis
- Payson Station Area Plan
- Vineyard Station Area Plan
- Clearfield Station Area Plan
- South Salt Lake City Station Area Plan
- Salem Transportation Impact Fees
- Centerfield Impact Fees – Culinary Water, Secondary Water, Wastewater
- Saratoga Springs Downtown Plan
- Eagle Mountain Fiscal Impact Study
- Providence Sewer Feasibility Study
- Redevelopment Agency Annual Reports for multiple cities
- Murray Redevelopment Agency Fireclay Project Tax Increment Analysis
- Newton Water Impact Fee Analysis
- Mendon Water Impact Fee Analysis
- Herriman Economic Development Strategic Plan
- Heber Business License Fee Study
- Harrisville Business License Fee Study
- Syracuse Good Landlord Rental Fee Analysis
- Saratoga Springs Planning & Zoning Fee Study
- New Harmony Valley Special Service District Fire Impact Fee
- North Fork Special Service District Fire Fee Analysis
- North View Fire Impact Fee
- North Logan Main Street Master Plan
- Salt Lake City Consolidated Housing Plan
- Salt Lake City Economic Development Master Plan
- Marriott-Slaterville Business License Fee Study
- Provo Business & Rental Dwelling License Fee Study
- Erda Business License Fee Study
- West Jordan Planning & Engineering Fee Study
- Fillmore Golf Course Feasibility Study
- Riverton CRA Project Area Feasibility Study

#### Education

Master of Public  
Administration, Brigham  
Young University

Bachelor of Arts, History,  
Brigham Young University

#### Public Service and Affiliations

Utah Alliance for  
Economic Development

International Economic  
Development Council

International City/County  
Management Association

ICMA BYU Student  
Chapter President

Eagle Mountain Chamber  
of Commerce Board of  
Directors



## Erik S. Daenitz

### Vice President

Zions Public Finance, Inc. | Municipal Consulting Group

Erik provides experience working in municipal finance, budgeting and economic development. Prior to joining ZPFI, Erik worked for Park City Municipal Corporation first as its Deputy Budget Director overseeing capital projects and then as Park City's Director of Economic Development and Data Analytics. Prior to his time in the public sector he worked in Fixed Income Portfolio Construction and Risk Management at Goldman Sachs Asset Management.

As economic development director, Erik was heavily involved in negotiating Park City's new public-private partnership and PID with Deer Valley Resort, while also overseeing the City's Lower Park Avenue RDA. He also served as an internal statistical consultant to the City's departments and helped develop new techniques for forecasting Park City's sales taxes. Additionally, he collaborated with the City's public utilities department to develop a new water rates structure along with fiscal impact forecasts.

### Education

Bachelor of Science,  
Mathematics (Applied  
Statistics Emphasis),  
University of Utah -  
expected 2025

Bachelor of Arts, Mass  
Communication (News  
Editorial),  
University of Utah

### Public Service and Affiliations

Society for Industrial and  
Applied Mathematics

### Selected Presentations

"Potential Historic Park City Area  
Plan," Park City Municipal  
Corporation

"Base Area Development:  
Opportunities and Challenges,"  
Colorado Association of Ski  
Towns

"Park City-Deer Valley Proposed  
Partnership," Park City Municipal  
Corporation

### Erik's experience includes:

- Salt Lake MSD Kearns Preliminary Parks, Storm Water, and Transportation Impact Fee Study
- Heber City Water, Sewer, Storm Water and Pressurized Irrigation rates models and forecast
- Wellsville City Water rates study and revenue sufficiency forecasts
- Park City Municipal 2024 Water Impact Fee Study
- Park City Main Street Area Plan
- Park City General Fund financial model and long-term forecasting
- Park City Capital Fund financial model and long-term forecasting
- Park City Performance Measurements PC Stat program
- Park City Sales Tax model and projections
- Park City Public Utilities water rates model
- Park City Lower Park RDA budgeting and state reporting
- Park City Public-Private Partnership negotiations with \$15Mn+ public benefits package
- Budget process and monitoring on \$300M+ of Park City Municipal's capital projects programs
- "Peak Day" multi-factor demand detection model for Park City transportation and economic development teams
- Goldman Sachs Asset Management \$2Bn+ Strategic Income Fund characteristics and reporting model
- Goldman Sachs Asset Management \$500Mn+ Commodity Strategy Fund characteristics and reporting model
- Fund flows dashboard for \$300Bn+ Goldman Sachs Asset Management money market fund complex
- Volatility-weighted G10 interest rate trading model for Goldman Sachs Asset Management hedge funds
- Goldman Sachs Asset management money market reform GSAM.com digital web reporting



**Ryan K. Smith**  
**Financial Analyst**

Zions Public Finance, Inc. | Municipal Consulting Group

In his academic and professional history, Ryan has studied planning, housing, transportation, infrastructure, and community development from an economic perspective. He has demonstrated the ability to combine quantitative and qualitative approaches to provide clients with data-driven, actionable insights. He uses economic methods, GIS tools, and qualitative inquiry to analyze, visualize, and synthesize real estate market data, socioeconomics and demographics, fiscal and financial information, and transportation trends.

**Education**

**University of Miami**

Bachelor of Science of  
Business Administration

*Major in Economics*

**University of Utah**

Master of City and  
Metropolitan Planning

*Specialization in Housing  
and Community  
Development*

Ryan's creative problem-solving skills and team-player attitude have won repeated successes in consulting projects. In 2019, his team won first out of seventy-five student teams in the Managing for Success in the Global Environment case competition at the University of Miami. He continued sharpening his consulting skills with TAMID Group at the University of Miami, providing student-led consulting services to start-up companies across the globe in industries ranging from healthcare to marketing. He won the student organization's Outstanding Consulting Analyst Award in 2020 for outstanding performance and work ethic. Ryan graduated summa cum laude with a B.S.B.A. in Economics from the University of Miami Herbert Business School in 2022.

In 2024, Ryan graduated from the City and Metropolitan Planning program at the University of Utah with his M.C.M.P., specializing in Housing and Community Development.

**Ryan's experience includes:**

Housing Studies and Plans

- South Jordan 2024 Housing Report
- West Point General Plan Update 2023
- Mesa, AZ Balanced Housing Plan
- Riverton 2024 Housing Report
- North Salt Lake General Plan 2024
- Holladay General Plan 2025
- Larry H. Miller Cedar Crest Housing Report
- Millcreek 2024 Housing Report
- Santa Clara 2025 Housing Report

Transit Studies – Access to Economic Opportunity

- Park City, SR-248, Siting and Redevelopment Factors
- Utah Transit Authority, TRAX Techlink Study
- Midway Mobility, Affordable Housing Siting

Other Market Studies, Redevelopment Studies, Plans

- Utah Motorsports Campus Market Study
- Vineyard Station Area Plan
- Murray Central Station Area Plan
- Woods Cross Station Area Plan
- Ogden OGX Station Area Plans
- Garland Socio-Economic Report

## Appendix A - Sample Impact Fee Experience

| IMPACT FEE ANALYSIS PAST PROJECT EXPERIENCE |       |    |       |       |       |       |       |        |      |       |
|---------------------------------------------|-------|----|-------|-------|-------|-------|-------|--------|------|-------|
| Entity                                      | Water | PI | Storm | Sewer | Parks | Roads | Power | Police | Fire | Total |
| Alpine                                      | x     | x  |       |       |       |       |       |        |      | 2     |
| American Fork                               | x     | x  | x     | x     | x     | x     |       | x      | x    | 8     |
| Ash Creek SSD                               |       |    |       | x     |       |       |       |        |      | 1     |
| Ash Creek SSD 2018                          |       |    |       | x     |       |       |       |        |      | 1     |
| Bear River Water                            | x     |    |       |       |       |       |       |        |      | 1     |
| Brian Head                                  | x     |    |       | x     |       | x     |       | x      |      | 4     |
| Brigham City                                | x     |    | x     | x     | x     | x     | x     |        |      | 6     |
| Cedar Hills                                 | x     | x  |       | x     | x     | x     |       | x      | x    | 7     |
| City of Chubbuck, Idaho                     |       |    |       |       | x     |       |       | x      | x    | 3     |
| Clearfield                                  | x     |    | x     | x     |       |       |       |        |      | 3     |
| Clinton                                     | x     |    | x     | x     | x     | x     |       | x      | x    | 7     |
| Coalville                                   | x     | x  | x     | x     | x     | x     |       |        |      | 6     |
| Cottonwood Heights                          |       |    | x     |       |       | x     |       |        |      | 2     |
| Eagle Mountain                              | x     |    | x     | x     | x     | x     | x     |        |      | 6     |
| Enoch                                       | x     | x  | x     | x     | x     | x     |       | x      | x    | 8     |
| Farmington City 2015                        |       |    | x     |       | x     | x     |       |        |      | 3     |
| Farmington City 2018                        |       |    | x     |       |       | x     |       |        |      | 2     |
| Farmington City 2019                        | x     |    | x     |       |       | x     |       |        |      | 3     |
| Grand County                                |       |    |       |       | x     | x     |       | x      | x    | 4     |
| Harrisville                                 |       |    |       |       | x     | x     |       | x      |      | 3     |
| Heber Valley Sewer                          |       |    |       | x     |       |       |       |        |      | 1     |
| Herriman                                    | x     | x  | x     |       | x     | x     |       | x      | x    | 7     |
| Hi-Country Estates                          | x     |    |       |       |       |       |       |        |      | 1     |
| Highland                                    | x     | x  |       | x     | x     | x     |       | x      | x    | 7     |
| Hyrum                                       | x     | x  |       | x     | x     | x     |       |        |      | 5     |
| Jordanelle SSD 2015                         | x     |    |       | x     |       |       |       |        |      | 2     |
| Jordanelle SSD 2018                         | x     |    |       | x     |       |       |       |        |      | 2     |
| Ivins                                       |       |    |       |       |       |       |       | x      | x    | 2     |
| Koosharem                                   | x     |    |       |       |       |       |       |        |      | 1     |
| Layton                                      | x     |    |       |       | x     | x     |       |        |      | 3     |
| Lehi City 2015                              | x     |    | x     | x     | x     | x     |       | x      | x    | 7     |

### IMPACT FEE ANALYSIS PAST PROJECT EXPERIENCE

| Entity                       | Water | PI | Storm | Sewer | Parks | Roads | Power | Police | Fire | Total |
|------------------------------|-------|----|-------|-------|-------|-------|-------|--------|------|-------|
| Lehi City 2018               | x     | x  | x     | x     | x     | x     | x     | x      | x    | 9     |
| Lindon                       | x     |    |       | x     | x     | x     |       |        |      | 4     |
| Marriott-Slaterville         |       | x  |       | x     | x     | x     |       | x      |      | 5     |
| Manila                       | x     |    |       | x     |       |       |       |        |      | 2     |
| Millcreek City               |       |    |       |       | x     |       |       |        |      | 1     |
| Moab                         | x     |    |       |       |       |       |       |        |      | 1     |
| Morgan City                  |       |    |       | x     |       |       | x     |        |      | 2     |
| Mountain Green Fire          |       |    |       |       |       |       |       |        | x    | 1     |
| Mountain Regional 2015       | x     |    |       |       |       |       |       |        |      | 1     |
| Mountain Regional 2019       | x     |    |       |       |       |       |       |        |      | 1     |
| North Davis Fire District    |       |    |       |       |       |       |       |        | x    | 1     |
| North Fork SSD               | x     |    |       |       |       |       |       |        |      | 1     |
| North Summit Fire District   |       |    |       |       |       |       |       |        | x    | 1     |
| No. Tooele County Fire       |       |    |       |       |       |       |       |        | x    | 1     |
| North View Fire              |       |    |       |       |       |       |       |        | x    | 1     |
| North View Fire 2018         |       |    |       |       |       |       |       |        | x    | 1     |
| North Village SSD 2015       | x     |    |       | x     |       |       |       |        |      | 2     |
| North Village SSD 2018       | x     |    |       |       |       |       |       |        |      | 1     |
| Orem                         | x     |    | x     | x     | x     | x     |       | x      | x    | 7     |
| Park City                    | x     |    |       |       |       |       |       |        |      | 1     |
| Park City Fire District      |       |    |       |       |       |       |       |        | x    | 1     |
| Park City Fire District 2018 |       |    |       |       |       |       |       |        | x    | 1     |
| Payson                       |       |    |       |       |       |       |       | x      | x    | 2     |
| Perry City (Pointe Perry)    | x     | x  | x     |       | x     |       |       | x      | x    | 6     |
| Plain City                   |       |    |       |       | x     |       |       | x      |      | 2     |
| Pleasant Grove               |       |    | x     |       | x     |       |       |        |      | 2     |
| Pleasant View                | x     |    |       |       | x     |       |       |        |      | 2     |
| Powder Mountain 2016         | x     |    |       | x     |       |       |       |        |      | 2     |
| Powder Mountain 2018         | x     |    |       | x     |       |       |       |        |      | 2     |
| Providence                   |       |    |       |       |       | x     |       |        |      | 1     |
| Provo                        | x     |    | x     | x     | x     | x     |       | x      | x    | 7     |
| Provo 2021                   |       |    |       | x     |       |       |       |        |      | 1     |

## IMPACT FEE ANALYSIS PAST PROJECT EXPERIENCE

| Entity                              | Water     | PI        | Storm     | Sewer     | Parks     | Roads     | Power    | Police    | Fire      | Total      |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|-----------|-----------|------------|
| Rexburg, ID                         |           |           |           |           | x         | x         |          | x         | x         | 4          |
| Riverton                            | x         | x         | x         |           | x         | x         |          |           | x         | 6          |
| Rockville Springdale Fire           |           |           |           |           |           |           |          |           | x         | 1          |
| Roy                                 | x         |           | x         |           | x         |           |          |           |           | 3          |
| Santaquin City                      | x         | x         |           | x         |           | x         |          | x         | x         | 6          |
| Saratoga Springs                    | x         | x         | x         | x         | x         | x         |          | x         | x         | 8          |
| Snyderville Basin Rec District      |           |           |           |           | x         |           |          |           |           | 1          |
| South Davis Sewer District          |           |           |           | x         |           |           |          |           |           | 1          |
| South Jordan                        | x         |           | x         |           | x         | x         |          | x         | x         | 6          |
| South Valley Sewer District 2013    |           |           |           | x         |           |           |          |           |           | 1          |
| South Valley Sewer District 2015    |           |           |           | x         |           |           |          |           |           | 1          |
| South Weber                         | x         |           |           | x         | x         | x         |          | x         | x         | 6          |
| Springville                         |           | x         | x         |           | x         | x         |          |           |           | 4          |
| St. George                          | x         | x         | x         | x         | x         | x         | x        | x         | x         | 9          |
| Stansbury Park Improvement District | x         |           |           | x         |           |           |          |           |           | 2          |
| Summit County                       |           |           |           |           |           | x         |          |           |           | 1          |
| Syracuse                            |           | x         | x         |           |           | x         |          | x         | x         | 5          |
| Taylorsville                        |           |           | x         |           | x         |           |          |           | x         | 3          |
| Taylorsville-Bennion 2013           | x         |           | x         |           |           |           |          |           |           | 2          |
| Taylorsville-Bennion 2014           | x         |           | x         |           |           |           |          |           |           | 2          |
| Timpanogos SSD                      |           |           |           | x         |           |           |          |           |           | 1          |
| Timber Lakes Water SSD              | x         |           |           |           |           |           |          |           |           | 1          |
| Tremonton City                      | x         |           | x         | x         | x         |           |          | x         | x         | 6          |
| Unified Fire Service Area           |           |           |           |           |           |           |          |           | x         | 1          |
| Unified Fire Service Area 2019      |           |           |           |           |           |           |          |           | x         | 1          |
| Washington Co. Water                | x         | x         |           |           |           |           |          |           |           | 2          |
| Washington Terrace                  | x         |           | x         | x         | x         |           |          |           | x         | 5          |
| Wasatch County                      |           |           |           |           | x         | x         |          | x         | x         | 4          |
| Weber County                        |           |           | x         | x         | x         | x         |          |           |           | 4          |
| <b>Total Fees</b>                   | <b>50</b> | <b>18</b> | <b>31</b> | <b>39</b> | <b>40</b> | <b>37</b> | <b>5</b> | <b>28</b> | <b>37</b> | <b>287</b> |

Effective Date: **[Insert Date]**

Policy Owner: Finance Department

Purpose:

To establish fair, accountable, and transparent guidelines for authorizing, incurring, and reimbursing travel expenses for City employees, elected officials, board/commission members, and authorized representatives when conducting official City business. The policy ensures prudent use of public funds, maximizes economy/efficiency, and complies with applicable laws and regulations.

Scope:

This policy applies to all City employees (including temporary/seasonal), elected officials, appointed board/commission members, and any other authorized persons traveling on official City business. It covers local travel (day trips) and out-of-town/overnight travel. Personal travel or commuting is not covered.

Key Principles: Travel must be necessary for City business, approved in advance, and conducted at the lowest reasonable cost.

Travelers are expected to exercise care and fiscal responsibility as if spending their own money.

Teleconferencing/virtual attendance should be considered first when feasible to reduce costs.

All reimbursements follow an IRS-compliant accountable plan (receipts required where applicable; excess advances returned).

Violations may result in denial of reimbursement, disciplinary action, or repayment obligations.

## 1. Approval Process

- a. Local travel (**greater than 35 miles from Vineyard City Hall**): Department head or designee approval required; no formal form needed unless mileage reimbursement exceeds of \$100.
- b. Out-of-town/overnight travel or expenses over **[threshold \$300]**: Submit a Travel Authorization Form (or equivalent) in advance for approval by Department Head and Finance Director. Include purpose, itinerary, estimated costs, and funding source.

- c. Emergency travel: May be approved retroactively with justification.
- d. Elected officials/boards: Approval per ordinance or resolution with travel arrangements secured by staff.

## 2. Transportation:

- a. Preferred methods: City-owned vehicle first (if available), then commercial air/rail (coach/economy class only), rental car (compact/midsize), or personal vehicle (with mileage reimbursement).

## 3. Air travel:

- a. Book coach class; use the lowest logical fare. City-pairs program or government rates preferred when available. Premium upgrades are not reimbursed unless medically necessary (documented) or otherwise approved.
- b. Personal vehicle: Reimbursed at the current IRS standard mileage rate. No reimbursement for commuting.
- c. Rental cars: Use when cost-effective; decline collision damage waiver if City insurance covers.

- d. Other: Public transit, rideshares, and taxis allowed when reasonable. Parking/tolls reimbursed with receipts.

#### 4. Lodging

- a. Reimbursed for overnight stays when the destination is **greater than 50 miles** from Vineyard City, and returning the same day is impractical.
- b. Maximum: Government rates preferred (request when booking); cap at GSA per diem lodging rate for location (<https://www.gsa.gov/travel/plan-book/per-diem-rates>).
- c. Single occupancy standard; shared rooms encouraged when practical.
- d. Extended stays or conferences: Book conference hotel if a discounted rate is offered.
- e. Receipts required (itemized folio showing room rate/taxes).

#### 5. Meals and Incidentals (M&IE)

- a. Per diem allowance based on U.S. General Services Administration (GSA) rates for the destination city

(<https://www.gsa.gov/travel/plan-book/per-diem-rates>).

- b. Full per diem for overnight travel; prorated for partial days (e.g., 75% on travel days).
- c. No receipts required for per diem meals (covers gratuities); actual expenses not reimbursed if using per diem.
- d. Alcohol is not reimbursable.
- e. Local/day travel: No meal reimbursement unless an all-day meeting does not provide food.

## 6. Other Allowable Expenses

- a. Registration/conference fees (pre-approved).
- b. Business-related phone/internet (reasonable amounts).
- c. Baggage fees, tips (reasonable), laundry (trips greater than 7 days).
- d. Incidental expenses (e.g., parking, tolls) with receipts.

## 7. Non-Reimbursable Expenses

- a. Personal expenses (e.g., family travel, entertainment, alcohol, laundry on short trips, mini-bar, movies, airfare upgrade fares or fees, clothing/toiletries).

- b. Upgrades, membership fees, no-show/cancellation fees (unless City-caused).
- c. Commuting, home-to-airport unless authorized.
- d. Travel insurance (unless required).
- e. First-class/premium travel unless a justified exception.

## 8. Reimbursement Process

- a. Submit Travel Expense Report (with receipts) within [e.g., 60 days] of return via [system, e.g., Concur or paper form].
- b. Attach approved Travel Authorization, itemized receipts (credit card statements alone insufficient), and any supporting docs.
- c. Advances: Available for large trips; must be reconciled within [e.g., 30 days] or repaid.
- d. Finance reviews for compliance; audits may occur.

This policy will be reviewed annually or as needed.



**VINEYARD CITY COUNCIL STAFF REPORT**

**Meeting Date:** March 17, 2026

**Agenda Item:** Municipal Waste Water Planning Program (MWPP) Survey Review

**Department:** Engineering / Public Works

**Presenter:** Naseem Ghandour

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**Background/Discussion:**

"Review of Vineyard City's 2026 Municipal Wastewater Planning Program (MWPP) Survey, including system operations, compliance status, funds, and capital planning. The MWPP is a required regulatory submittal to the Utah Division of Water Quality."

Information on the 2026 MWPP Survey. It's Due April 15, 2026 to the State.

<https://deq.utah.gov/water-quality/municipal-wastewater-planning-program-mwpp>

**Fiscal Impact:**

**Recommendation:**

No action taken at this time.

**Sample Motion:**

"I move to adopt..."

**Attachments:**

1. RESOLUTION For Wastewater Survey

## RESOLUTION NO. 2026-\_\_

### A RESOLUTION OF THE CITY COUNCIL OF VINEYARD CITY, UTAH

#### ADOPTING THE 2026 MUNICIPAL WASTEWATER PLANNING PROGRAM (MWPP) SURVEY AND AUTHORIZING SUBMITTAL TO THE UTAH DIVISION OF WATER QUALITY

WHEREAS, Vineyard City owns and operates municipal wastewater infrastructure that serves residents, businesses, and public facilities within the City; and

WHEREAS, the Utah Department of Environmental Quality, Division of Water Quality administers the Municipal Wastewater Planning Program (MWPP), which requires municipalities with wastewater systems to complete and submit an annual survey evaluating system operations, performance, compliance status, financial condition, and capital planning needs; and

WHEREAS, the MWPP survey assists municipalities in evaluating and summarizing the technical, operational, and financial condition of their wastewater collection and treatment facilities and helps identify potential issues before they become significant or costly problems; and

WHEREAS, the MWPP survey results are used by the State of Utah to support regulatory oversight, financial assistance programs, operator certification programs, and statewide wastewater infrastructure planning; and

WHEREAS, the MWPP survey is distributed annually to municipal wastewater utilities and must be completed and submitted to the Utah Division of Water Quality no later than April 15 of each year; and

WHEREAS, Vineyard City staff have prepared the 2026 Municipal Wastewater Planning Program Survey summarizing wastewater system operations, regulatory compliance status, financial condition, and capital improvement planning for the City's wastewater system; and

WHEREAS, the MWPP survey is presented to the governing body for review and acknowledgment prior to submission to the State of Utah. ([Utah Department of Environmental Quality](#))

NOW, THEREFORE, BE IT RESOLVED by the City Council of Vineyard City, Utah, as follows:

#### Section 1. Adoption of MWPP Survey.

The Vineyard City Council hereby acknowledges review of the 2026 Municipal Wastewater Planning Program (MWPP) Survey and adopts the survey for submission to the Utah Department of Environmental Quality, Division of Water Quality.

**Section 2. Authorization to Submit.**

The City Council authorizes the Administrative Director, Public Works Director, or their designee to finalize and submit the 2026 MWPP Survey and any related documentation to the Utah Division of Water Quality in accordance with applicable state requirements.

**Section 3. Compliance with State Requirements.**

The City Council affirms its commitment to maintaining compliance with applicable wastewater regulatory requirements and continuing responsible planning for the operation, maintenance, and future capital needs of the City's wastewater system.

**Section 4. Effective Date.**

This Resolution shall take effect immediately upon adoption.

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PASSED AND ADOPTED by the Vineyard City Council this \_\_\_\_ day of \_\_\_\_\_, 2026.

---

Zack Stratton  
Mayor, Vineyard City

ATTEST:

---

Robin Raines-Bond  
City Recorder

RESOLUTION NO. \_\_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF VINEYARD CITY, UTAH, ACTING AS THE GOVERNING BOARD OF THE REDEVELOPMENT AGENCY (RDA) OF VINEYARD CITY, AMENDING THE AGREEMENT WITH CHRIS W. HARDING, CPA, CFE, CIA, TO CONDUCT A TARGETED AUDIT REVIEW OF THE VINEYARD REDEVELOPMENT AGENCY, AND AUTHORIZING UP TO 300 HOURS OF SERVICES

---

WHEREAS, Vineyard City operates one or more project areas under the Redevelopment Agency Act, Utah Code Title 17C, which administers tax increment revenues on behalf of multiple taxing entities; and

WHEREAS, the City Council and the RDA Board have fiduciary and statutory oversight responsibilities relating to increment projections, reimbursement agreements, bond proceeds, developer participation, public benefits delivery, and distribution of funds; and

WHEREAS, the Vineyard City Council on August 27, 2025, contracted with Chris W. Harding, CPA, CFE, CIA, to conduct an Agreed-Upon Procedures (AUP) review for Fiscal Years 2023–2024, which identified material findings in multiple internal control areas, including RDA Payments; and

WHEREAS, the AUP review reported that 29% of RDA invoices tested lacked supporting documentation and that payments were approved based on informal summaries rather than third-party invoices, weigh tickets, or subcontractor records; and

WHEREAS, the AUP review further noted the absence of an internal field verification process for RDA work quantities and recommended implementation of an RDA billing and reconciliation policy; and

WHEREAS, the Council and RDA Board requested that Mr. Harding present a proposal that includes a new scope of work (the “Scope of Work”) presented to the Council on [DATE]. and

WHEREAS, the Council seeks to amend the August 27, 2025 agreement and engage Mr. Harding to complete the Scope of Work, as proposed

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Vineyard, Utah, acting as the governing board of the Vineyard of its Redevelopment Agency, that:

1. The City Council amends the August 27, 2025, agreement with Chris W. Harding, and adds the Scope of Work to conduct a focused audit review of the Vineyard Redevelopment Agency consistent with the scope described herein.
2. The mayor is authorized to sign and execute the proposal submitted by Mr. Harding.
3. Hours and Compensation. The engagement is authorized for up to 300 hours. Compensation shall be at Mr. Harding's standard hourly rates, for a not-to-exceed contract value of \$\_\_\_\_\_ without further Council approval
4. Deliverables. Mr. Harding shall deliver written findings and recommendations to the RDA Board and shall present those findings in a public meeting upon completion.
5. Effective Date. This Resolution shall take effect immediately upon adoption.

---

PASSED AND APPROVED this \_\_\_\_ day of \_\_\_\_\_, 2026.

VINEYARD CITY, UTAH

By: \_\_\_\_\_

Mayor

ATTEST: \_\_\_\_\_

City Recorder

RESOLUTION NO. 2025-41

A RESOLUTION OF THE VINEYARD CITY COUNCIL AUTHORIZING THE CITY  
MANAGER TO NEGOTIATE A CONTRACT FOR AUDIT SERVICES WITH CPA INSIGHT  
SOLUTIONS

WHEREAS, Vineyard City previously issued a Request for Proposals for Independent Financial Audit & Internal Controls Review (“RFP”); and

WHEREAS, following a competitive procurement process, CPA Insight Solutions has been selected to fulfill the needs outlined in the RFP and the City desires to enter into a contract for services; and

WHEREAS, the Vineyard City Council desires that the City Manager be authorized to negotiate a contract on the City Council’s behalf with CPA Insight Solutions for professional auditing services, and that the value of the contract does not exceed the budgeted amount; and

WHEREAS, contingent on the above approval, the Vineyard City Council finds it is in the best interest of the City to authorize the City Manager to negotiate a contract with CPA Insight Solutions for the services requested in the RFP; and

NOW THEREFORE BE IT RESOLVED BY THE GOVERNING BODY OF  
VINEYARD, UTAH AS FOLLOWS:

Section 1. Approval. The City Council of the City of Vineyard, Utah, hereby authorizes the City Manager to negotiate the Agreement between the selected firm and the City of Vineyard for Independent Financial Audit & Internal Controls Review (“Agreement”) attached hereto as Exhibit A, and incorporated herein by reference. This approval is contingent on the value of the contract being within a not-to-exceeding amount of \$45,000.

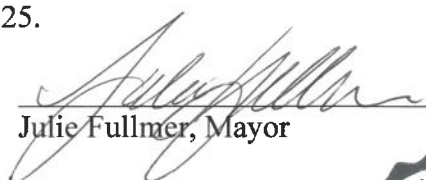
Section 2. Severability. If any section, part or provision of this Resolution is held invalid or unenforceable, such invalidity or unenforceability shall not affect any other portion of this Resolution, and all sections, parts and provisions of this Resolution shall be severable.

Section 3. Effective Date. This Resolution shall become effective immediately upon its approval by the City Council.

Passed and dated this 26<sup>th</sup> day of August 2025.

Attest:

  
Pamela Spencer, City Recorder

  
Julie Fullmer, Mayor



PASSAGE BY MUNICIPAL COUNCIL  
ROLL CALL VOTE

**RESOLUTION NO 2025-41**

**A RESOLUTION OF THE VINEYARD CITY COUNCIL AUTHORIZING THE CITY MANAGER TO NEGOTIATE A CONTRACT FOR AUDIT SERVICES WITH CPA INSIGHT SOLUTIONS.**

***ROLL CALL VOTE:***

MAYOR JULIE FULLMER

COUNCILMEMBER SARA CAMERON

COUNCILMEMBER BRETT CLAWSON

COUNCILMEMBER JACOB HOLDAWAY

COUNCILMEMBER MARDI SIFUENTES

**TOTALS**

| MOTION | SECOND | AYES | NAYS | ABSENT |
|--------|--------|------|------|--------|
|        |        | X    |      |        |
|        | X      | X    |      |        |
| X      |        | X    |      |        |
|        |        | X    |      |        |
|        |        | X    |      |        |
|        |        | 5    |      |        |

This Resolution was passed by the City Council of Vineyard, Utah on the 26th day of August 2025, by a roll call vote as described above.

CITY RECORDER'S CERTIFICATE AND ATTEST

This Resolution was recorded in the office of the Vineyard City Recorder on the 27th day of August 2025.

I hereby certify and attest that the foregoing constitutes a true and accurate record of proceedings with respect to Resolution No. 2025-41.

ATTEST:

  
\_\_\_\_\_  
Vineyard City Recorder





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Date: August 26, 2025

Eric Ellis, City Manager  
Vineyard City  
125 South Main Street  
Vineyard, Utah 84059

**Subject:** Agreed-Upon Procedures and Internal Control Review  
Engagement – Vineyard City (RFP No. 2025-61-101)

Dear Mr. Ellis:

CPA Insight Solutions (the Firm) is pleased to confirm our understanding of the engagement to perform agreed-upon procedures (AUP) and targeted internal control reviews for Vineyard City (the City) for FY 2023–2024, together with public reporting and a presentation to the City Council.

**Purpose and Scope**

The objectives are to apply procedures specified by the City and report factual findings; we will not perform an examination or review, and we will express no opinion or conclusion. Deliverables will include:

- Written AUP report(s)
- Internal control reports with recommendations
- Executive summary/slide deck
- Public presentation to the City Council
- Submission to the Utah State Auditor and publication as required

### **Standards and Applicable Law**

This engagement will be conducted in accordance with SSAE No. 19, AT-C 105, and applicable provisions of Utah Code Title 10, Chapter 6.

### **Timeline and Key Milestones**

- Kickoff and fieldwork commencing by September 2, 2025
- Draft reports by mid-November 2025, with review prior to Thanksgiving
- City Council public presentation on December 10, 2025
- Final deliverables and submission to Utah State Auditor by December 17, 2025

### **Roles and Responsibilities**

The City is responsible for the subject matter, internal controls, and determining appropriateness of the procedures. The City should evaluate the procedures and findings for themselves.

The Firm will perform the procedures in accordance with SSAE No. 19 (Agreed-Upon Procedures Engagements), the AICPA Attestation Standards, and applicable Utah law. The Firm's responsibility is to plan and carry out the agreed procedures with professional judgment, maintain independence and objectivity, and report factual findings without providing assurance, opinion, or conclusion. The Firm will communicate significant matters to the City, prepare clear reports for

the intended users, and retain documentation in compliance with professional and legal requirements.

**Fees**

Fees will follow the fee schedule in CPA Insight Solutions' proposal, Exhibit 2, and any amendments approved by the City.

**Acceptance and Acknowledgment**

Please indicate your agreement with the terms of this engagement letter and the appropriateness of the procedures by signing below.

Acknowledged and Agreed:

Vineyard City

By: \_\_\_\_\_

Name/Title: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

Chris Harding, CPA, CIA, CFE  
Owner, CPA Insight Solutions

\_\_\_\_\_

# PROFESSIONAL SERVICES AGREEMENT

## THIRD-PARTY CITY AUDITING

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This Professional Services Agreement (“Agreement”) is executed this 26th day of August 2025 (“Execution Date”) between VINEYARD CITY, a Utah municipal corporation (“City”), and CPA Insight Solutions, a Utah sole proprietorship (“Firm”). City and Firm are hereinafter referred to individually as a “Party” and collectively as the “Parties.”

### RECITALS

On July 2025, the City issued a Request for Proposals (“RFP”) seeking proposals from qualified, independent, certified public accounting firms willing and able to perform audit services for the City.

After reviewing the solicited proposals, the City selected Firm to conduct the audit services detailed in Section 1 of this Agreement.

### AGREEMENT

In exchange for valuable consideration, the receipt and sufficiency of which is hereby acknowledged by the Parties—including the mutual covenants, agreements, and representations herein, the Parties agree as follows:

#### SECTION 1 – SCOPE OF SERVICES

A. AUP Engagement. As provided in Exhibit 1, the Firm shall perform an Agreed-Upon Procedures (“AUP”) audit engagement to review the City’s FY 2023 to 2024 financial records. Auditor shall conduct the AUP engagement in accordance with SSAE No. 19 (Agreed-Upon Procedures Engagements), AICPA Attestation Standards, and all applicable provisions of the Utah Code. The scope of the AUP engagement shall include the following:

- (1) Review of transaction-level data for procurement and disbursement cycles.
- (2) Review of compliance with internal spending thresholds and approvals.
- (3) Sampling of employee reimbursements and credit card charges.
- (4) Verification of year-end balances and fund transfers for selected fiscal years.
- (5) Compliance with key state laws, including Title 10, Chapter 6 of Utah State Code.

B. Internal Review.

- (1) Following the COSO Framework, GFOA Best Practices, and Utah State Auditor’s guidance, the Firm shall conduct a targeted review of internal controls, policies, and procedures in the following high-risk areas:
  - (a) Purchase Card (“P-Card”) issuance and use.

- (b) Employee travel and reimbursement.
  - (c) Municipal vehicle assignment and usage tracking.
  - (d) Redevelopment Agency (“RDA”) payments and compliance.
  - (e) Procurement of food for City events, such as employee recognition.
  - (f) Cash transactions.
  - (g) Utility billing, including verification that billed accounts correspond to valid City-owned meters.
  - (h) RDA cleanup material controls, including review of weigh-in and weigh-out documentation from transfer stations.
- (2) Upon completion of such review, the Firm shall prepare and submit to the City final written reports summarizing the Firm’s findings and recommendations.
- (3) The Firm shall prepare a slide deck or executive summary accompanying the final written reports of subsection (2). The slide deck or summary shall present the Firm’s findings in a manner suitable for public presentation.
- (4) During a City Council meeting set by the City, the Firm shall present the deck or summary of subsection (3) to the City Council and participate in a Q&A session.

C. Best Practices. At a time and place agreed to by the Parties, the Firm shall—per GFOA “Audit Committees” Guidelines and IIA Standards—advise the City on the best practices for establishing a standing Audit Committee. This includes:

- (1) A template for the prospective committee’s charter and bylaws.
- (2) Officer qualification and appointment recommendations.
- (3) Sample onboarding or training materials.

## **SECTION 2 – COMPENSATION**

In exchange for the Firm’s performance of the services described in Section 1, the City shall pay the Firm per the fee schedule attached as Exhibit 2.

Any work performed beyond the services described in Section 1 requires a written request from the City. Compensation for such additional work shall adhere to the terms outlined in Exhibit 2. In the absence of Exhibit 2, any compensation for extra work shall be determined based on a mutually agreed-upon written agreement between both parties.

## **SECTION 3 – TERM**

A. Length. This Agreement begins on the Execution Date and ends upon the Firm’s provision of the final deliverables per subsection D.

B. Beginning Performance. The Firm shall begin performing the services provided in Section 1 by September 2, 2025.

C. Draft Reports. The Firm shall submit draft reports by mid-November 2025.

D. Deliverables. The Firm shall provide the City with final deliverables—including the

public-facing report, submission to the Utah State Auditor, and digital publication—by December 17, 2025.

#### **SECTION 4 – INDEPENDENCE AND CONFLICTS OF INTEREST**

A. Independence. The Firm represents and warrants that the Firm complies with GAO-3 independence standards and that no conflict of interest exists.

B. Disclosure. The Firm shall disclose any prior work for the City and report directly to the City Council.

#### **SECTION 5 – PROJECT MANAGEMENT AND COMMUNICATION**

All communication between Firm and City shall be coordinated with the Audit Liaison designated by the City.

#### **SECTION 6 – INSURANCE**

A. Required Plans. The Firm shall purchase and maintain the following insurance policies at its own expense:

(1) Professional liability - not less than \$2 million. If written on a claims-made basis, service provider shall maintain professional liability insurance coverage meeting these requirements for the applicable period of statutory limitation of claims (or statute of repose, if applicable) after completion of its covenants or termination of this Agreement.

(2) General liability - not less than \$1 million per accident and \$1 million per bodily injury.

(3) Workers' compensation - as required by Utah law.

B. Proof of Insurance. Prior to commencing the services of Section 1, the Firm shall present the City with proof of purchase for all required insurance policies.

C. Plan Sufficiency. Nothing in this section shall be construed as a representation by the City that the minimum required coverage amounts are adequate to sufficiently protect the Firm from claims implicating the insurance policies.

#### **SECTION 7 – RECORDS AND COMPLIANCE**

All documents made or acquired per this Agreement are subject to the Utah Governmental Records Access and Management Act ("GRAMA"). As such, the Firm shall retain all records made or received under this Agreement for at least three years following completion of the Agreement. The Firm shall also participate in E-Verify per Utah Code § 63G-12-302.

#### **SECTION 8 – TERMINATION**

A. For Convenience. The City may terminate this Agreement for convenience upon 60-days' written notice.

B. For Breach. Either party may terminate this Agreement upon breach by the other party.

C. Automatic. This Agreement shall terminate automatically if funds are not appropriated for the Agreement.

## **SECTION 9 – GOVERNING LAW**

This Agreement, and all claims arising from it, shall be governed by and construed in accordance with the laws of the State of Utah.

## **SECTION 10 – AMENDMENTS**

This Agreement may be amended by written mutual agreement signed by both parties.

## **SECTION 11 – ASSIGNMENT AND SUBCONTRACTING**

A. Limitations. The Firm may not assign any portion of its performance under this Agreement without express written consent from the City. Consent must be sought in writing not less than 30 days before any proposed assignment, and the City may reject any proposed assignment without cause.

B. Obtaining Consent. The Firm shall seek and obtain express written consent from the City for any subcontractor not authorized by this Agreement.

## **SECTION 12 – INTEGRATION**

This Agreement constitutes the final agreement between the Parties. No oral statements or prior written material not specifically incorporated herein shall have any effect.

## **SECTION 13 – INDEMNIFICATION**

The Firm shall indemnify, defend, and hold harmless the City and its officers, directors, employees, agents, successors, and assigns from and against any claims, damages, liabilities, losses, costs, and expenses (including reasonable attorney's fees) arising out of this Agreement.

## **SECTION 15 – NOTICES**

For a notice required by this Agreement to be valid, the notifying Party must address the notice to the other Party as follows:

To the City:

Eric Ellis  
City Manager  
125 South Main Street  
Vineyard, Utah 84059

To the Firm:

Chris Harding  
CPA Insight Solutions  
2410 W. Temple View Ln.  
South Jordan, UT 84095

**IN WITNESS WHEREOF**, the parties have executed this Agreement on the Execution Date.

THE CITY

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

THE FIRM

By: Chris Harding

Name: Chris Harding

Title: Owner, CPA Insight Solutions

Date: \_\_\_\_\_

\_\_\_\_\_

## EXHIBIT 1

### THE CITY-IDENTIFIED SCOPE AND PROCEDURES AUP ENGAGEMENT

The Firm shall perform the following agreed-upon procedures audit for FY 2023 to FY 2024:

- (1) Review of transaction-level data for procurement and disbursement cycles.
- (2) Review of compliance with internal spending thresholds and approvals.
- (3) Sampling of employee reimbursements and credit card charges.
- (4) Verification of year-end balances and fund transfers for selected fiscal years.
- (5) Compliance with key state laws, including Title 10, Chapter 6 of Utah State Code.

In addition, the Firm shall conduct a targeted review of internal controls, policies, and procedures in the following high-risk areas:

#### 1. P-Card Transactions

- Select a representative sample of transactions.
- Verify presence of receipts, approvals, and policy compliance.
- Test for personal or inappropriate expenditures.

#### 2. Employee Travel & Reimbursements

- Review a sample of reimbursement requests.
- Verify compliance with per diem and travel policy.
- Confirm required documentation is retained.

#### 3. Cash Transactions

- Examine cash-handling policies and physical controls.
- Review deposits and reconciliations for selected months.
- Trace receipts to bank deposits.

#### 4. Utility Billing & Meter Verification

- Select random utility accounts and verify billed meters are assigned to valid City-owned properties.
- Test accuracy of rate application.

#### 5. RDA Payments & Transfer Station Controls

- Review a sample of cleanup-related payments.
- Verify that weigh-in and weigh-out documentation from transfer stations support the payments.
- Ensure material logs reconcile with invoices.

#### 6. Procurement of Food

- Review selected food/meals purchases.
- Confirm appropriateness and documentation of purpose.

#### 7. Vehicle Assignment & Use

- Review logs and assignments.
- Confirm compliance with usage policies.

## EXHIBIT 2 – FEE SCHEDULE FOR PERFORMANCE OF SECTION 1 SERVICES

| Timeline                | Task Description                                               | Estimated Hours | Estimated Cost  |
|-------------------------|----------------------------------------------------------------|-----------------|-----------------|
| Aug 21 – Aug 31         | Engagement Kickoff & Planning                                  | 12              | \$1,500         |
| Sep 1 – Sep 5           | Policy Review & Risk Assessment                                | 18              | \$2,250         |
| Sep 6 – Sep 19          | Fieldwork: AUP Testing (P-Card, Travel, Cash)                  | 54              | \$6,750         |
| Sep 20 – Sep 30         | Fieldwork: AUP Testing (Utility, RDA, Food, Vehicles)          | 58              | \$7,250         |
| Oct 1 – Oct 20          | Internal Controls Fieldwork & Gap Analysis                     | 61              | \$7,625         |
| Oct 21 – Oct 31         | Draft Findings & Report Compilation (AUP & IC)                 | 22              | \$2,750         |
| Nov 1 – Nov 7           | Audit Committee Support Materials                              | 12              | \$1,500         |
| Nov 8 – Nov 15          | Final Drafting, QA & Revisions                                 | 10              | \$1,250         |
| Nov 16 – Dec 10         | Presentation Prep & Council Meeting                            | 9               | \$1,125         |
| Dec 11 – Dec 17         | State Submission & Wrap-Up                                     | 5               | \$625           |
| <b>Subtotal</b>         | <b>(Base Work Plan)</b>                                        | <b>261</b>      | <b>\$32,625</b> |
| Contract Flexibility    | As discussed on August 20, 2025 (scope changes & addt'l hours) | Up to 50 (20%)  | Up to \$6,250   |
| <b>Contract Ceiling</b> | <b>-</b>                                                       | <b>311</b>      | <b>\$38,875</b> |

Note: Vineyard City's scope effectively requires eight separate and distinct AUPs and eight internal control reviews. The \$125/hour rate is fully inclusive: no additional charges for travel, communications, or administrative time will be billed. Contract flexibility of up to 50 hours has been included based on discussions held August 20, 2025, to accommodate potential scope adjustments.

**Agenda Item:** Spring Cleanup Program Options  
**Presenter:** David Kyle Herring, Administrative Director

## **Background**

Vineyard City has historically provided residents with two options for disposing of household waste and unwanted materials:

1. **City Dump Pass Program**
2. **Seasonal Cleanup Events (Spring/Fall) with dumpsters located at Grove Park**

Staff has reviewed the cost and operational requirements of both programs in preparation for determining the City's approach for the 2026 spring season.

## **Option 1 – Dump Pass Program**

The City provides landfill dump passes that residents may redeem for disposal services.

### **Cost Structure**

- City pays **\$12 per redeemed pass**
- Billed monthly based on usage

### **2025 Usage**

- **313 passes redeemed**
- **Total cost: \$3,756**

### **Current Eligibility**

- Homeowners not located within an HOA
- Not available to apartment residents

Given the relatively low cost of the program, staff believes the City could consider expanding eligibility to all residents without significantly increasing program costs.

### **Advantages**

- Lowest cost option

- Flexible use for residents
- No staff monitoring required
- Minimal operational impact

## Option 2 – Spring Cleanup Dumpster Event

The City provides dumpsters at **Grove Park** for residents to dispose of unwanted items during a designated cleanup weekend.

### Dumpster Service Costs (Republic Services)

Delivery per container: **\$52.20**

Daily service per container: **\$151.08**

### Typical Event Setup

- **6 containers**
- **Thursday–Monday**

### Estimated Event Cost

- **\$4,112.64** (spring event only)

This estimate **does not include landfill disposal charges**, which are billed separately by **North Pointe Solid Waste**.

### Operational Considerations

- Requires staff monitoring throughout the event
- City equipment (mini-excavator) used to compress materials
- Additional staff time required to maintain safety and cleanliness

### Estimated Annual Cost if Spring and Fall Events Are Held

- **\$8,225.28** (excluding landfill disposal fees)

## Scheduling Consideration

If the City chooses to hold a **Spring Cleanup Event**, staff recommends scheduling it **before April** to avoid conflicts with increased parking demand at Grove Park due to the **Spring Soccer season**.

## Options for Council Consideration

### Option A – Dump Pass Program Only

- Continue dump pass program
- Consider expanding eligibility to all residents
- Estimated annual cost: ~\$3,756

### Option B – Dump Pass Program + Spring Cleanup

- Continue dump passes
- Hold one spring cleanup event
- Estimated annual cost: ~\$7,868+ (excluding landfill fees)

### Option C – Dump Pass Program + Spring and Fall Cleanup

- Continue dump passes
- Hold two cleanup events annually
- Estimated annual cost: ~\$8,225+ plus landfill fees

### Option D – Spring Cleanup Only

- Discontinue dump pass program
- Hold one cleanup event annually

## Staff Recommendation

Based on cost efficiency and operational simplicity, staff recommends **continuing the dump pass program and considering expansion to all residents**. If the Council wishes to maintain a community cleanup event, staff recommends limiting it to **one annual spring cleanup** and scheduling it prior to April to avoid park parking conflicts.

## Requested Council Direction

Staff requests Council guidance regarding which program option the City should implement for 2026 so staff may coordinate scheduling and resident communications.

## **Vineyard City Council, Program Brief:**

# **Operation Neighborhood Shield**

## **Program Overview**

Vineyard City has experienced an increasing number of complaints regarding over-occupied rental homes, particularly in several neighborhoods where properties are being rented to a large number of unrelated individuals. These situations frequently result in:

- Excessive numbers of vehicles
- Illegal street parking
- Blocked access for emergency vehicles
- Strain on neighborhood infrastructure
- Reduced quality of life for surrounding residents

In response, the City will launch Operation Neighborhood Shield, a coordinated initiative focused on education, compliance, and targeted enforcement.

The program will initially focus on the neighborhoods of:

- **LeCheminant**
- **Bridgeport**
- **The Garden**

## **Program Timeline**

### **Phase 1 – Ordinance Review**

#### **March 16 – March 31**

Staff will review Vineyard City Code with the City Attorney and Chief Deputy Holden to determine whether updates or clarifications are needed regarding:

- Maximum residential occupancy limits
- Illegal rental definitions

- Parking enforcement authority
- Evidence requirements for Code Enforcement actions

If necessary, staff will bring recommended code amendments to the City Council.

## **Phase 2 – Public Awareness Campaign**

### **Late March – April**

The City will begin a neighborhood education effort to inform residents about occupancy and parking regulations.

Actions include:

- Distribution of door hangers and informational flyers
- Patrol vehicles to increase visibility and citations for illegal parking
- Public messaging informing residents that enforcement will escalate beginning May 1

Residents will also be encouraged to report concerns through the City's **“See Something, Say Something”** reporting initiative.

## **Phase 3 – Investigation & Evidence Collection**

### **April**

During the notice period, the City will aggressively pursue documenting potential violations and will continue to

To pursue enforcement action in municipal court, staff will need to gather two forms of evidence, such as:

- 1. Public rental listings**
  - Online rental advertisements
  - Listings offering rooms for rent
- 2. Neighbor complaint**
  - Verified complaint submitted to the City
- 3. Property Visits by officers**
  - Recorded statements

Additional supporting evidence may include:

- Parking violations
- Code enforcement observations

This phase allows property owners an opportunity to correct violations voluntarily and for students to find other housing options prior to enforcement.

## **Phase 4 – Enforcement Begins**

### **May 1, 2026**

Beginning May 1, the City will begin formal enforcement actions against verified violations.

Possible actions may include:

- Administrative citations
- Parking citations
- Code Enforcement actions

Priority will be given to properties with repeated complaints or clear violations.

## **Code Enforcement Staffing**

Maria Arteaga, who currently serves as the City's part-time Code Enforcement Officer, has submitted her notice and will be leaving city employment at the end of March 2026.

Her departure creates an immediate staffing gap at the same time the City is preparing to launch Operation Neighborhood Shield.

## **Recommended Staffing Adjustment**

Staff recommends restructuring the position to create a **full-time Code Enforcement Officer** focused exclusively on enforcement responsibilities.

Primary duties would include:

- Code violation investigations
- Complaint response and case management
- Parking enforcement coordination
- Evidence collection for violation actions
- Neighborhood patrol and proactive compliance monitoring

The current job description includes coordination with Homeowners Associations (HOAs). Staff believes this responsibility should remain part of normal communication with neighborhoods but does not need to be a primary job responsibility.

## Future Staffing Consideration

As Vineyard continues to grow, staff recommends the City Council consider the future addition of **two part-time Assistant Code Enforcement Officers**.

Adding two part-time officers would allow the City to:

- Improve response times and expand enforcement hours, allowing investigations to occur outside of traditional office hours (for example, one officer working early mornings and another working later into the evening).
- Provide proactive neighborhood patrols to identify issues before they become larger problems.
- Support increased enforcement efforts, particularly in neighborhoods experiencing increased vehicle congestion related to over-occupied homes.
- Maintain consistent follow-up on violations, ensuring cases are resolved efficiently and fairly.

## Requested Council Direction

Staff requests Council direction regarding:

- Authorization to recruit for a full-time Code Enforcement Officer to replace outgoing staff member, Maria Arteaga and hire two new part time Code Enforcement Officers
- Authorization to explore software options to improve tracking, citations, and fines
- Request City Attorney Jesse Riddle and Chief Deputy Holden to review city code to determine whether updates or clarifications are needed



## VINEYARD CITY COUNCIL STAFF REPORT

**Meeting Date:** March 17, 2026

**Agenda Item:** City Commissions, Appointment Processes, And Volunteer Recruitment

**Department:**

**Presenter:**

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### **Background/Discussion:**

At the direction of the City Council, staff has compiled a list of both existing and proposed boards and commissions in order to provide clarity regarding their roles, potential overlap, and council oversight. The City currently maintains several advisory bodies, including the Planning Commission, Active Transportation Commission, ARCH Commission (Arts, Recreation, Culture, and History), Development Review Committee, Communities That Care Commission, Library Board, Youth Council, and Event Review Committee. The council's preliminary list of desired commissions includes several similar or related bodies, such as Recreation, Cultural Arts, Events, and CARES commissions, which may overlap with existing advisory groups. Given the similarities between several of the proposed and existing bodies, staff is seeking direction from the Council regarding whether certain commissions should be consolidated under existing structures or whether the intent is to establish new and distinct advisory groups.

Additionally, staff is seeking guidance regarding the intended mission, advisory responsibilities, and scope of work for each proposed board or commission so that appropriate enabling language and organizational structure can be developed. Direction from the Council regarding how members should be appointed, will also assist staff in preparing any necessary ordinances or policies. Staff is also seeking guidance on council oversight of these advisory bodies. Council may wish to designate a council liaison to each commission to provide coordination and communication between advisory groups and the governing body.

### **Fiscal Impact:**

### **Recommendation:**

Council discussion and feedback to staff regarding the structure, scope, and potential consolidation of existing and proposed boards and commissions, including guidance on mission statements, appointment processes, and council liaison assignments.

### **Sample Motion:**

"I move to adopt..."

### **Attachments:**

1. Board and Commission Tracking
2. Library Board Overview 2026

### Current Active Commissions

Planning Commission

Active Transportation Commission

ARCH Commission

Development Review Committee

Communities That Care Commission

Library Board

Youth Council

Event Review Committee

### Possible

Economic Development Commission

Recreation Advisory Commission

Events Advisory Commission

Cultural Arts Advisory Commission

Historic Preservation Advisory Committee

Neighborhood Advisory Commission

Public Works Advisory Commission

Transportation Advisory Commission

### Council Committees

Audit Committee for the RDA

Staffing Committee

| Purpose                                  | Staff Department      |
|------------------------------------------|-----------------------|
| Land use and development recommendations | Community Development |
| Bicycle/pedestrian mobility planning     | Community Development |
| Arts, recreation, culture, and history   | Parks / Recreation    |
| Internal development review              | Staff Committee       |
| Youth prevention and wellbeing           | CTC Coordinator       |
| Library system advisory                  | Library               |
| Youth engagement and civic participation | Recorder              |
| Event permitting review                  | Administration        |

| Purpose | Staff Department |
|---------|------------------|
|---------|------------------|

| Purpose | Staff Department |
|---------|------------------|
|---------|------------------|

| Mayor/ Council Liaison | Meeting Frequency | Notes |
|------------------------|-------------------|-------|
|------------------------|-------------------|-------|

| Mayor/ Council Liaison | Meeting Frequency |
|------------------------|-------------------|
|------------------------|-------------------|

| Mayor/ Council Liaison | Meeting Frequency |
|------------------------|-------------------|
|------------------------|-------------------|



Outlook

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**Fwd: Vineyard Library Board and Friends of the Library Overview**

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**From** David Kyle Herring <davidk@vineyardutah.gov>**Date** Mon 3/16/2026 3:41 PM**To** Robin Raines-Bond <robinr@vineyardutah.gov>

For tomorrow's work session.

David Kyle  
Administrative Director, Office of the Mayor  
City of Vineyard, Utah  
385-480-7807  
DavidK@vineyardutah.gov

Begin forwarded message:

**From:** Valerie Popadich <valeriep@vineyardutah.gov>**Subject: Vineyard Library Board and Friends of the Library Overview****Date:** March 16, 2026 at 1:56:25 PM MDT**To:** David Kyle Herring <davidk@vineyardutah.gov>

Hi David,

I wanted to provide a brief overview of the Vineyard Library Board and the Friends of the Vineyard Library, as the two groups serve different roles in supporting the library.

**Vineyard Library Board**

The Vineyard Library Board is the advisory board for the municipal library. Under Utah State Code and Utah State Library certification standards, public libraries are required to maintain an active library board in order to meet state certification requirements.

As part of my role, I coordinate and work directly with the board to ensure the library remains aligned with state standards and maintains certification status. The board and I work together on matters such as policy review, strategic planning, budget recommendations, and long term planning for library services.

Current Vineyard Library Board members are:

- **Christine Jeffs — Chair**
- **Julie Ann Tanner — Vice Chair**
- **Katie Tall — Secretary**
- **MaryAnne Geddes — Board Member**

- **Diana Steele — Board Member**
- **Jane Pearce — Board Member**

### **Friends of the Vineyard Library**

The Friends of the Vineyard Library is a separate 501(c)(3) nonprofit organization that supports the library through fundraising, donations, volunteer efforts, and community advocacy.

While the Friends work closely with the library and its board to support programs and initiatives, they operate independently from the City and maintain their own board and volunteer structure.

At this time, Sean Lee serves as Chair of the Friends of the Vineyard Library. Because the Friends are an independent nonprofit organization, their board membership is managed internally by that group.

Please let me know if you would like any additional information.

Best,

Valerie



[Currently Reading](#)

#### **Valerie Popadich**

Library Coordinator

p: 385.432.7313  
o: 801.226.1929 ext 1117  
a: 125 South Main Street  
w: [vineyardutah.gov](http://vineyardutah.gov)