

AGENDA MEETING 01/22-23/2014

Once agenda is completed and on its way to the CC, the following steps can be completed:

- Agenda faxed to the press on: _____
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- Agenda emailed to the press on: *(blind copy)* _____
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- NIA Chairs informed on: _____
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AGENDA
City of Orem City Council
**** City Council Retreat ****
January 22-23, 2014

*This meeting is for City Council discussion only.
No action will be taken at this meeting*

The Orem City Mayor, City Council and Administration will be participating in a retreat on January 22 & 23, 2014. The times and locations of this scheduled retreat are as follows:

Wednesday, January 22, 2014

3:00 p.m. to 9:30 p.m.

Aspen Grove Conference Center
RR 3 Box E-10 Sundance
Provo, UT 84604

Thursday, January 23, 2014

8:00 a.m. to 9:00 a.m.

Aspen Grove Conference Center
RR 3 Box E-10 Sundance
Provo, UT 84604

Thursday, January 23, 2014

9:30 a.m. to 5:00 p.m.

Canyon Park Technology Center
1501 North Technology Way, Bldg. G
Orem, UT 84097

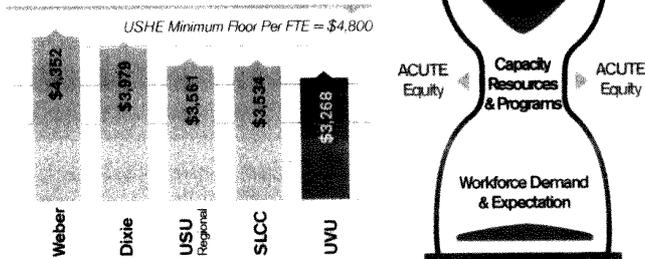
THE PUBLIC IS INVITED TO PARTICIPATE IN ALL CITY COUNCIL MEETINGS.
If you need a special accommodation to participate in the City Council Meetings and Study Sessions,
please call the City Recorder's Office at least 3 working days prior to the meeting.
(Voice 229-7074) (TDD # 229-7037)

This agenda is also available on the City's Internet webpage at orem.org

Priority 1 – Acute Equity and Capacity *(mission-based performance funding)*

- Protect academic quality, accreditation standards and meet workforce expectations
- Ensure funding equity among USHE institutions based on mission
- Provide tuition fairness for USHE students
- Increase degree offerings and program support to decrease time to completion

The Board of Regents has established a minimum floor of state funding for residential undergraduate students of \$4,800, which requires increased funding to the following USHE institutions:



Priority 2 – 3% Compensation

- Attract and retain top faculty and staff who can best prepare and train productive students
- Prepare workforce-ready graduates
- Be competitive in the global talent market

Priority 3 – Performing Arts Building

- Create a facility to train the artistic leadership and teachers of tomorrow
- Supply an industry that generates \$140 million for the state annually
- Meet a growing demand for 45,582 arts-related occupations in the state
- Enhance the quality of life in the community
- Support 7,400 students enrolled in arts courses

Board of Regents' 2014 Priorities

Compensation	\$31.6M	Operational Imperatives	\$7M
Acute Equity	\$69.7M	Utah System of Higher Education Programs	\$77M
Distinctive Mission	\$10M		
Performance Based Funding	\$2M		

UVU Fast Facts

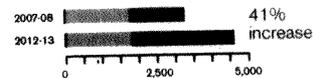
For more information
on UVU legislative
priorities, scan here or
visit uvu.edu/legislative



UVU is a Growing Force

- Fall 2013 enrollment: 30,564
- Largest provider of undergraduate education in Utah (2012-13 annualized FTE)

Degree Completions



- UVU continues to build the economy with more prepared graduates each year

UVU is Good for Utah's Economy

- Annual economic impact in Utah is \$534 million
- Returns \$8 for every dollar the state invests in the institution
- Nearly 9 in 10 UVU graduates stay in Utah after graduation, lending their expertise and earning power to the state economy

UVU is a Good Community Partner

- Home to the #1 Business Development Center in the state
- UVU volunteers gave 137,332 hours of community service in 2012-2013
- UVU immerses underrepresented junior high students in an intensive STEM summer program

UVU is Serious About Academic Excellence

- Degrees offered: 18 certificates, 66 associates, 66 bachelors and 3 masters
- Home of the Center for Constitutional Studies
- Women's basketball "national champions" for highest GPA (2012-13)
- Theater students swept national collegiate awards at the Kennedy Center
- Awarded \$500,000 in scholarships from the NSF to train students for high-paying jobs in STEM fields, supporting Utah's growing tech industry

UVU is a Fierce Athletic Contender

- Home to the only D-I men's soccer team in the state (kickoff fall 2014)
- The men's cross country team won the first UVU WAC championship
- Wrestling will host the NCAA West Regional for the first time in UVU history

State of the City Finances

Budget as a planning tool. The budget is a plan that expresses community values and priorities. The budget maps the way to accomplish these values and priorities. A budget seeks to deliver "what is economically best, politically expedient, and administratively possible."

Budget Guiding Principles

City Council. Incorporate policies and vision of the City Council. The budget becomes the financial plan to implement the Council's policies and direction for the City in the coming year(s).

Self-Sustaining. Enterprise funds should be self-sustaining.

Self-sustaining is defined as producing enough revenue to cover on-going operational and replacement costs.

One-Time Money. One-time revenues used for one-time expenses. Examples of one-time money: asset sales, unusual permit fees, grants. Another type of one-time money is an unusual boost in a basic revenue such as sales tax. In 2007 sales tax reached its highest amount ever (\$19.2 M). By carefully monitoring sales tax to determine the expected amount to receive and to note any "bubbles" in an industry, the City can use a surge in sales tax for capital uses.

Asset Management. Develop capital facilities master plans for buildings, utilities, and other significant City infrastructure. The master plans should include strategic operations, maintenance and replacement guidelines with a supporting financial plan. The financial plan should justify a rate structure that supports the implementation of the master plan for a five-year period and redevelop the plan every five years.

Currently the City is working on Capital Facilities master plans for water to be followed by Waste Water and Storm Water. A significant portion of the plan is the financial element. The financial portion will recommend a rate structure that is sufficient to support the master plan.

Compensation. Develop and follow a market driven compensation plan that will entice and retain good, quality employees.

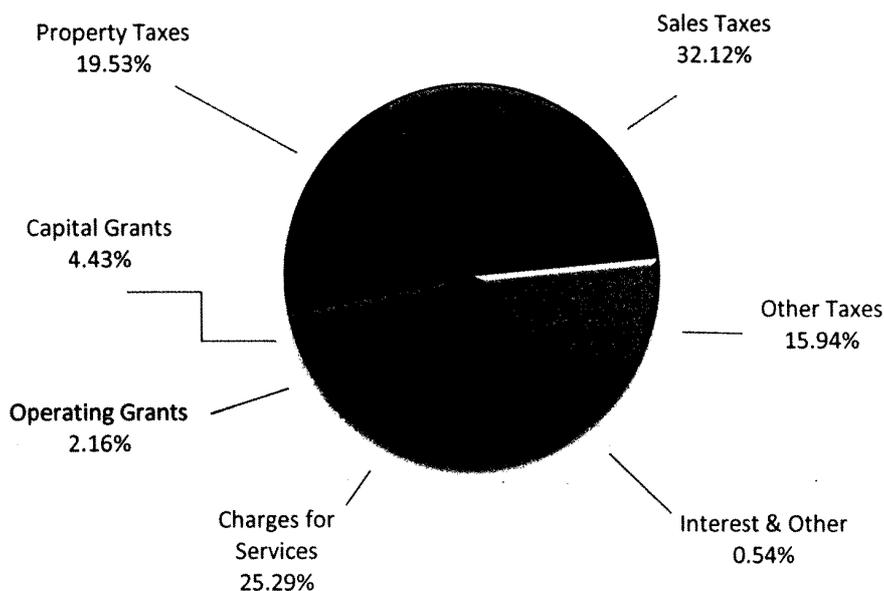
For the past 30 years the City has used the Hay System. A job valuation system developed by Ned Hay, this is an internationally respected system that focuses on internal equity and external competitiveness. The basis of valuing a job is the knowledge needed to perform the job, problem solving skills, and accountability for results. The City also participates in local compensation market comparisons to determine how the City's pay for any given position compares with similar positions with cities throughout the state.

Vehicle replacement. Fund an annual vehicle replacement plan that prioritizes the replacement of qualified vehicles.

Adequately funding vehicle replacement has long been a struggle for the City. The annual allocation for fleet replacement should be between \$1.2 M to \$1.7 M. The City typically funds \$600,000 for fleet replacement. The long term implications lead to higher maintenance costs, more down time for the fleet which means lower employee productivity.

Revenue sources. Evaluate the health of revenue sources on a regular basis. The General Fund should be supported by diverse, stable revenue sources that do not collectively cause dramatic fluctuations over time.

Revenues by Source - Governmental Activities For Fiscal Year Ending June 30, 2013



The City is highly dependent upon sales tax. This follows the lead of the laws passed by the State Legislature. The desire of the legislature is that cities do not depend upon property tax but rather upon sales tax. This creates a highly volatile funding source for the general fund. This also focuses a city's efforts on retail development. Retail is sought for and "robbed" from one city to another in a zero sum game. Retail may produce jobs but they are low paying jobs. The state, on the other hand, seeks to

develop jobs but has limited a city's ability to work as a partner with the state in developing good paying jobs knowing retail will follow.

There are signs that being overly dependent upon sales tax has long-term risks, national retailers are reporting fewer store visits and fewer in store purchases. (see Stores Confront New World With Less Foot Traffic, Wall Street Journal, January 17, 2014). Presently the City receives some sales tax from internet purchases. Taxing internet sales is a topic Congress has addressed but not acted upon. The Congress created this problem by exempting most internet sales from sales tax in order to give a fledgling industry a "leg up".

Reserves. Develop and maintain healthy enterprise fund reserves to sustain impacts of emergencies. Manage the General Fund reserves according to the State Code.

Planning. Plan ahead with the big picture in mind. Provide a means for employees across department lines to consult with each other during the budget planning process. Seek community input through a variety of means (for example, Citizen survey).

Debt. Debt will only be issued for projects that cannot be reasonably afforded through a pay-as-you-go savings plan. For example, a pay-as-you-go scenario may be rejected if to do so would require cutting services or increasing service fees higher than would be necessary to pay debt service. In as much as possible, debt will be planned as part of the financial component of the Capital Facilities Master Plan.

Budget Mechanics. The budget preparation process, in a sense, never stops. The actual production begins in January and is completed with the budget adoption in June.

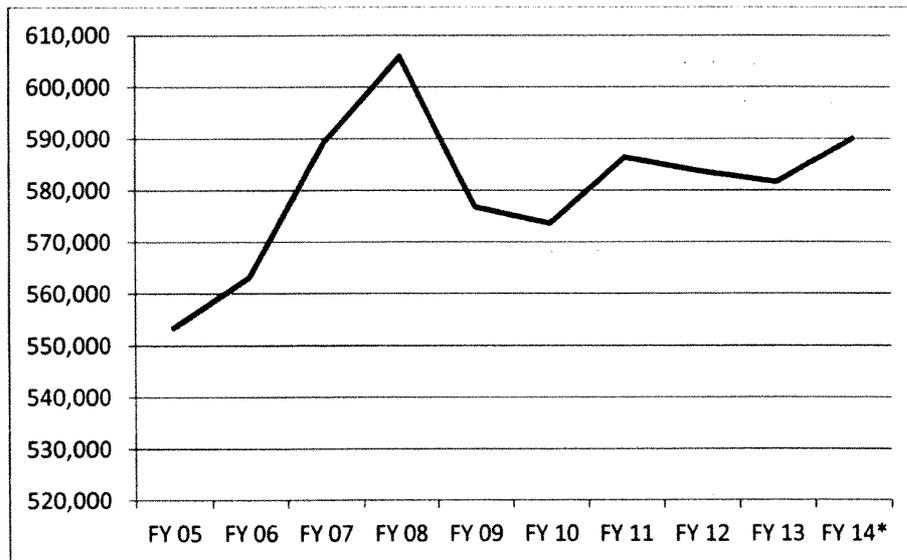
Operational budgets. Each department adjusts their operational budgets as needed moving money from one line-item to another. If a department feels they need additional operational funding they prepare a justification for this increase. This justification is centered on service delivery levels showing how the additional funding is needed to either maintain an accepted service level or to increase service levels to comply with Council direction.

Revenue forecasts. Forecasts are based upon historic trends, current trends, changes in the economy, changes in laws and regulations, changes in population, etc. Sales tax, for example, is tracked, monitored and forecast on a monthly basis. Property tax is projected based upon the approved rate and growth in the tax base. Franchise taxes are projected based upon historical data and known changes in rates.

Fees and Charges. Each year the Council adopts Fees and Charges for the coming year. These fees are designed to cover the costs of the associated service. Historically, the City has set fees lower than the amount needed for full cost recovery. This may be due to the City taking pride in providing services at a lower cost than neighboring cities. This is also due in part, to setting fees to cover increasing costs on the basis of what will be accepted and not on covering the cost of the service.

An example of this policy is noted with business license revenues. The City of Orem has 4,108 licensed businesses. These businesses span from Christmas Tree sales to Costco. There are 1,563 home occupations licensed in the City. Business license fees are based upon the cost to license a particular type of business. Note how flat this revenue source is over time. Business licensing is a labor intensive effort involving multiple inspections from highly trained personnel. The personnel expense to deliver these inspections alone has increased over time while the overall revenue is flat.

Table 1 Business License Revenue



Personnel budget. Through software programs, developed in-house, the personnel portions of the budget are generated tapping into the employee data base to utilize current salary and benefit information for each employee. The program modifies this existing data with the known changes or anticipated changes to various benefits. Proposed increases can be input to develop "what if" scenarios.

Capital budgets. The basis of a capital budget is the capital facilities master plan and previously published long-range capital plans reconciled to existing resources for the coming year. Capital budget plans are built upon the Council accepted Capital Facilities Plans. These plans outline the long-term needs of each utility or major infrastructure area such as streets. The plans are developed to maintain and replace, as necessary, existing infrastructure and expand the infrastructure as needed to serve an expanding population.

Debt service is entered according to the schedule to meet payments for the coming year. Debt payments are known with the sale of each bond. For utilities, fee increases needed for payment of debt are usually approved with the Council approval to issue the debt.

Transfers. Transfers from fund-to-fund are an important part of the fund. The purpose is to recognize the services performed by one fund for another. For example, employees in the general fund perform all of the work necessary for the utilities to bill and collect payments. The cost of this service is charged to the appropriate fund by the general fund.

Table 2 Budget Calendar Overview

Month	Milestone	Responsible Party(s)
January	Departments develop operational portion of budgets	Department Directors
February	Revenue forecasts completed, fees and charges revised as necessary, operational budgets reconciled to available revenues, capital budgets finalized. Personnel portion finalized	Budget team, department directors
March	Tentative Budget assembled. Work sessions as desired	Budget Team
April	Present /Adopt Tentative Budget	City Council
May	Work sessions as desired	City Council, Budget Team, Department Directors
June	Adopt Final Budget (June 10)	City Council

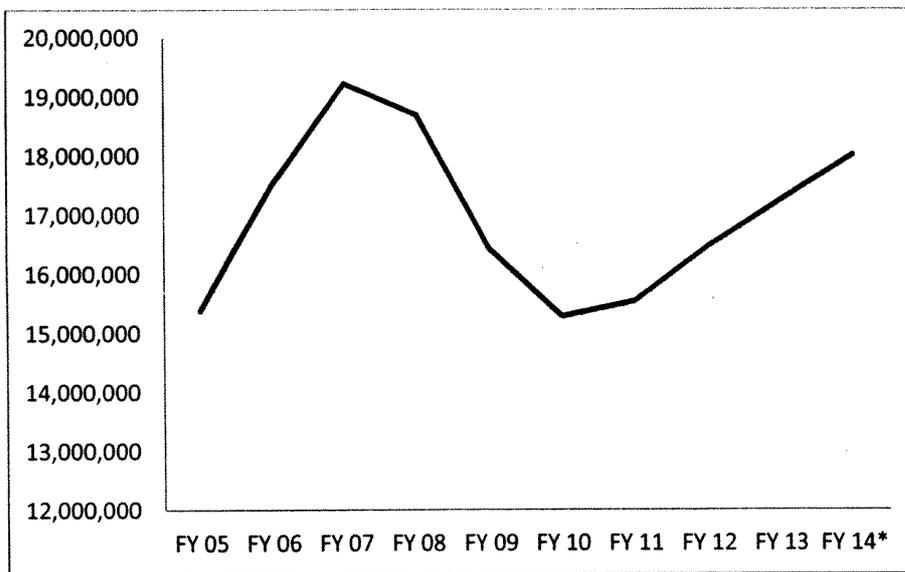
Revenue Streams. Services require revenue. This seems logical but many over look this fact of economic life. It does not matter if the City provides a service through its own employees or through a private sector contractor—the City has to pay for this service. Having a strong, dependable revenue stream is necessary for the City to provide the services expected by the residents of Orem.

The largest source of revenue for the City is sales tax. The City receives a share of 1% of the sales tax paid. 50% of the local share remains with the point of sale. The remaining 50% goes into a State-wide pool and is distributed based on share of total population. Orem is 3.178% of the State's population. (90,749) After the split with the population pool and some state charged ove head fees the City typically receives 85% to 87% of the monthly receipts from Orem sales.

Table 3 Sales Tax Total Receipts

FY 05	15,373,690
FY 06	17,510,210
FY 07	19,220,147
FY 08	18,684,690
FY 09	16,414,378
FY 10	15,277,498
FY 11	15,538,986
FY 12	16,453,749
FY 13	17,233,172
FY 14*	18,000,000

Table 4 Sales Tax History



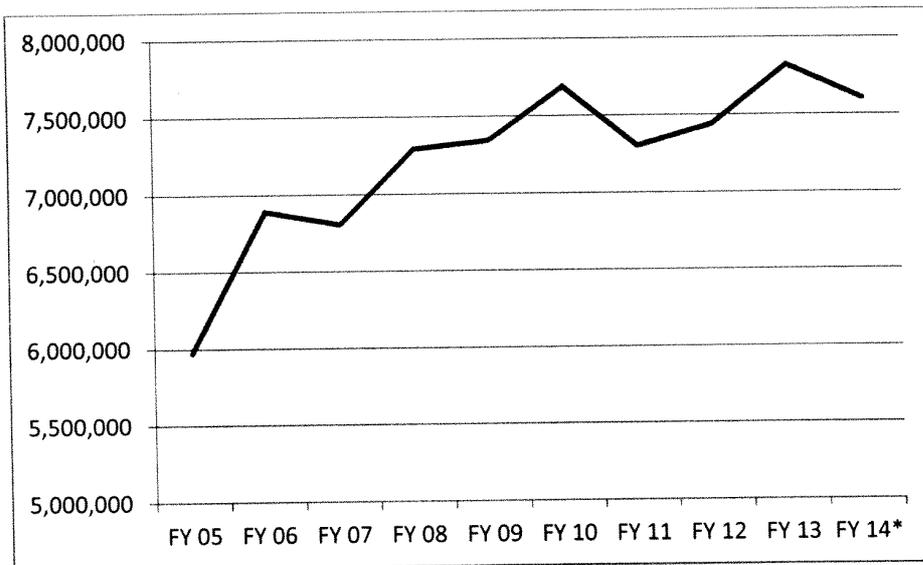
Sales tax is also tracked by business category. This is significant in that it allows the City to know if a type of business is struggling or thriving. It is interesting to note that the housing bubble was clearly demonstrated in sales tax receipts. Construction and home furnishings as a percentage of the total increased dramatically in FY 06 and FY 07. This was followed by a crash in FY 08-FY 12. Today our top categories are more balanced than in the past. The exception to monitor is auto sales. This category has increased significantly.

Table 5 Top 5 Sales Tax Categories

Category	# Businesses	% of Total	FY 07 %	FY 00
General Merchandise	381	25.85%	23.09%	26.09%
Auto Sales	90	13.15%	10.34%	10.14%
Building Materials	195	10.71%	18.49%	15.96%
Home Furnishings/Electronics	174	7.39%	9.17%	8.90%
Clothing/Apparel	164	6.56%	7.15%	7.49%
% of Total Receipts		64%	68%	69%

Franchise Taxes. Franchise taxes are assessed against utilities. This is a fee for using the City's right-of-way. The City assesses the maximum amount allowed of 6%. The City also assesses its own utilities. Phone and cable have limits of 3.5%. Franchise tax receipts are impacted by weather. Extremes in temperature increase the amount received in a given year. Changes in rates also impact receipts. This form of revenue is fairly immune to swings in the economy.

Table 6 Franchise Tax History



Utilities

The City provides water, waste water (sewer), storm water, solid waste and street light utilities. These utilities are operated as stand-alone business units. Meaning the fees assessed for using the services are to cover the operating and capital costs of the utility. The water and waste water utilities have two

components to the rate structure. The base rate which is a charge that covers the on-going operational components of the utility. The base rate for water is set by meter size. The larger the meter the more water that can be demanded by the home or business; thus, requiring larger the up-stream infrastructure.

The second component of the water fee is usage. This amount is set to cover the costs of purchasing the water. This covers costs of the Central Utah plant, and transportation fees associated with moving the water from Deer Creek to the tap. The rates are found beginning on page 12 of the Fees and Charges document.

Table 7 Utility Fund Overview

Fee Type	Revenues	Personnel	Operations	Debt	Available for Capital	%
Water	10,904,031	1,954,367	7,329,081	852,146	768,437	7.6%
Waste Water	6,954,851	2,189,784	3,366,019	811,380	587,668	9.2%
Storm Water	2,880,300	704,727	1,269,955	331,096	574,522	25%
Solid Waste	3,379,600	0	3,379,600	0	0	N/A
Street Light	1,313,000	122,057	511,317	679,626	0	0%

Utility Expenses. Expenses of each utility are accounted for within the utility. Personnel, operations and capital are all accounted for within the utility.

The greatest financial challenge of the utilities is keeping up with capital improvement and replacement. The City has traditionally had low utility rates and has balanced utility budgets against the capital funding. The long-term impact will be aging infrastructure with costs to be borne by future residents.

Administrative Fee. The City assesses each utility a 12% administrative fee. The 12% is based upon revenues. This fee is to cover the cost of services provided by the general fund such as police, fire, administration, etc. The 12% fee has been studied and found to be right on the mark for the cost of general fund assistance.

Table 8 Administrative Fees

Utility	Water	Waste Water	Storm Water	Solid Waste	Road Fund	Internal Funds
Admn Fee	1,308,484	834,582	345,636	405,552	271,200	310,800

City-wide Major Expense Items

Personnel Employees are the single largest expense of the City. The chart below breaks out the various cost components. Currently the City has 375 full-time employees and 22 part-time benefitted employees. There are an additional 262 non-benefitted employees who work less than 29 hours per week. The 29 hours per week is the threshold for the Affordable Care Act (ACA). Employees who work more than this must receive employee provided health care. The City has long placed a 1,500 hour per year cap on this type of employee. This is just under the 29 hours per week ACA threshold.

Table 9 Compensation Totals (Major Categories)

Salary	URS & 457	OT	Health Ins	Various	W Comp	Total*
24,000,000	5,800,000	1,250,000	5,700,000	800,000	450,000	38,000,000

Smaller categories not shown. All numbers are rounded and roughly approximated.

Salary. Employees have not received salary increases for the past 6 years. The cost of a 1% increase is \$213,000 plus retirement. Different types of employees have different URS contribution amounts. This is primarily based on the number of years worked to receive a full pension. The full cost of a 1% increase is about \$265,000.

Retirement The City is mandated to participate in the Utah Retirement System (URS). The URS is among the highest funded state retirement systems in the nation. Showing the responsibility the State has shown to keep the URS funded at appropriate levels. To keep the system properly funded the City anticipates rates to increase by nearly \$270,000 before any baseline salary increases. The proposed rates will not be finalized until they are adopted by the State Legislature.

The City does not participate in FICA; instead, the City has an optional deferred compensation product that the City will match up to 4%. By not participating in FICA the City saves 2.2% (525,00 annual savings) of payroll costs and the employee has an account in their name. With the FY 15 budget year there will no longer be City 401(k) contributions for any employees. Employees can still make out of pocket contributions.

Health Insurance. The City historically budgets an increase of 8% for health insurance. At that rate the premiums double every 9 years. This is unsustainable. The health insurance market is in a state of flux due to the Affordable Care Act.

The City introduced a High Deductible Health Care Plan with a Health Savings Account this year. The consultant thought the best anticipated enrollment percentage for this plan would be 50%. 65% of the employees enrolled. It is hoped that this will curb the cost escalation perhaps to the 5% range.

Other Post Employment Benefits (OPEB). In the mid 1980's the City began offering a retiree health insurance benefit to long-term employees. A review of the minutes when this benefit was adopted

clearly reveals no one anticipated the high future cost of providing retiree health insurance. This policy has been phased out in the past decade. A survey by the Kaiser Family Foundation found that in 1988 companies with 200 or more employees that offered health insurance offered retiree health insurance. A follow up survey in 2008 found that out of the same group only 29% still offered retiree health care. There are currently 32 retirees on either health and/or dental insurance until they reach age 65 or have another option. This group gradually drops off of the plan through the year 2025. The City currently has a long-term liability of \$825,000 (see CAFR page 87)

Operations. The City presently has an operational budget representing 51% of the total budget. This is primarily from Public Works, specifically the purchase of Water. The City is operationally stable with the ability to keep offering current services with current income. What this statement masks is the aging infrastructure and lagging pay competitiveness.

Table 10 Major Utility Expenses by Type

Utility Budget	Fuel	Electricity	Natural Gas	Phone
Budget	907,664	2,026,258	351,308	213,758

Current Status

Current Year Revenues to date. The major revenue types are trending well year-to-date (YTD)

Table 11 General Fund Revenues YTD

Revenue Type	FY 14 Budget	FY 14 YTD Nov	FY 13 YTD Nov	FY 12 YTD Nov
Sales Tax	17,000,000	7.9%	6.1%	3.6%
Franchise Tax	7,600,000	3.2%	8.6%	-0.5%
Property Tax	5,845,000	6.2%	8.2%	15.4%
Building Fes	775,000	36.4%	21.2%	-28.5%
Ambulance Fees	1,200,000	21.5%	-10.7%	-10.2%
Cemetery Fees	465,000	37.9%	0%	2.1%
Court Fees	1,230,500	3.7%	-5.1%	N/A
Total General	35,355,500	9.6%	4.9%	4.6%

Table 12 Utilities Revenues YTD

Utility Revenue	FY 14 Budget	FY 14 YTD Nov	FY 13 YTD Nov	FY 12 YTD Nov
Water	9,935,000	-1.1%	6.8%	-3.5%
Waste Water	6,599,851	0%	-0.6%	2.3%
Storm Water	2,850,000	6.2%	0.5%	-0.9%
City-wide Totals	62,410,351	4.0%	0.4%	1.3%

Capital

Reserves The City is required to maintain a minimum of a 5% general fund reserve. This is based upon the budgeted revenues of the general fund. The maximum the City can retain is 25% of the General Fund balance. The chart below shows by fund the reserves the City has. The amount that is available for use is in the Unassigned column.

Table 13 Governmental Fund Reserves

Fund	Non spendable	Restricted	Committed	Assigned	Available	Change from Prior Year
General	183,807	5,721,516	75,000	1,500,374	6,092,838	2,491,765
CARE	0	5,919,638	0	0	0	501,987
Debt Service	2,473,532	848,045	0	1,654,406	0	(1,549,855)
CIP	0	0	0	874,847	0	615,590
RDA	0	7,837,034	0	0	0	1,729,428

The utilities and internal service funds also have reserves which are summarized below.

Table 14 Propriety Funds Reserves

Fund	Restricted	Available	Change from Prior Year
Water	2,035,413	5,839,289	752,125
Water Reclamation	0	4,143,228	919,454
Storm	0	2,501,110	927,406
Recreation	0	748,910	(97,548)
Solid Waste	0	272,017	198,969
Street Lighting	0	91,001)	306,679
Fleet	0	47,692	6,741
Warehouse	0	514,164	31,097
Self-Insurance	0	959,802	536,496

Debt. The City uses debt to provide infrastructure in a cost effective manner that allows the residents who use this infrastructure to utilize it as they pay for it through their utility rates. With large infrastructure items such as major water lines, sewer lines, waste water plant upgrades, etc. if the City saved to pay cash for these items a generation of residents may have high utility fees for which they do not receive any benefit. Before the City enters into debt a thorough study of the revenue needed to pay the debt service is undertaken. Rates are adjusted as needed to provide for the necessary debt service

coverage. The City issues debt for a shorter time frame than the projected life of the asset that is to be constructed.

Table 15 Summary General Obligation Debt

G.O. Debt	Interest Range	Pay Off Year	Total Issued	June 30 2013 Balance	FY 14 Pmts
	2.75 % to 5.0%	2025	21,340,000	13,900,000	1,932,250

Table 16 Summary Revenue Debt

Rev. Debt	Interest Range	Pay Off Year	Total Issued	June 30 2013 Balance	FY 14 Pmts
	0% to 7.75%*	2032	62,816,000	47,127,757	5,188,563

See Budget page 18 *This rate is for Northgate SID. The highest City rate is 5.25%

Table 17 5-Year Debt Service Payment Schedule

Debt Type	FY 14	FY 15	FY 16	FY 17	FY 18
GO Debt	1,932,249	1,936,850	1,944,230	1,942,648	1,466,551
SID	761,071	715,875	718,545	496,831	498,765
Revenue General	1,779,888	1,757,663	1,964,305	1,966,055	1,848,399
Revenue Utility	2,691,603	2,683,960	2,434,206	2,457,516	2,455,487

UTOPIA Obligation. The City is obligated to meet the UTOPIA and UIA obligations. Presently the UIA obligations are being paid for by user fees. The City is using general fund revenues to pay for the UTOPIA debt. The City has pledged to pay a set obligation of the UTOPIA and UIA debts; therefore, the City does not have the ability to unilaterally refinance this debt.

Sustainability study. The City is undertaking a study with the firm Lewis Young Robertson & Burningham to determine how best to be positioned to continue providing the same service levels in the future that the City provides today. This study should be refreshed every five years. The key benefit of this type of a study is that it shows direction with recommendations of how to modify negative indicators.

Another key benefit of this study is it will outline the cost of providing service thereby allowing greater capability, with a limited staff, to project the cost of adding to service levels or adding to infrastructure to maintain.

The Future. No one can accurately project what the future will bring to the City; however, there are some trends that need to be watched. The trend to purchase on line will eventually begin to seriously impact the City's sales tax receipts. This has sobering repercussions on the General Fund. Presently

internet sales tax collection seems to have reached a plateau of \$1.1 M to \$1.2 M per year. Nationally, stores are receiving less walk in traffic while simultaneously selling more on-line.

The City's infrastructure will need to be maintained. Plans should be set in motion to begin to seriously address this need before it becomes a crisis. This will require the increasing of utility fees. As mentioned earlier a budgeting principle is to have the utilities fully fund themselves including capital replacement.



Brand & Reputation

- The Mayor's Office of New Urban Mechanics (MONUM) model has been adopted by two major cities – Boston and Philadelphia. It is currently being explored by Houston, Texas and Richmond, Virginia.
- Winner of the \$1 Million Prize in the 2012 Bloomberg Philanthropies Mayors Challenge.
- Ranked among top 25 by the Ash Center for Democratic Governance and Innovation in their 2013 global ranking of innovative government initiatives.
- Recently identified as one of three promising models for local government innovation.

Why UVU

- MONUMs serve as semi-autonomous R&D arms for local government. To this end, the MONUM team feels their role would be more effective if embedded in a university with an applied research focus.
 - This would provide still greater insulation and freedom to take risks for the communities served by the MONUM.
 - Much of the work of MONUMs is focused among Millennials, and naturally involves, relies on, and dramatically benefits university students.
- By breaking away from; A) large East Coast cities, and B) MONUMs dedicated to a single community, UVU would demonstrate the applicability of the model to a broader range of stakeholders.

the MAYORS OFFICE *of* NEW URBAN MECHANICS

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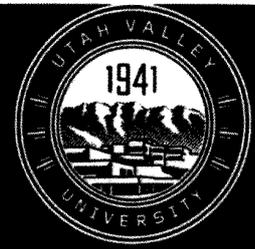
Institute for Public Service & Innovation



Value Proposition

PROGRAM	ACTIVITY	STUDENTS	UNIVERSITY	ECONOMY	COMMUNITIES
Public Service Academy	Class-Based Projects	Networking opportunities; Exposure to public sector career paths; Communication skills; Workplace professionalism; Teamwork and critical thinking skills development.	Builds broad base of community partnerships; Facilitates campus-wide public sector engagement; Civic education and preparation of students and alumni; benefits community and legislative relations; Point of institutional distinction.	Improves efficacy of existing economic development efforts in the UVU service region.	Increased efficiency, and effectiveness of local government; Advance regional long-term planning; Advance public safety, public health, economic development, government transparency, civic engagement, public satisfaction and sustainability.
	Advanced Projects	Internship/career placement opportunities; Compensated discipline-centered experience; Highly Marketable Skills; Development of civic skills & tools; Graduate school preparation; advanced applied knowledge in their discipline; Exposure to public service	Builds strong, lasting community partnerships; elevates profile and reputation in public sector; creates alumni network with strong public sector connections; creates faculty research opportunities.	Assists economic developers in the acquisition of new tools and methods.	Creates significant public value through the development and acquisition of new cost-effective management and policy tools, methods, and models.
	Public Service Fellows	Excellent networking opportunities; development of advanced civic skills.	Advances local and state government relations; Develops reputation in public leadership.	—	Civic leaders gain greater exposure, understanding of UVU.
	Innovation Contest	Advanced innovation & opportunity identification experience, knowledge, and training.	Positions UVU as the go-to institution for innovation in Utah	Business & job creation; Helps place Utah Valley on leading edge of innovation; Increase number of skilled entrepreneurs	Improves regional economic development profile.
Innovation Academy	Social Innovation Training	Networking & internship opportunities; Research opportunities.	Technology commercialization opportunities	Assists nonprofit sector to become more efficient, generate new funding streams, and gear toward higher impact activities	Builds capacity and augments the ability of Civil Society to address our most pressing social problems.
	Innovation Consulting	Advanced innovation research and consulting experience; excellent networking opportunities.	Advances corporate relations; Generates operating revenue; Elevates private sector profile.	Product & service innovation within established employers	Contributes to economic stability and prosperity.
	Innovation Projects	Advanced knowledge of applied research methodologies in design thinking and innovation; Exceptional career and graduate school preparation, Advanced team leadership skills development	Build regional and national reputation for public sector excellence.	Spawn new market opportunities; Create advanced tools for economic development	Places the communities we serve at the leading edge of government innovation; Significant advances in public sector efficacy, efficiency, transparency and service.
Mayor's Office of New Urban Mechanics	Applied Research	advanced applied academic research; Publication Opportunities	Faculty advanced research and public action opportunities	Created advanced tools, methods, and models for economic development.	Spawns internal & operational advancements in local/state government.
	Events	Networking opportunities.	Advances community and government relations.	Disseminates knowledge about leading-edge economic development practices.	Places advanced tools and knowledge in the hands of civic leaders.

Institute for Public Service & Innovation

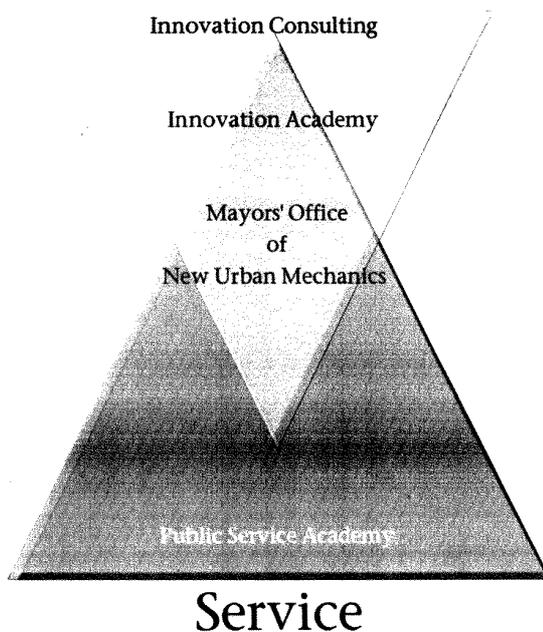


Overview

The Institute for Public Service & Innovation (IPSI) will unite several existing and proposed programs into a cohesive academic whole centered on the intersection of public service and innovation. With the Public Service Academy serving as its foundation, the IPSI will:

- 1) Facilitate the creation of high impact engaged learning partnerships across campus that will help local governments to operate smarter, cheaper, and faster;
- 2) Compensate students as they acquire advanced discipline-specific skills and experience while creating public value.
- 3) Equip students with unparalleled preparation for public service and civic involvement;
- 4) Position UVU as a national leader in the reinvention of local and state government;
- 5) Produce innovation thought-leaders who will reshape the products, services, and technology that constitute the offerings of the public sector.

Innovation



Model

IPSI operates along a continuum between the poles of Innovation and Public Service. Some activities may be weighted more heavily to one end or the other, with the Mayors' Office of New Urban Mechanics situated squarely in the middle.

This continuum allows for students from all disciplines and majors to engage with IPSI. It also allows for cross-disciplinary teams able to tackle major, multi-faceted projects.

The reverse side of this sheet outlines the activities and value proposition of each facet of IPSI.

LARGE
LIBRARY
PROGRAMS
2010-2013

2010

OVER 120 PEOPLE IN ATTENDANCE (36 EVENTS)

- 189 | January 11: "Sleeping Beauty" by Acting Up: SCERA Youth Theater
- 125 | January 21: Synergy Dance Company through Orem Arts Council Presents
- 147 | February 1: Morningstar Native American Dancers
- 172 | February 4: Storytellers Jo Radner and Corinne Stavish
- 147 | February 8: "A Family Cabaret" with storyteller Jackson Gillman
- 185 | February 23: "Sugar and Fertilizer Fuel Cells" by Dr. Gerald Watt
- 164 | February 24: "DNA Analysis of Egyptian Mummies" by Dr. R. Paul Evans
- 172 | March 1: "Jungle Book" by Acting Up: SCERA Youth Theater
- 183 | March 17: Mt. Timpanogos Celtic Performers
- 123 | March 29: "A Thousand Cranes" by BYU Young Company
- 147 | March 30: "Life in a Labyrinth" by Wasatch Ballet
- 162 | March 31: "Life in a Labyrinth" by Wasatch Ballet
- 128 | April 2: The Steve Call/Bob Bailey/Bart Gibb Jazz Trio
- 154 | April 6: UVU Concert Choir
- 128 | April 12: UVU Chamber Choir
- 146 | April 21: A Midsummer Night's Dream Home School Performance
- 126 | April 26: Learning Through the Lens with Photographer Mario Ruiz
- 160 | May 7: Live Jazz: 775 Featuring Vocalist Suzy Lind
- 184 | May 20: Q'd Up! Jazz Ensemble
- 178 | June 10: Shakespeare for Kids
- 120 | June 14: Elementary School Writing Workshop with Dr. Brad Wilcox
- 178 | June 17: Shakespeare for Kids
- 174 | July 1: Shakespeare for Kids
- 182 | July 8: Shakespeare for Kids
- 166 | July 15: Shakespeare for Kids
- 175 | September 21: Author Brandon Sanderson
- 174 | October 1: Wasatch Ballet
- 61 | October 13: Robert Peterson Jazz
- 189 | October 25: Utah Lyric Opera
- 123 | October 28: Spooky Songs by the Mountain View Choir
- 150 | November 8: Mormon Artists Group

- 162 | November 22: Utah Children's Choir
- 127 | November 30: UVU Chamber Choir
- 154 | December 2: UVU Women's Choir
- 141 | December 8: Mt. Timpanogos Celtic Performers
- 141 | December 16: The Chauntenettes Women's Chorus

OVER 200 PEOPLE IN ATTENDANCE (25 EVENTS)

- 274 | February 3: Storyteller Mary Gay Ducey
- 212 | February 9: Crime Scene Investigation in Utah by Director Jay Henry
- 383 | March 26: "The Hair Affair" by The Amelia Piano Trio (afternoon)
- 278 | March 26: The Amelia Piano Trio (evening)
- 365 | April 15: Mark Pulham Puppet Show
- 212 | June 7: Teddy Bear Picnic
- 550 | June 8: Teddy Bear Picnic
- 407 | June 9: Teddy Bear Picnic
- 439 | June 10: Teddy Bear Picnic
- 275 | June 15: Children's Summer Reading
- 243 | June 22: Children's Summer Reading
- 550 | June 29: Children's Summer Reading (puppetry)
- 200 | July 6: Children's Summer Reading
- 200 | July 7: Children's Summer Reading
- 200 | July 13: Children's Summer Reading
- 200 | July 20: Children's Summer Reading
- 273 | September 30: Author Brandon Mull
- 413 | October 18: Utah Valley Civic Ballet
- 297 | November 1: Storyteller Donald Davis
- 278 | November 15: BYU Young Company
- 364 | December 4: Utah Baroque Ensemble
- 386 | December 4: Utah Baroque Ensemble
- 382 | December 9: Utah Valley Handbell Choir
- 395 | December 13: Messiah Sing-Along
- 258 | December 17: Deseret Chamber Singers

2011

OVER 120 PEOPLE IN ATTENDANCE (35 EVENTS)

- 145 | January 24: Geslison Family Band
- 172 | February 2: Conversation with Storyteller Donald Davis
- 158 | February 3: Storyteller Slash Coleman
- 139 | February 7: Puppet Show
- 164 | February 14: Utah Shakespeare in the Park
- 124 | February 18: Utah Shakespeare in the Park
- 166 | February 22: Dr. Keoni Kauwe on Alzheimer's Disease
- 122 | February 25: Utah Shakespeare in the Park
- 170 | March 2: Dan Barrett and the BYU Jazz Legacy Dixieland Band
- 174 | April 1: April Fools Liar's Contest
- 130 | April 7: UVU Women's Choir
- 169 | April 12: UVU Chamber Choir
- 183 | April 18: Morning Star Native American Dance
- 133 | May 19: Orchard Elementary
- 147 | May 23: The James Christensen Family
- 121 | June 6: Teddy Bear Picnic
- 122 | June 13: Reading Workshop with Dr. Brad Wilcox
- 178 | June 15: Shakespeare for Kids
- 151 | June 20: Writing Workshop with Dr. Brad Wilcox
- 149 | June 20: Writing Workshop with Dr. Brad Wilcox continued
- 162 | June 21: Shakespeare for Kids
- 162 | July 6: Shakespeare for Kids
- 153 | July 12: Children's Summer Reading
- 141 | July 13: Shakespeare for Kids
- 145 | July 20: Shakespeare for Kids
- 120 | August 31: NASA Engineer Todd Barber
- 180 | September 12: SCERA Acting Up Variety Show
- 173 | October 3: Utah Lyric Opera
- 123 | October 12: Author Barry Lopez
- 133 | October 24: Debenham Family Dance
- 124 | November 3: Storyteller Donald Davis

154	November 8: Island Style Dancers
171	November 15: Resonance Story Theatre
126	December 1: Resonance Story Theatre
180	December 13: UVU Chamber Choir

OVER 200 PEOPLE IN ATTENDANCE (31 EVENTS)

220	February 7: Puppet Show
300	February 10: Dr. Steve Wasserbaech on the Hadron Collider
300	February 15: Dr. Larry Baxter on Clean Carbon Technology
228	March 14: BYU Young Company
428	March 17: Mt. Timpanogos Celtic Performers
349	March 23: Grammy-Winner David Holt Children's Event
273	March 23: Grammy-Winner David Holt Evening Event
336	June 7: Teddy Bear Picnic
247	June 8: Teddy Bear Picnic
215	June 8: Shakespeare for Kids
247	June 9: Teddy Bear Picnic
274	June 14: Children's Summer Reading
240	June 21: Children's Summer Reading
274	June 28: Children's Summer Reading
205	June 29: Shakespeare for Kids
242	July 5: Children's Summer Reading
215	July 15: Author Brandon Mull
310	September 29: Author Brian Doyle
394	October 14: Authors Mike Tunnell and Gayle Halverson
350	October 20: Author Marilynne Robinson
381	November 7: BYU Young Company
268	November 14: UVU Chamber Orchestra
312	November 21: Celebration Performance
209	November 29: Adrienne Braun, Soprano Braun
334	December 5: Utah Baroque Ensemble
336	December 5: Utah Baroque Ensemble
326	December 6: Utah Valley Handbell Ringers

- 231 | December 8: The Quarter Notes
- 537 | December 12: Messiah Sing-Along
- 214 | December 14: An Rogaire Dubh: Celtic Performers
- 350 | December 17: Holiday Author Extravaganza

2012

OVER 120 PEOPLE IN ATTENDANCE (40 EVENTS)

- 189 | January 30: Tenor Isaac Hurtado
- 125 | February 4: Michael McLean
- 178 | March 20: Drum Labs Steel Band
- 175 | March 26: Utah Saxophone Quartet
- 127 | April 2: Sundance Trio
- 173 | April 30: Morning Star Native American Dance
- 186 | May 8: BYU International Folk Ensemble
- 130 | June 11: Teddy Bear Picnic
- 197 | June 11: Shakespeare for Kids
- 182 | June 12: Teddy Bear Picnic
- 187 | June 13: Teddy Bear Picnic
- 180 | June 14: Story Camp Performance
- 168 | June 18: Shakespeare for Kids
- 137 | June 18: Writing Workshop with Dr. Brad Wilcox
- 130 | June 22: Puppet Time
- 151 | June 25: Shakespeare for Kids
- 154 | June 26: Children's Summer Reading
- 127 | June 27: Bean Museum Live Animal Show
- 113 | July 2: Shakespeare for Kids
- 158 | July 3: Children's Summer Reading
- 153 | July 9: Shakespeare for Kids
- 173 | July 10: Children's Summer Reading
- 135 | July 11: Bean Museum Live Animal Show
- 163 | July 11: Author/Illustrator Tom Lichtenheld
- 150 | July 16: Shakespeare for Kids
- 125 | July 18: Bean Museum Live Animal Show
- 160 | July 23: Shakespeare for Kids

135	July 27: Utah Lyric Opera's Summer Opera Workshop
138	August 1: Bean Museum Live Animal Show
150	August 8: Bean Museum Live Animal Show
135	August 14: New Time Ensemble
140	August 29: NASA Engineer Todd Barber
183	September 24: Farnsworth Family Musicians
153	October 8: Timpanogos High School Chamber Choir Performance
148	October 29: Opera 101: Utah Lyric Opera
137	November 26: Orem Arts Council Presents: Amanda Nixon & Students
167	December 3: Utah Baroque Ensemble Late Evening Performance
160	December 4: Chauntenettes Women's Chorus
195	December 6: Utah Valley Handbell Ringers
140	December 8: Author Panel

OVER 200 PEOPLE IN ATTENDANCE (21 EVENTS)

224	January 10: Wasatch Ballet
446	February 6: Magician Brian Ellingford
230	February 16: Dr. Larry Baxter
231	March 5: BYU Young Company
270	March 13: An Rogaire Dubh
228	April 2: April Fool's Liars Contest
215	June 4: Shakespeare for Kids
387	June 12: Teddy Bear Picnic
260	June 19: Children's Summer Reading
256	June 20: Bean Museum Live Animal Show
200	July 25: Bean Museum Live Animal Show
275	September 13: Author Timothy Egan
315	September 16: Storyteller Bil Lepp
204	October 22: Young Artists Exhibit and Presentation
360	November 5: SCERA's Acting Up! Presents THE LITTLE MERMAID
275	November 12: BYU Young Company: The Legend of Sleepy Hollow
238	November 27: UVU Masterworks Chorale and Wasatch Chorale
240	November 30: Heralders Children's Choir

- 284 | December 3: Utah Baroque Ensemble Early Evening Performance
- 270 | December 10: Celebration Dance Troupe
- 230 | December 12: An Rogaire Dubh

2013

OVER 120 PEOPLE IN ATTENDANCE (25 EVENTS)

- 144 | February 12: Author Terry Tempest Williams
- 152 | March 4: Kids on the Move Music and Movement Storytime
- 140 | March 11: Kids on the Move Music and Movement Storytime
- 145 | March 11: Woodsmusick
- 165 | April 15: BYU Young Company
- 192 | April 22: Timpanogos Storytelling Liar's Contest
- 150 | April 26: Cellists of Utah Valley in Concert
- 137 | May 13: Morning Star Native American Dance
- 172 | June 3: Reading Workshop with Dr. Brad Wilcox
- 190 | June 3: Teddy Bear Picnic
- 160 | June 4: Reading Workshop with Dr. Brad Wilcox
- 158 | June 20: Shakespeare for Kids
- 180 | June 27: Shakespeare for Kids
- 184 | July 9: Children's Summer Reading
- 134 | July 10: Bean Museum Wildlife Hour
- 180 | July 11: Shakespeare for Kids
- 142 | July 12: New Time Ensemble
- 180 | July 18: Shakespeare for Kids
- 140 | July 31: Bean Museum Wildlife Hour
- 166 | October 1: Utah Poet Laureate Lance Larsen
- 167 | October 14: Utah Lyric Opera for Children
- 125 | October 14: Orem Reads Author Visit Paul Harding
- 157 | November 4: BYU Young Company
- 137 | November 11: UVU Chamber Orchestra
- 185 | December 3: UVU Chamber Choir

OVER 200 PEOPLE IN ATTENDANCE (29 EVENTS)

224	January 10: Wasatch Ballet
306	March 13: An Rogaire Dubh: St. Patrick's Day Celebration
340	March 25: Utah Lyric Opera: Easter Messiah Sing-Along
300	April 5: Noorda Children's Theatre Presents HONK!
462	April 11: Grammy Winner Edgar Meyer
220	April 20: Herald's Children Choir
377	June 4: Teddy Bear Picnic
264	June 5: Teddy Bear Picnic
260	June 6: Shakespeare for Kids
357	June 11: Children's Summer Reading
268	June 13: Shakespeare for Kids
260	June 18: Children's Summer Reading
330	June 25: Librartory Science Playground
200	June 26: Bean Museum Wildlife Hour
201	July 2: Children's Summer Reading
316	July 16: Children's Summer Reading
225	July 23: Children's Summer Reading
200	July 25: Shakespeare for Kids
225	July 29: The New Hot Five
750	September 21: Puppets in the Park
271	October 7: SCERA Acting Up, Cinderella
210	October 17: Orem Chorale
325	November 25: Herald's Children's Choir
263	November 26: Celebration Dance Troupe
298	December 2: Utah Baroque Ensemble
400	December 9: Utah Valley Handbell Choir
475	December 11: John Hancock Choir and Orchestra
325	December 12: Chauntenettes
266	December 18: An Rogaire Dubh















THE OREM PUBLIC LIBRARY CHANGING LIVES

ONE PERSON AT A TIME

OUR COMMUNITY COMES TO THE LIBRARY FOR... • books, movies, and CD's (1 million items checked out in 2013), including one of the highest circulation rates in Utah.

- program (58,539 people in 2013) with world-class talent including Pulitzer Prize, National Book Award, Grammy, Tony, and Emmy-winning presenters.
- the Timpanogos Storytelling Festival, a partnership between Orem and the Timpanogos Storytelling Institute, that attracts 50,000 visitors a year to its year-round programs.

BUT WE ARE RUNNING OUT OF SPACE...

- because the Library's program space was designed for 120 people and we have had nearly 250 programs that exceeded that attendance since 2010.

THAT'S WHY WE ARE WORKING TOGETHER...

- to build The Center for Story, a 385-seat auditorium added onto the Library. The \$4.4 million project will be funded entirely by donations, CARE, and community partnerships.

Join us in creating a space that will draw millions of people to the heart of Utah Valley for decades to come.



*Eshu, international storyteller
Tom Lichtenheld Illustration Workshop
BYU Folk Dance Team*

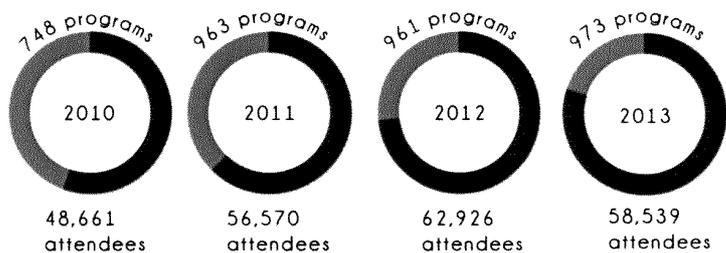


*An Rogaire Dubh
Terry Williams
Charlotte Alston*



*Children's Summer Program
Shakespeare Kids Program*

GROWTH

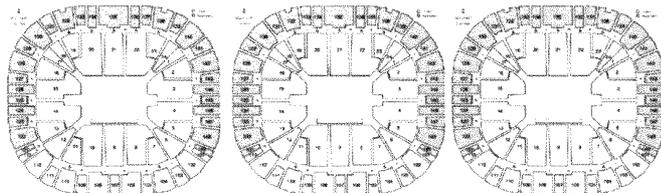


\$1 = \$10

For every \$1 of programming money spent by the Library, approximately \$10 is raised through grants, partnerships, and fund raising. This brings local, state, and national attention to Orem.

58,539 =

MARRIOTT CENTER

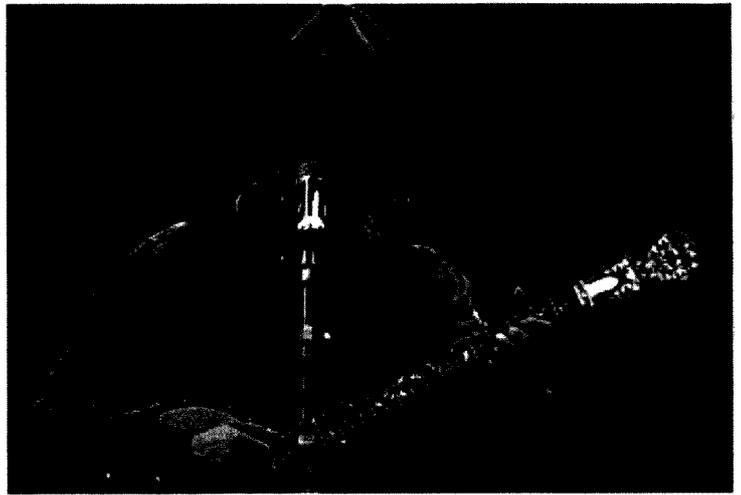


58,539 Attendance last year at library programs, nearly enough to fill BYU's entire Marriott Center three times.

ONE-OF-A-KIND PROGRAMS

Here are few of the amazing presenters over the last few years.
This list is unrivaled by any other public organization in Utah Valley.

- 4-Time Grammy Winner **Edgar Meyer** (2013)
- Tony Prize Winner **Lisa Hopkins Seegmiller** (2013)
- National Book Award & Pulitzer Prize Winner **Timothy Egan** (2012)
- Pulitzer Prize Winner **Marilynne Robinson** (2011)
- 4-Time Grammy Winner **David Holt** (2011)
- Emmy Winner **Nancy Porter** (2011)
- Irish Tenor **Ronan Tynan** (2010)
- Lead NASA Engineer **Todd Barber** (2010, 2011, 2012)
- 9 New York Times-Bestselling Authors (2010-2013)



OREM: A CULTURAL CENTER

67% non-residents

At a recent performance by MacArthur Genius Grant Recipient **Edgar Meyer**, approximately 67% of the over 460 people listening to his performance were from outside of Orem.



“The program was great, but there weren’t enough seats for everyone.”

Jane West, Library Patron

“I enthusiastically support Orem’s Center for Story as a place for our community to experience rich cultural events that feed the mind and soul.”

- Matthew Holland, President, Utah Valley University

