



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

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.*

3. WORK SESSION

3.1. Public Safety Impact Fee Study Update

3.2. Neighborhood Advisory Commission

3.3. Travel Policy Review

3.4. Municipal Waste Water Planning Program (MWPP) Survey Review

3.5. RDA Audit Update

3.6. Spring Clean Up Initiative

3.7. Operation Neighborhood Shield

3.8. City Commissions, Appointment Processes, And Volunteer Recruitment

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.

AGENDA NOTICING COMPLETED ON: March 13, 2026

CERTIFIED (NOTICED) BY: /s/Tony Lara
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.

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.

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)	Uknown	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.

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.

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 <i>(Relocating to 1400 S Main St)</i>	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.

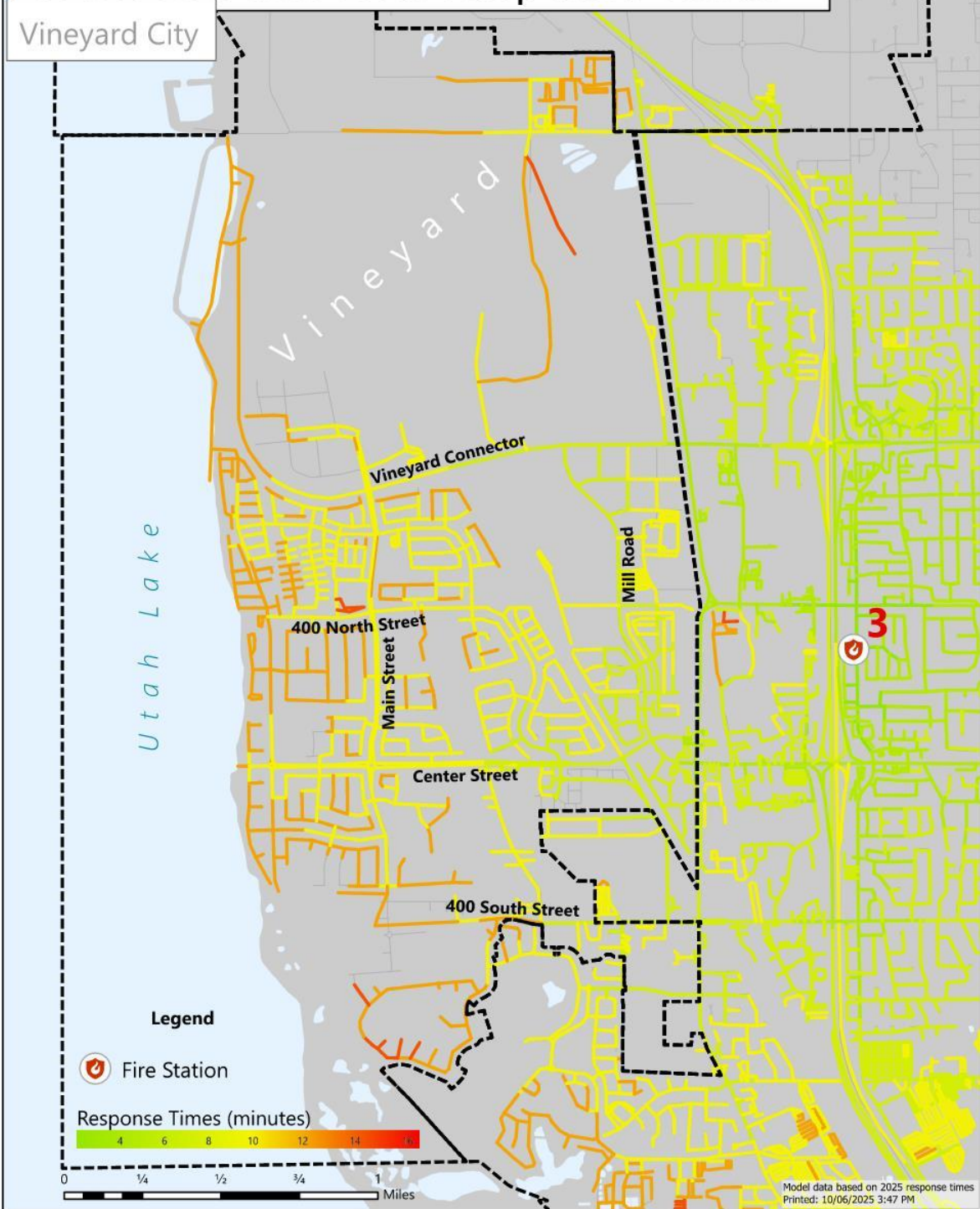
Section 1.2.3 Response Times and Incident Data

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



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.

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.

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.

2.2 Crime Patterns and Public Safety

Section 2.2.1 Total Incidents

What is a Police Incident?

Police incidents refer to any call for service received by the sheriff's office, ranging from emergencies to lower-priority concerns. These may include:

- Traffic accidents
- Welfare checks
- Noise complaints
- Suspicious activity reports
- Lost property
- Criminal investigations

Not all incidents involve criminal activity. Many of the most frequent calls are non-criminal in nature.

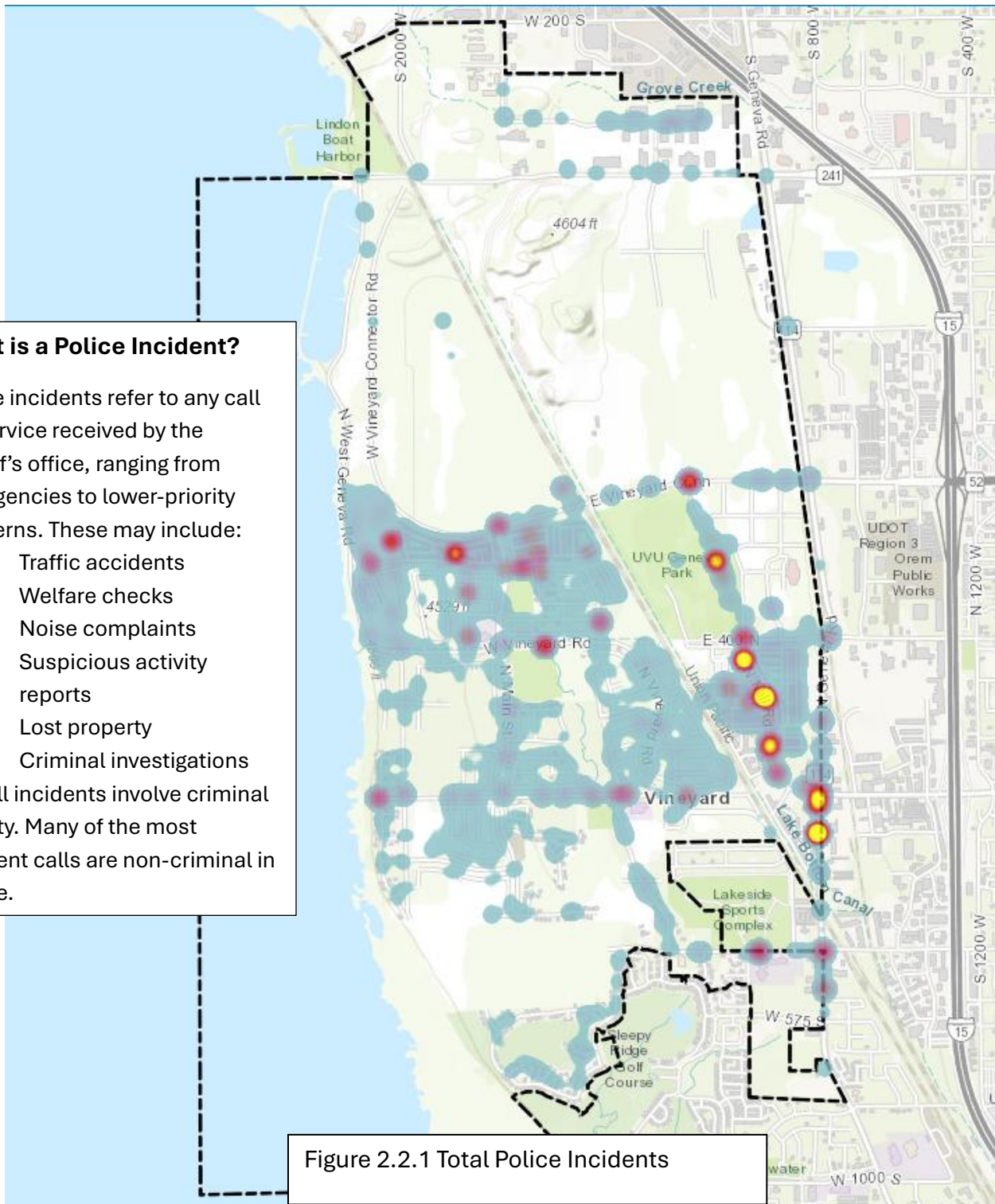


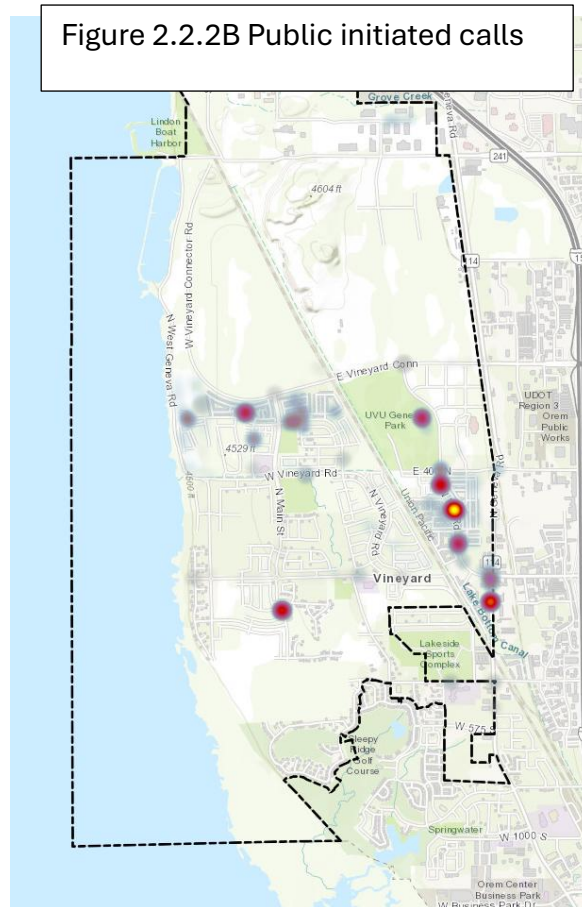
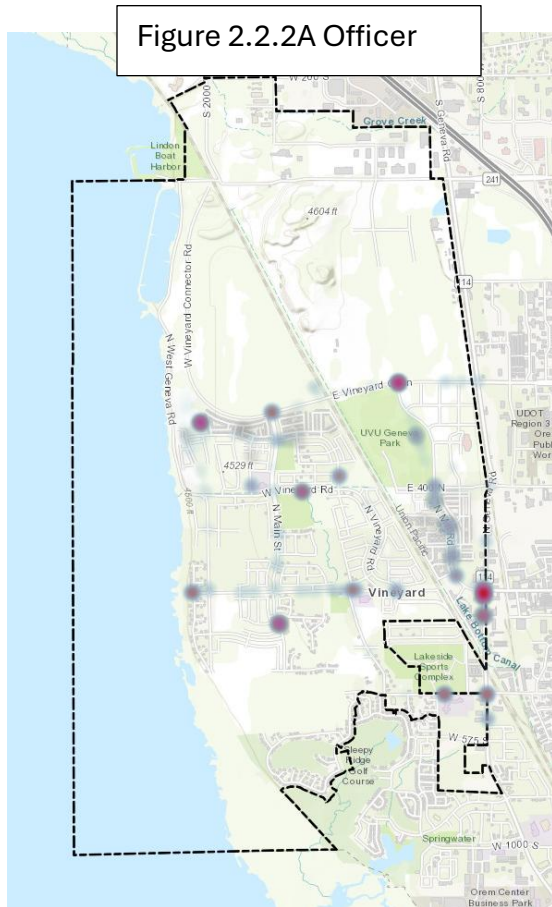
Figure 2.2.1 Total Police Incidents

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.

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.

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.

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.
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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.

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

Service	Benchmarks and rationale	Suggested Vineyard City target (90-percent compliance)
Fire	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. Additional units should arrive within 8 min to support initial operations.
Emergency Medical Services (EMS)	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.
Police	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.

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. 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.

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.

Section 3.4 Vineyard City Current Service Level to Industry Benchmarks

Service	National Benchmarks	Vineyard Current	Vineyard Future Goal (30-year)
Police Officers	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.
Firefighters/ EMS	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.

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.

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.

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.

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.
-

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.

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.

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
Police Services	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.		
Fire & EMS Services	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
Citywide / Multi-Agency Needs	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;

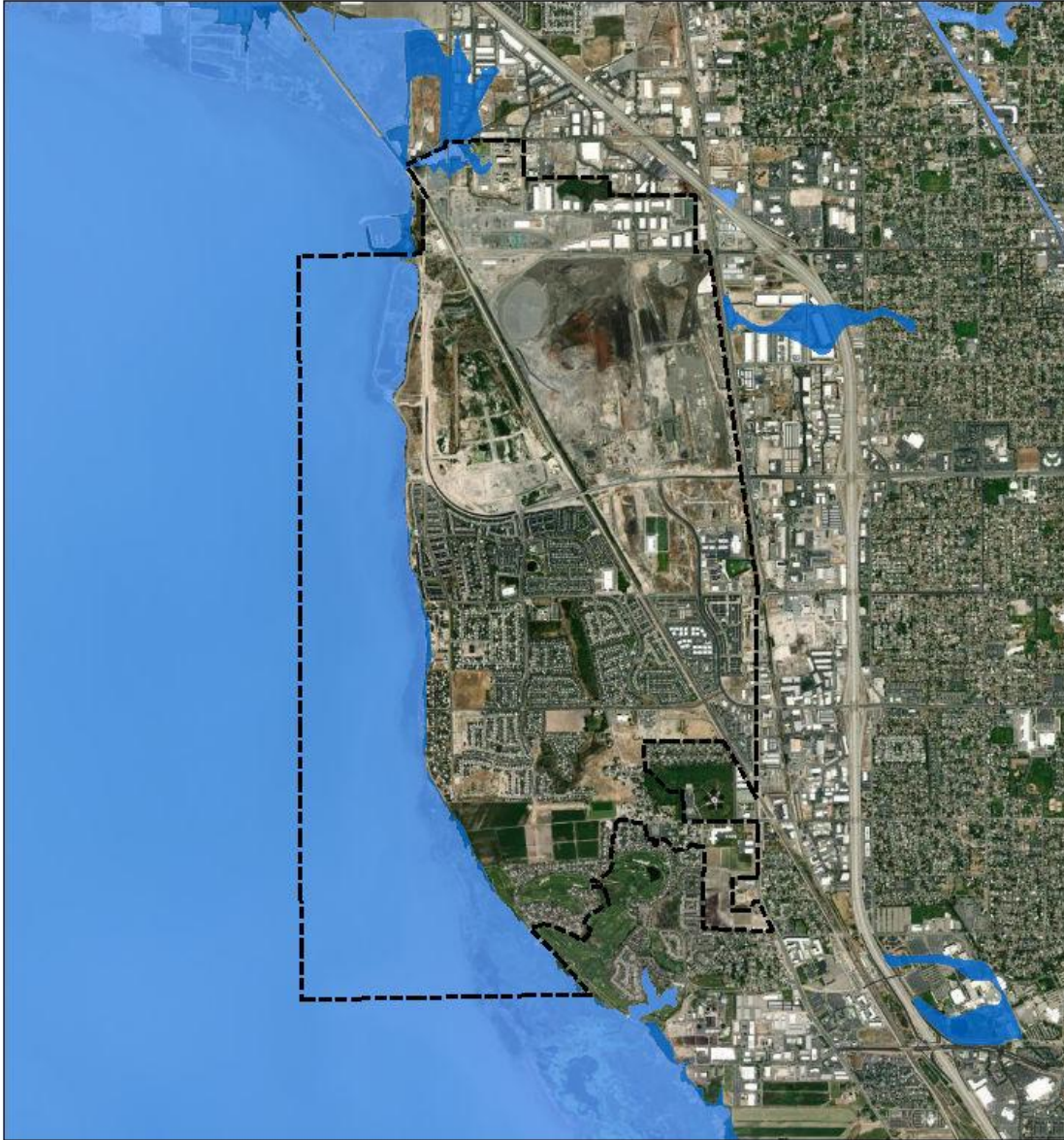
Section 6.4 Phased Implementation Strategy

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"> Expand Police Space in City Hall (\$2 – 3 M) Add officers & equipment annually (\$0.3 – 0.5 M / yr; ≈\$0.1 – 0.2 M per officer) Complete & staff Fire Station 35 (existing Orem Fire facility) Trail lighting & emergency call boxes (\$15 – 25 k per box; \$150 – 300 k per mile) School safety enhancements (\$0.5 – 1.0 M) and integrate 	≈ \$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"> • Plan & acquire site for Second Fire Station (planning + site ≈ \$5 – 7 M) • Add Firefighter / Paramedic positions (\$120 – 150 k per staff annually) • Implement GIS / Drone / Signal Preemption Technology (\$0.25 – 0.4 M) 	≈ \$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"> • Construct & staff Second Fire Station (Utah City) (\$12 – 18 M construction) • Expand Police Department (\$10 – 15 M future option) • Replace fleet & apparatus on scheduled lifecycles (\$2 – 4 M rolling program) 	≈ \$20 – 30 M	Impact Fees (ongoing); General Fund (O&M & replacement); Capital Reserves; Grants

Appendices:

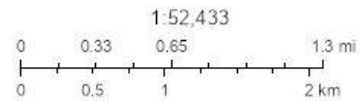
Vineyard City: FEMA 100-year Floodplain



8/12/2025

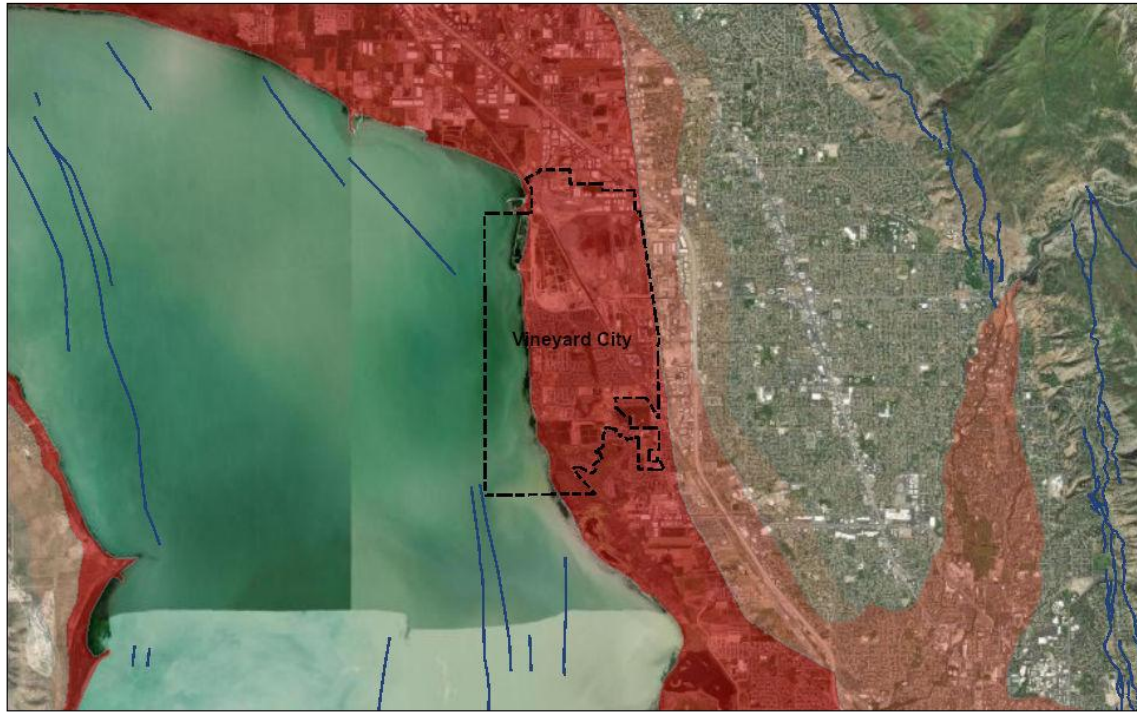
-  City Boundary
- USA Flood Hazard Areas
 -  0.2% Annual Chance Flood Hazard
 -  1% Annual Chance Flood Hazard
- World Imagery

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



Maxar

Vineyard Geological Hazards: Liquefaction



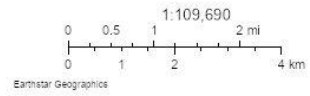
8/12/2025

- City Boundary
- Utah Quaternary Faults
- High

- Moderate
- Low to Moderate
- Low

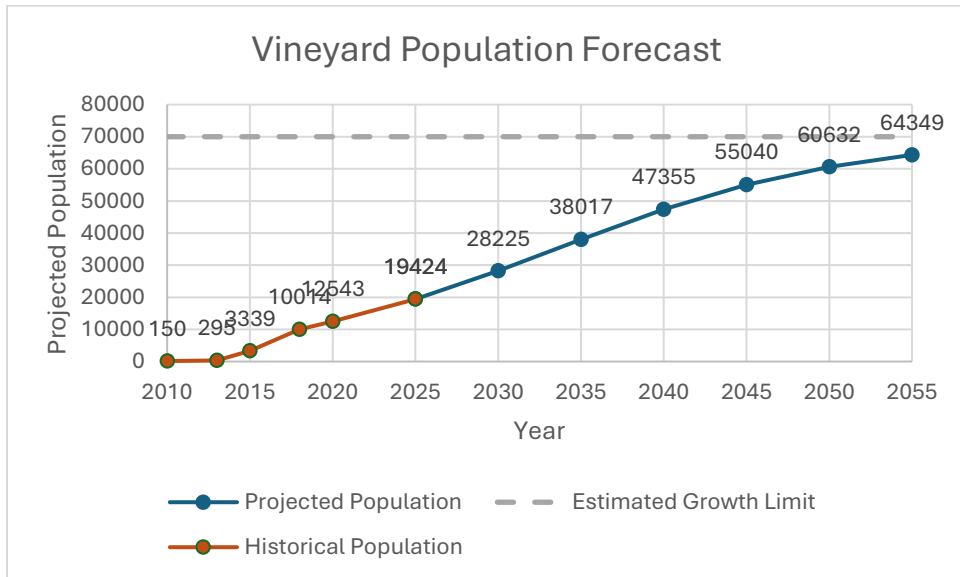
- Very Low
- World Imagery
- Low Resolution 15m Imagery

- High Resolution 60cm Imagery
- High Resolution 30cm Imagery
- Citations



Code	Incident Category	Summary	Example Incident Types
C	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
P	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
S	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
T	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
M	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
N	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
O	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 (Baseline)	2035 (40%)	2045 (80%)	2055 (100%)
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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
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- Domestic Preparedness Journal – *AI in 911 Centers*domesticpreparedness.com
- Hexagon Public Safety – *AI for Law Enforcement (use cases)*hxgnpublicsafety.com
- NIJ (National Institute of Justice) – *Research on Body-Worn Cameras*nij.ojp.gov
- FireRescue1 – *Firefighting Evolution: Wearables Enhance Safety*firerescue1.com
- Firehouse Magazine – *Wearable Tech for Firefighters (NFFF Summit)*firehouse.com
- Government-Fleet (Feb 2025) – *Smarter Traffic Signals for Emergency Vehicles*government-fleet.com
- Motorola Solutions – *Fire Station Alerting Solution Brief (NFPA turnout standards)*motorolasolutions.com
- ICMA “Smart Solutions” Tech Guide – *Sharing Performance Data with Public*icma.org
- Tyler Technologies – *Enterprise Mobile Field Reporting*tylertech.com
- FLIR Public Safety – *Thermal Imaging Standard Issue for Firefighters*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, 18th 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, 18th 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

By: _____

_____, _____

By: _____

ATTEST

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

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
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
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
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
TOTAL	29	50	\$14,750

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



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).

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

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.

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

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



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
Total Fees	50	18	31	39	40	37	5	28	37	287

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.