CITY OF OREM
CITY COUNCIL MEETING
56 North State Street, Orem, Utah
March 23, 2021

This meeting may be held electronically
to allow a Councilmember to participate.

NOTICE OF ALL-ELECTRONIC MEETING & OPPORTUNITY FOR PUBLIC PARTICIPATION

Pursuant to Mayor Richard F. Brunst's Proclamation dated February 26, 2021, the Orem City Council meeting on March 23, 2021 will be an all-electronic meeting. There will be no anchor location for the meeting. The City cannot ensure the recommended minimum of six feet of social distancing for meeting participants at the usual anchor location in the Orem City Council Chambers. Therefore, holding the meeting at the City Council Chambers would present a substantial risk to the health and safety of those who may be present at the meeting and may contribute to the spread of COVID-19. There will be no public access to the Orem City Council chambers. Those desiring to view or participate in the meeting must do so electronically.

To view the meeting: please go to orem.org/meetings.

To make a comment: Please submit your comment through: orem.org/comments

Written comments will be accepted before and during the meeting. All written comments received will be entered into the record and forwarded to each City Council member for review. Written comments will also be read aloud during the live meeting when required by law or when time permits. As technology permits, the City Council may also accept oral comments. Once an item has been voted on, that item will be closed to additional comments.

Thank you for your cooperation during these challenging times.

3:00 P.M. WORK SESSION - CITY COUNCIL CONFERENCE ROOM

PRESENTATION - Citygate Associates, LLC.
City of Orem Police Department (60 min)
City of Orem Fire Department (60 min)
Presentation
Presenter: Josh Adams, Chief of Police and Marc Sanderson, Fire Chief
Orem Police Operations Assessment - Final (03-18-21).pdf

FY 2022 Budget - Revenues and Compensation (15 min)
Discussion
Presenter: Brandon Nelson

DISCUSSION - State Legislative Update/Orem Specific Outcomes (15 min)
Discussion of new Legislation
Presenter: Heather Schriever, City Attorney

1. AGENDA REVIEW & PREVIEW OF UPCOMING AGENDA ITEMS
The City Council will review the items on the agenda.

2. CITY COUNCIL REPORTS (BOARDS & COMMISSIONS, NEW BUSINESS, ETC.)
This is an opportunity for members of the City Council to raise issues of information or concern.

6:00 P.M. REGULAR SESSION - COUNCIL CHAMBERS

3. CALL TO ORDER

4. INVOCATION/INSPIRATIONAL THOUGHT: BRENT SUMNER

5. PLEDGE OF ALLEGIANCE: BRENN BYBEE

6. MAYOR'S REPORT/ITEMS REFERRED BY COUNCIL

6.1. PRESENTATION - Natural Resources Stewardship Committee
Annual Report

7. PERSONAL APPEARANCES – 15 MINUTES
Time has been set aside for the public to express their ideas, concerns, and comments on items not scheduled as public hearings on the Agenda. Those wishing to speak are encouraged to show respect for those who serve the city. Comments should focus on issues concerning the city. Those wishing to speak should have signed in before the beginning of the meeting. (Please limit your comments to 3 minutes or less.)

8. CONSENT ITEMS

8.1. APPROVAL OF MEETING MINUTES
Minutes of City Council Meeting
- March 9, 2021
03.09.2021 ccmin--DRAFT.docx

8.2. RESOLUTION - Interlocal Cooperation Agreement between Utah County and Orem City for the Administration of the 2021 Municipal Elections
Staff recommends approval of a Resolution and the Interlocal Agreement with Utah County for the Administration of the 2021 City of Orem Municipal Elections
2021 Municipal Election ILA - Orem (1) (1).docx

9. SCHEDULED ITEMS

9.1. PUBLIC HEARING / RESOLUTION - The City will receive Public Comment on the Community Development Block Grant (CDBG) Projected Use of Funds for CARES ACT CDBG-CV funding and consider approval of a resolution for a substantial amendment to the 2019-2020 Annual Action Plan.

The Community Services Manager recommends that the City Council hold a public hearing to receive public comment on the projected uses of the funds for the CARES ACT CDBG-CV funding, adopt the recommendations of the CDBG Advisory Commission, and approve a resolution for a substantial amendment to the 2019-2020 Annual Action Plan.

Presenter: Ken Ransom, CDBG Commission Chairperson, and Kena Jo Mathews, Community Services Manager

CDBG-CV RESOLUTION #7.pdf

9.2. FENCE MODIFICATION / RESOLUTION – Applicant requests approval for a six foot SimTek fence between their commercial property and two residential properties to the east of Sun River Gardens located at 312 West 1200 North in the C2 zone.

Staff recommends the City Council, by resolution, approve a six foot SimTek fence between their commercial property and two residential properties to the east of Sun River Gardens located at 312 West 1200 North in the C2 zone.

Presenter: Jason Bench

Vicinity Map.pdf
Map.pdf
Photos.pdf
20210309_1_MailerFront.pdf
20210309_1_MailerBack.pdf
20210309_1_Labels.docx
Agenda-FenceModification-312W1200N.docx
DRC Application and Letters from neighbors.pdf
Resolution-FenceModification-SimTeckFence.docx

10. COMMUNICATION ITEMS

10.1. MONTHLY FINANCIAL SUMMARY - February 2021

For Review Only

Monthly Financial Summary - Feb 2021.xlsx

11. CITY MANAGER INFORMATION ITEMS

This is an opportunity for the City Manager to provide information to the City Council. These items are for information and do not require action by the City Council.

12. ADJOURN TO A MEETING OF THE OREM REDEVELOPMENT AGENCY (RDA)

13. RDA CONSENT ITEMS

13.1. APPROVAL OF MEETING MINUTES

Approval of RDA Meeting Minutes:
- December 8, 2020
12.08.2020-RDAmin.docx

14. RDA SCHEDULED ITEMS

14.1. RESOLUTION - Amendment to the participation agreement with University Shopping Center, L.C.

Staff recommends the RDA approval of the University Place CDA Amendment
Presenter: Jamie Davidson, City Manager and Heather Schriever, City Attorney
RDA Resolution Authorizing the Chair to Sign Amendment to Participation Agreement.FINAL.3.21.2021 (1).pdf

14.2. RESOLUTION - Authorizing the Extension of the collection of the Tax Increment for two years in the University Place Community Development Project area due to the Covid-19 Pandemic Emergency.

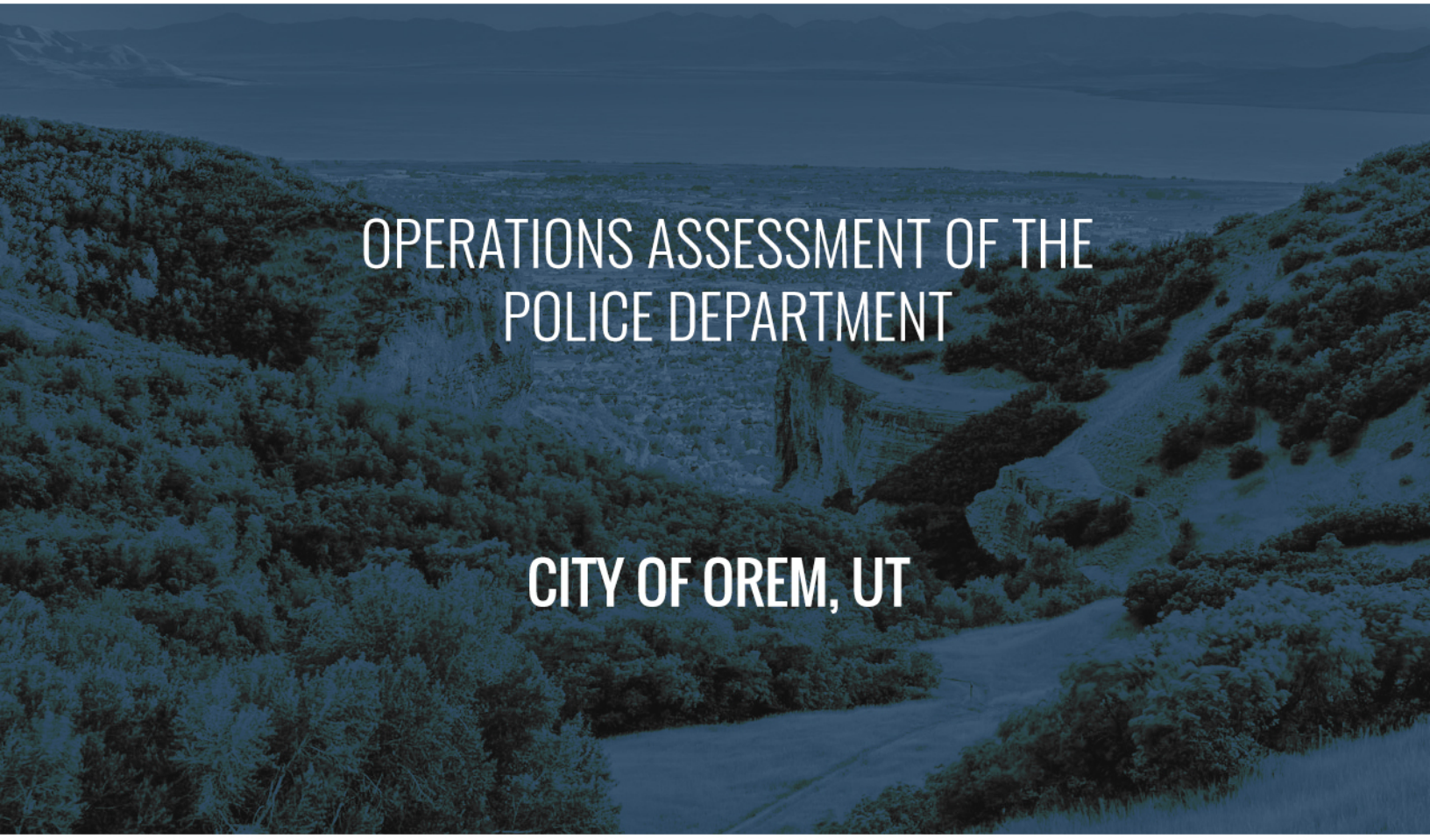
Staff recommends the RDA approval of the University Place CDA Amendment
Presenter: Jamie Davidson, City Manager and Heather Schriever, City Attorney
RDA Covid-19 Determination Resolution.FINAL.3.21.2021 (1).pdf

15. ADJOURNMENT

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 801-229-7000)

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

CITYGATE ASSOCIATES, LLC
POLICE SERVICES



OPERATIONS ASSESSMENT OF THE POLICE DEPARTMENT

CITY OF OREM, UT

MARCH 18, 2021

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EXECUTIVE SUMMARY

The City of Orem (City) retained Citygate Associates, LLC (Citygate) to conduct a Public Safety Operations Assessment for the Police Department (Department) and Fire Department. This report is the police services operational assessment, which included reviewing the adequacy of the existing deployment system, scheduling, and staffing. The methodology utilized in this operational assessment is discussed in Section 1 of this report. Citygate's assessment includes a detailed analysis of the response time, crime, and call data that drives the recommendations for staffing in Patrol, as well as an analysis of the staffing of the support functions in the Department. The Department provided incident and other workload measures data.

Overall, there are 30 key findings and 30 specific action item recommendations. These findings and recommendations are presented throughout Sections 2 through 6 and are summarized in this Executive Summary.

POLICY CHOICES FRAMEWORK

As the City Council understands, there are no mandatory federal or state regulations directing the level of police field service staffing, response times, and outcomes. The International Association of Chiefs of Police (IACP) recommends methods for determining appropriate staffing levels based on local priorities. The National Emergency Number Association (NENA) provides standards for 9-1-1 call answering, and the Association of Public-Safety Communications Officials International (APCO) and the International Academies of Emergency Dispatching (IAED) provide best practices that illuminate staffing needs for the Communications Center which provides dispatch services for both the Police and Fire Departments.

Using a data-driven framework as advocated in this report, the City can engage the community on *adapting* public safety services in the future to use *alternative* and *focused* strategies while addressing community-wide, neighborhood, and social issues relative to the services provided.

Personnel costs are the most significant cost center in any department budget. One of the City Council's greatest challenges is managing the scarce fiscal resources and allocating them across the vast needs of municipal government safety operations. The recommendations in this operational assessment are made based on best practices, Citygate's experience, and guidelines established by professional industry organizations. The City's fiscal capabilities must be considered when weighing these recommendations. Since there are no law enforcement national standards, the City is well advised to use the advice and counsel of City management and the Police Chief for guidance to determine where to allocate the scarce fiscal resources to meet the service delivery expectations of the community.

CITYGATE'S ASSESSMENT GENERAL SUMMARY

Citygate's overall assessment of the Police Department is very positive. The members of the Department are extremely dedicated to the community they serve and display a level of professional competence of which the City can be proud. No organization is perfect, and many of the findings and recommendations in this report are items the Department is well aware of and is already taking steps to implement. The Department has a new Police Chief who is familiar with the organization as he was formerly a member of the command staff prior to accepting a Police Chief position at a nearby agency. His familiarity with the command staff and the community will serve the City well.

Summary of Police Services Findings by Topic

The following is a summary of Citygate's police services findings by topic. A comprehensive list of all findings and recommendations is provided in Section 7. Recommendations are also summarized in a table at the end of this Executive Summary.

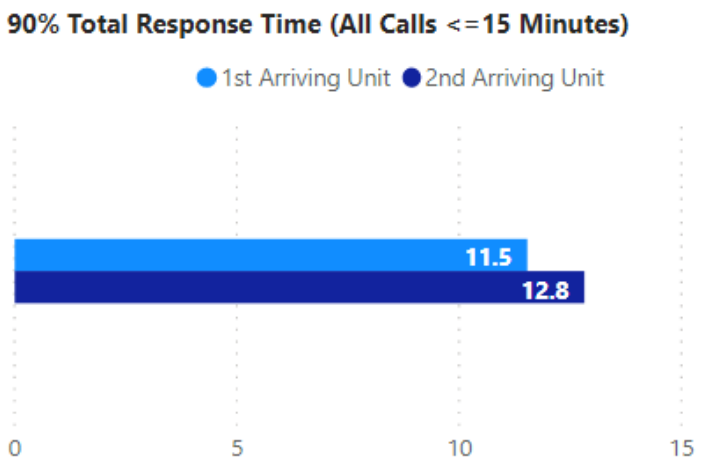
Organizational

The Department has a new Chief and a new division commander. In addition, a compensation study completed at the same time as this report has improved the pay and benefits for sworn officers, which should have a positive effect on retention. The Department published a comprehensive strategic plan in 2018; however, that plan has not been fully implemented.

Patrol Division

Due to turnover in recent years, the experience level in Patrol is very low. Given that, having supervisors (police sergeants) out in the field and unburdened by administrative tasks is critical for any police agency. Data analysis of computer-aided dispatch (CAD) records show that current staffing levels are sufficient; however, a review of shift overlaps may be warranted. Three of the most frequent calls for service that patrol officers respond to include traffic collisions, theft, and medical calls. The City has not adopted a specific goal of emergency response times for patrol officers.

Figure 1—90 Percent Response Time Performance of First and Second Units – All Calls



Investigations Division

During this study, the Department received approval of federal funding for three full-time equivalent (FTE) police officers. With those additional positions, the Department was able to increase staffing levels in the Investigations units. However, the General Investigations Unit is overstaffed with sergeants, an organizational norm that stems from when the Department was a "Public Safety" Department combined with the Fire Department. The Neighborhood Preservation Unit and the Mental Health Unit both perform very specific problem-oriented police services, and the Victim Advocate Unit is misaligned in the Mental Health Unit and should be reorganized under the Investigations lieutenant.[1]

Support Services Division

The Department should consider re-organizing the management of workload functions in Support Services and Administrative Services to align with Department goals, training, and community outreach and engagement efforts. A re-alignment of Division or Bureau responsibilities may enhance quality assurance. A review of the Communications Center showed insufficient staffing levels and high demand for mandated overtime. The Department should consider enhancing workload tracking mechanisms within all Support Services Division units to evaluate ongoing staffing needs. The Department does not have a management analyst who can provide the required data to support the organization.

[1] The Victim Assistance Program was recently reassigned from the Mental Health Unit to the General Investigations Unit. Citygate supports that reorganization and continues to recommend the conversion of one civilian victim advocate FTE to a victim advocate supervisor. See Recommendation #11.

Administrative Services

A lieutenant manages the Training Unit with no additional support staff. The Department should consider enhancing workload tracking mechanisms within all Administrative Services units to evaluate ongoing staffing needs. The Department does not maintain a Department-wide training plan or annual Department-wide training calendar. There was a significant decline in recorded training hours in 2020, and the Department should review these to ensure compliance with mandated training, best practice training, policy, and procedures.

The Department recently updated the website with citizen complaint process information. The Department should ensure citizen complaint processes are consistent with Department policy. The Department should consider an early intervention system to promote career longevity, enhance wellness, reduce organizational risk, and reinforce goals, values, and missions.

NEXT STEPS

The purpose of this assessment is to compare the City's current performance against the local risks to be protected and nationally recognized best practices. This analysis of performance forms the basis from which to make recommendations for changes, if any, in police operations, equipment, and staffing. Recommendations take time and fiscal capacity, more so as the impacts of COVID-19 continue to unfold on local and state economies. Citygate suggests the following steps moving forward:

- Review the content, findings, and recommendations of this report.
- Adopt response performance goals as recommended.
- Direct staff to return with a multiple year, prioritized, deployment improvement and support services staffing plan within 90 days and, as needed, modify an upcoming budget to implement the first phase. The following table (1) lists all recommendations in summary form, (2) identifies those that can be implemented at no cost (other than staff time), and (3) for the remaining recommendations requiring a General Fund expense to implement, identifies the funding priority level.

Table 1—Recommendations and Funding Priorities

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
1. Review and implement 2018 Strategic Plan.	X		
2. Redeploy one lieutenant to Patrol from Support Services.[2]	X		
3. Implement retail theft program.	X		
4. Procure Automated External Defibrillators for all Patrol vehicles.			X
5. Develop Field Training Officer selection criteria.	X		
6. Reestablish Traffic Enforcement Unit.	X		
7. Adjust shift schedules based on CAD analysis.	X		
8. Establish reasonable response time goals.	X		
9. Reduce sergeants in Investigations.	X		
10. Consider merging Mental Health Unit and Neighborhood Preservation Unit missions.	X		
11. Add one FTE victim advocate supervisor. Remove one FTE victim advocate.			X
12. Once fully staffed, identify ongoing Emergency Communications Center staffing needs.	X		
13. Establish and maintain Emergency Communications Center workload tracking mechanisms.	X		
14. Establish and maintain Records Unit workload tracking mechanisms.	X		
15. Establish and maintain Property and Evidence Unit workload tracking mechanisms.	X		
16. Consider adding a School Resource Officer to alleviate the sergeant from line-level responsibilities.	X		
17. Consider utilizing Volunteers in Police Services throughout the organization to assist with workload.	X		
18. Consider establishing enhanced community engagement tracking mechanisms.	X		
19. Establish ongoing Mobile Field Force training.	X		
20. Invest in an on-site management analyst.		X	
21. Establish a Department-wide training plan.	X		
22. Establish a Department-wide training calendar.	X		

[2] Chief Adams recognized this need when he assumed duties as chief and has already implemented this recommendation.

Recommendation	No Cost	Funding Priority 1	Funding Priority 2
23. Ensure mandated training occurs for all issued equipment.	X		
24. Consider Department-wide implicit bias training annually.		X	
25. Ensure annual training audits are completed.	X		
26. Consider increasing the body-worn camera budget to add cameras throughout the Department.		X	
27. Review and assess training, personnel, and equipment priorities.	X		
28. Ensure citizen complaint processes are consistent with Department policy.	X		
29. Consider implementing an Early Intervention System.			X
30. Work with Human Resources to develop a skill-based performance evaluation system.	X		

SECTION 1—INTRODUCTION

Citygate is pleased to present this operational assessment of the City of Orem's Police Department. This introductory section will discuss the organization of the operational assessment, the project scope of work, and the methodology used by Citygate during the assessment.

1.1 REPORT ORGANIZATION

This report is organized into the following sections.

Executive Summary	Summary of current services and findings by topic. A discussion of next steps is also provided with a table that summarizes recommendations and their funding priority level.
Section 1	Introduction: An introduction to the study and project scope.
Section 2	City and Department Background: A discussion of City and Department background, benchmark comparison data, and City crime data.
Section 3	Patrol Division: A review of Patrol Division organization, staffing, and scheduling; supervision, operations, training, and policy compliance; demands for service; and response time.
Section 4	Investigations Division: A review of the Criminal Investigation Bureau and Utah County Major Crimes Task Force.
Section 5	Support Services Division: A review of the Emergency Communications Center, Records Unit, Property and Evidence, School Resource Officers, Crossing Guards, Volunteer in Police Services, Animal Control Services, special events, community engagement, Mobile Field Force, Special Weapons and Tactics Team, and crime analysis.
Section 6	Administrative Services: A review of training, personnel, and equipment; Internal Affairs; and personnel management.
Section 7	List of Findings and Recommendations: A comprehensive list of all findings and recommendations that appear in this report.
Appendices	Appendix A: Police Officer Committed Time Charts Appendix B: Average Response Time Charts

In this report, the term "Department" will be used when referring to the police agency itself, and the term "City" will be used when referring to the City of Orem.

1.1.1 Goals of the Report

In this report, Citygate cites findings and makes recommendations, as appropriate, related to each finding. Findings and recommendations throughout this report are sequentially numbered. A complete list of these findings and recommendations is provided in Section 7 of this report.

This document provides technical information about how police services are provided and legally regulated and how the Department currently operates. This information is presented in the form of recommendations and policy choices for consideration by the Department and City.

The result is a sound technical foundation upon which to understand the advantages and disadvantages of the choices facing Department and City leadership regarding the best way to provide police services and, more specifically, at what level of desired outcome and expense.

1.2 PROJECT SCOPE

The scope of this police services operational assessment included the following elements:

- Review current and future staffing needs and schedules of full-time employees (FTEs).
- Recommend minimum staffing levels based upon response times and other factors.
- Obtain performance metrics/data.
- Identify best practices and benchmarking to other similar organizations.
- Review existing personnel and operations policy manuals.
- Consider organizational human resource needs.
- Quantify Department workload status and compare to current and future staffing needs.
- Assess future service delivery options assuming mild growth over 10 years.
- Review dispatch operations in relation to both the Police and Fire Departments.
- Evaluate the impact of external factors and requirements.

1.3 METHODOLOGY

In preparing this operational assessment, Citygate consultants engaged in the following processes:

1. Reviewed available documents and records relating to the management, operation and budgeting of the Police Department.

2. Conducted interviews with all members of the sworn command staff (lieutenants, captains, and Police Chief) as well as many of the supervisory sworn staff members (sergeants).

3. Conducted interviews with key non-sworn employees including supervisory staff.

4. Considered best practices in other agencies for applicability to the City of Orem.

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SECTION 2—CITY AND DEPARTMENT BACKGROUND

2.1 CITY BACKGROUND AND HISTORY

The City of Orem was incorporated in 1919 and currently encompasses 18.29 square miles of total land. Located in Utah County and adjacent to Provo, Lindon, and Vineyard, it comprises one of the principal cities of the Provo-Orem, Utah Metropolitan Statistical Area. According to 2019 population estimates by the United States Census Bureau, the population of Orem was 97,828. According to census data, Orem experienced a 10.8 percent population growth from 2010 to the 2019 Vintage Population Estimate. Based on this trend, growth projection estimates are depicted in the following table.

Table 2—City of Orem Population Trends

Population	1980 Census	1990 Census	2000 Census	2010 Census	2019 Est. (US Census Bureau, 2020)	2030 Projected
Population	52,399	67,561	84,324	88,328	97,828	109,185
Increase		15,162	16,763	4,004	9,500	11,357
% Change		28.9%	24.8%	4.7%	10.8%	11.6

Orem's demographic breakdown is 75.6 percent White (not Hispanic or Latino), 16.5 percent Hispanic or Latino, 3.1 percent multi-racial, 2.4 percent Asian, 1 percent Black or African American, .9 percent Native Hawaiian or Pacific Islander, and .6 percent American Indian and Alaska Native.[3]

In addition to the population projections presented in the previous table, it should be noted that two major universities impact the Provo-Orem metropolitan area. In Orem itself is Utah Valley University, the largest public university in Utah with a student body population of 41,735. Located just a few miles away in Provo is Brigham Young University which, at 33,633 students, boasts the largest undergraduate student enrollment of any private university in the United States.

2.2 AGENCY BACKGROUND AND ORGANIZATIONAL OVERVIEW

In 2014, the Orem City Council voted to split police services off from the Orem Department of Public Safety into what is known today as the Orem Police Department. The Police Department is organized into three divisions plus the office of the chief. The three divisions include Patrol, Investigations, and Support Services. Each division is commanded by a police captain.

[3] United States Census Bureau, 2020

The Patrol Division consists of six patrol teams that provide patrol service 24 hours a day, seven days a week. The six patrol teams split the week with three teams working the A schedule, or Monday through Thursday, and three teams working the B schedule, or Thursday through Sunday. Each side of the week is managed by a police lieutenant who rotates through three 10-hour shifts (days, swings, and graves). The Patrol Division also contains the Traffic Enforcement Unit which is currently disbanded due to previous staffing shortages. At present, if there are officers above minimum staffing on a shift or during overlap of shift periods, the Department will assign an officer to work traffic enforcement rather than respond to 9-1-1 calls.

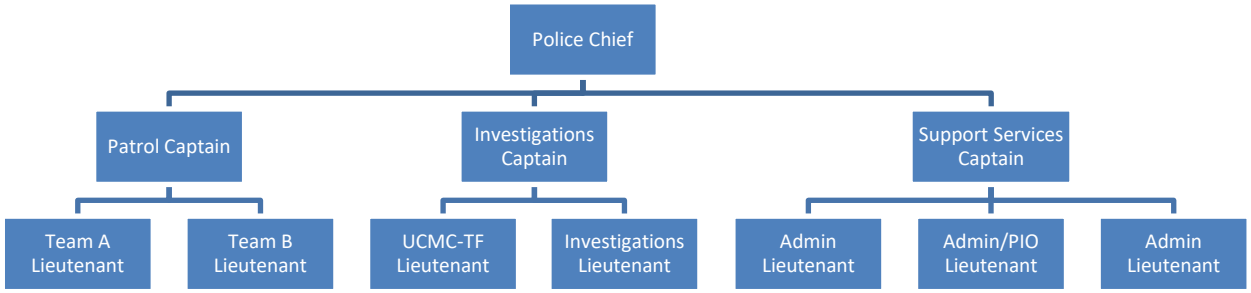
The Investigations Division is further divided into two major sub-divisions (referred to as bureaus in this report): the Criminal Investigations Bureau and the Utah County Major Crimes (UCMC) Task Force, with a police lieutenant managing each. The UCMC is a multi-jurisdictional task force consisting of officers from federal, state, and local jurisdictions throughout Utah County. Aside from the police lieutenant, the Police Department's commitment to the task force is two police sergeants, four police officers (detectives), and a non-sworn office manager. The Criminal Investigations Bureau consists of four sub-units including the Special Victims Unit (SVU), the Neighborhood Preservation Unit (NPU), the Mental Health Unit (MHU), and the General Investigations Unit. Each sub-unit is supervised by a sergeant and is staffed with police officers (detectives).

The Support Services Division, when fully staffed, includes three police lieutenants who handle a series of support-related sections including the Records Unit, Communications (Dispatch), Public Information, Internal Affairs, Training, Recruitment, Selection and Retention, Property and Evidence, Animal Control, Crime Analysis, School Resource Officers, Volunteers, and Crossing Guards.

2.2.1 Organization Chart

The Police Department's organization chart is shown in the following figure:[4]

Figure 2—Orem Police Department Organization Chart



[4] A lieutenant was moved to Patrol from Support Services shortly after Chief Adams assumed office.

2.2.2 Agency Benchmarking Comparison

Benchmarking is a common practice when analyzing staffing levels and allocations in police departments. For this study, Citygate has used the Benchmark Cities Survey from the Overland Park, Kansas Police Department. This commonly used benchmark originated in 1997 when several police chiefs from agencies throughout the country came together to establish the Benchmark Cities Survey. The survey of 30 police departments is updated annually and provides a series of data points about each of the participating agencies which can be used for comparison purposes.[5]

The following table compares the current population and agency size data from the Benchmark Cities Survey to Orem and the Orem Police Department. Although not a member of the Benchmark Cities Survey, Citygate included population and agency data from the Provo Police Department as well, given its geographical proximity to Orem.

Table 3—Sworn Officer to Population Comparison

Agency	Population	Authorized Sworn	Residents Per Officer	Officers Per 1,000
Benchmark Averages	175,460	239	741	1.41
Provo Police Department	116,702	112	1,042	0.96
Orem Police Department	97,828	99	988	1.01

As depicted in the previous table, Orem's ratio of residents to sworn officers and thus population-based staffing levels are very comparable to the City of Provo. The same ratios are significantly lower than the Benchmark Cities Survey averages. The sworn ratio comparisons in the previous table reflect a staffing model referred to as "per-capita" police staffing. There are several staffing models recognized by the International Association of Chiefs of Police (IACP).[6,7] These staffing models include the aforementioned *per-capita model*, the *minimum staffing level model*, the *authorized level or budget model*, and the *workload-based staffing model*. There are other models discussed in the policing lexicon, but Citygate will only review these four.

The *per-capita model*, reflected in the previous table, is based on the city or other jurisdiction's population size, and it compares the number of sworn officers to the population, expressed with a ratio of officers per 1,000 people. For example, a city with a population of 100,000 and a police department of 100 sworn officers would be staffing at a ratio of 1.00 per 1,000. The primary advantage to the *per-capita* model is its simplicity. The primary disadvantage is that there is no

[5] https://www.opkansas.org/city-services/police-fire-safety/police-special-services/benchmark-cities-survey/
[6] Jeremy M. Wilson and Alexander Weiss, *Police Chief Magazine*, vol. 80, 2013
[7] James McCabe, "An Analysis of Police Department Staffing: How Many Officers Do You Really Need?" (International City/County Management Association)

definitive standard. Variables such as agency size and crime rates of the region effect the optimum ratio.

Another model of measuring sworn staffing levels of a police agency is the *minimum staffing level model* which involves the command staff of the police agency determining appropriate staffing levels on patrol based on officer safety concerns as determined by supervisory input and the need to provide adequate public safety. This model is more common in smaller agencies and in regions where collective bargaining agreements are involved.

The next model of police staffing is the *authorized level or budget model*, which is similar to the *minimum staffing model* in that a city determines its minimums staffing based on the prior year's budget allocation or level. This common approach to staffing is fairly simple. However, it is not based on workload demand or, necessarily, the needs of the community.

The last staffing model being reviewed is the *workload-based staffing model*. Considered by Citygate to be the best practice model, it can be described as a data-driven approach to police staffing. The *workload-based staffing model* attempts to calculate the demand for services by analyzing the calls for service generated through 9-1-1 calls and other community-based referrals. This method is said to be data-driven or evidence-based because it uses a mathematical calculation to assess proper staffing levels. However, Citygate notes that this model must be used in conjunction with the overall operational needs of the organization.

The *per-capita* ratios presented in the previous table give the reader a sense of where the Orem Police Department is in comparison to other similar agencies. During Citygate's first contact with the previous Police Chief it was relayed that the City had historically used the "per-capita" staffing model. Again, Citygate recommends data-driven solutions whenever possible, and therefore recommendations regarding staffing in this report are made based on workload demands for service, among other factors.

The following table compares Orem Police Department's command structure to other agencies and reflects how many "boots on the ground" the agency has.

Table 4—Command Structure Comparison

Agency	Total Sworn	Executive Level		Mid-Level		First-Line Supervisors		Front-Line Officers	
Benchmark Averages	241	7	2.9%	9	3.7%	29	12%	197	81.7%
Provo Police Department	112	6	5.4%	6	5.4%	14	12.5%	86	76.8%
Orem Police Department	99	4	4.0%	7	7.1%	15	15.2%	70	70.7%

The City's number of front-line officers is modestly lower than the comparable agencies. However, many first-line supervisors, which are counted in a different category, are performing front-line

officer duties both in patrol and in Investigations. Citygate's comments on that will be in the respective Patrol and Investigations sections.

The following table depicts staffing trends for the Police Department since 2013.

Table 5—Agency Turnover – 2013–2020

Reason	2013	2014	2015	2016	2017	2018	2019	2020*	Total	Average**
Retired	4	3	2	6	3	3	4	2	**27**	**3.6**
Resigned	0	1	2	0	2	3	1	1	**10**	**1.3**
Dismissed	1	1	0	0	2	2	0	1	**7**	**0.9**
Other Employment	1	2	2	0	3	6	11	1	**26**	**3.6**
Total Separations	**6**	**7**	**6**	**6**	**10**	**14**	**16**	**5**	**70**	**9.3**
New Hires	5	5	11	10	8	19	23	12	**93**	-
Net Gain/Loss	-1	-2	5	4	-2	5	7	7	**23**	-

* 2020 data is year to date as of July 2020.

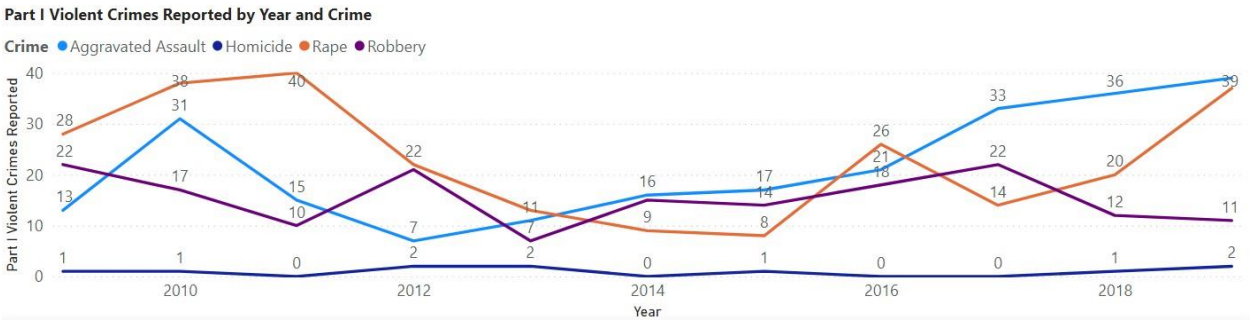
** Average data does NOT include 2020.

As the previous table illustrates, turnover has been trending upward since 2016. This is significant because the resulting effect on the organization is an inexperienced workforce. An inexperienced workforce in public safety subjects jurisdictions to potentially higher liability costs. As of July 2020, the average years of service on patrol was less than two years. General law enforcement experience levels may be greater than two years due to hiring officers with prior experience. However, having a patrol division comprised of officers who have less than two years of agency experience would be a challenge for any law enforcement agency. One strategy the City has already implemented to reduce turnover and increase overall police officer experience is a revised pay and benefit structure. The results of these recent changes should be monitored moving forward for impacts on officers leaving for other police agencies.

2.3 OREM CRIME DATA

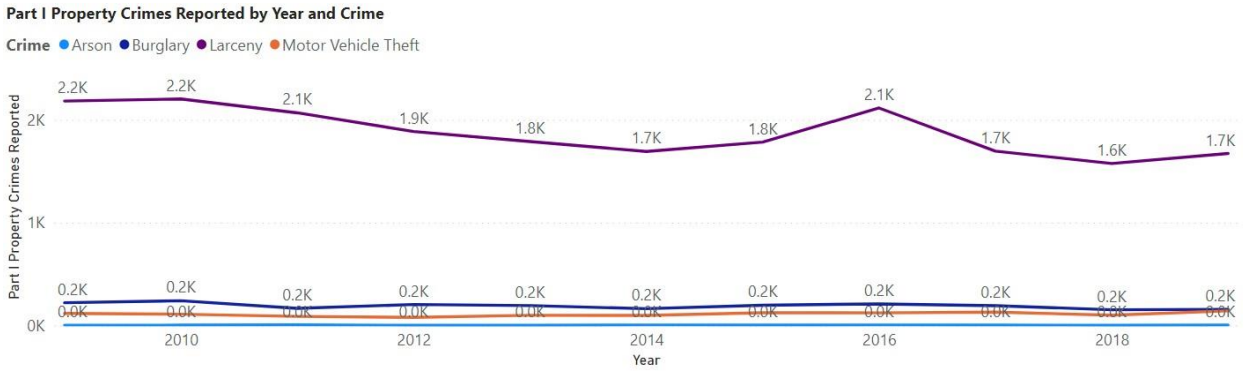
Cities across the country report crime data to the Federal Bureau of Investigation annually for key crime types. This publicly available data can be useful for understanding crime trends, particularly in cases where there is enough volume to make meaningful determinations.

Figure 3—UCR Part I Violent Crimes – 2009–2019



Violent crimes displayed in the previous figure demonstrate a significant increase in both aggravated assaults and rapes since 2013. Citygate believes these numbers could have increased in 2020 and continue to increase given growth trends in high priority incidents for mental health and domestic violence and considering the effects COVID-19 has had on families at home.

Figure 4—UCR Part I Property Crimes – 2009–2019



The detail for this chart appears in the following table:

Table 6—UCR Part I Property Crimes – 2009–2019

Year	Arson	Burglary	Larceny	Motor Vehicle Theft
2009	1	220	2,184	116
2010	2	240	2,204	109
2011	5	166	2,069	87
2012	0	203	1,887	78
2013	0	192	1,789	98
2014	3	162	1,693	97
2015	2	196	1,784	123
2016	3	209	2,116	122
2017	2	191	1,696	129
2018	0	152	1,576	99
2019	2	156	1,673	141

Of note from this table are the following observations:

- There was a spike in larcenies in 2016 but they have otherwise been declining over time.
- Burglaries declined significantly in 2018, by approximately 20 percent versus 2017. Burglaries remained low in 2019.
- Motor vehicle thefts increased dramatically in 2019.
- Arsons have been fluctuating between zero and three incidents per year since 2012.

2.4 STRATEGIC PLAN

Citygate reviewed the Orem 2018 Police Department Strategic Plan. The plan focuses on four strategic organizational concepts including:

1. Community Policing
2. Equipment and Technology
3. Professional Development
4. Staffing and Facilities

Each of these four strategic organizational focus areas are further broken down with specific objectives for improving the organization. The plan was obviously written prior to the

development of the COVID-19 pandemic, and other national issues that transpired in 2020, and therefore needs revising and updating. Citygate assesses that the goals and objectives outlined in the 2018 Strategic Plan provide a solid foundation upon which the Department can build; however, it does not appear that the Strategic Plan has been inculcated throughout the ranks of the organization. With the selection of a new Chief and promotion of a new division commander, now would be a good time to review, update, and implement the Department's Strategic Plan.

Finding #1:	The Department's 2018 Strategic Plan has not been fully implemented.

Recommendation #1:	The Department should review, revise, and fully implement the 2018 Strategic Plan.

SECTION 3—PATROL DIVISION

The Patrol Division is the largest division of the Department. As in most police departments, it is the foundational division of the organization from which the core service of public safety and emergency first response are provided. The uniformed police officers on patrol are the visible agents of the City and the Police Department. They interact with the community daily. The primary mission of the Patrol Division is to respond to calls for service, enforce state and local laws, enforce traffic laws and investigate traffic collisions, investigate criminal activity, prevent crime, and assist with other special assignments as necessary.

3.1 ORGANIZATION, STAFFING, AND SCHEDULING

The Orem Police Department's Patrol Division is commanded by a police captain who reports directly to the Police Chief and is assisted by two police lieutenants.[8] The Division is organized into two teams (A and B) according to the days of the week they work, and each team is managed by one of the lieutenants. The teams are further divided into squads according to the hours of the day they work (shifts). The shift squads work a 4-day/10-hour schedule (day shift, swing shift, grave shift), that provides patrol service 24 hours a day, seven days a week as follows.

Table 7—Patrol Division Shift Squad Schedule

Shift	Team A Monday to Thursday	Team B Thursday to Sunday
Day shift	07:00–17:00	07:00–17:00
Swing shift	14:00–24:00	14:00–24:00
Grave shift	21:00–07:00	21:00–07:00

Each squad shift consists of nine sworn officers including one police sergeant, one police corporal, and seven police officers. Each squad rotates shifts on a quarterly basis. The Patrol squad assignments are determined by the division commander with input from the lieutenants. Consideration of a shift bid process could positively impact morale of the patrol officers.

3.2 SUPERVISION, OPERATIONS, TRAINING, AND POLICY COMPLIANCE

The supervision of patrol operations is one of the most critical functions within any public safety organization. The Orem Police Department, like every other law enforcement agency, assigns newly hired police officers to Patrol for training and orientation to the agency's policies and procedures. Once officers attain a sufficient level of proficiency and experience within the

[8] In addition, a lieutenant was moved to Patrol from Support Services shortly after Chief Adams assumed office.

organization, they become qualified for specialized assignments such as detective or School Resource Officer. Therefore, the experience level of the Patrol Division tends to be lower than other divisions. As previously stated, the average length of service for the Orem Police Department in July of 2020 was less than two years. This makes the Patrol supervision function that much more critical.

The Patrol teams are supervised by police sergeants, which are typically highly experienced police officers who have been promoted to sergeant. Their ability to be physically out in the field supervising police officers on 9-1-1 calls is extremely important. While they cannot respond to every call, Patrol sergeants should be situationally aware of critical calls, and be in a position to provide direct supervision when necessary. On occasion, Patrol sergeants respond to calls for service as either the primary or secondary unit assigned.

As is common with every law enforcement organization, Orem Patrol sergeants are sometimes "tasked" with additional administrative duties that keep them in the office and not in the field directly supervising police officers. It stands to reason that violations of policy and the potential inappropriate use-of-force incidents are greatly reduced when a supervisor is present.

Finding #2:	Citygate assesses that Patrol supervision is a critical area of the organization, and that additional efforts can be made to ensure Patrol sergeants remain out of the office and in the field providing direct supervision for critical 9-1-1 calls.

Recommendation #2:	Increase management on Patrol by transferring one lieutenant from the Support Services Division to the Patrol Division to reduce administrative duties of Patrol sergeants.[9]

There are times when Patrol sergeants are unavailable in the field because they are either off duty or tied up with administrative tasks. When this occurs, the police corporal acts as the shift supervisor. Corporal is not an officially recognized rank with an associated pay scale; however, police officers that perform these duties receive premium pay. Police officers are selected for this position by the command staff with input from the Patrol supervisor. Consideration to a standardized selection process should be made.

[9] Chief Adams recognized this need when he assumed duties as chief and has already implemented this recommendation.

3.2.1 Patrol Response Protocols

When the COVID-19 pandemic emerged in the early part of 2020, law enforcement agencies across the country were forced to examine current response protocols and implement measures to mitigate exposure of their officers to COVID-19. The Orem Police Department was no exception. The Police Chief authorized the Patrol Division commander (captain) to implement protocols designed to reduce exposure. One example was to defer responding to vehicle lockouts by patrol officers. A review of these protocols for possible permanent policy revisions should be considered.

Theft is by far the most common crime in Orem, as it is in most cities (see Section 2.3—Crime Data). Call volume data confirms this as calls for service associated with theft are the sixth most frequent calls. Many of these thefts are associated with retail business and involve "shoplifting" where the violator has been detained by a loss prevention employee of the retail store. Many police agencies have established retail theft programs designed to partner with retail stores within their community to address minor thefts and eliminate the need for a police officer to respond to every shoplifting call.

Finding #3:	The Department has occasionally established response protocols with local retailers for minor incidents of shoplifting; however, these procedures have not been sustained.

Recommendation #3:	Establish and sustain an effective retail theft program to reduce the number of theft calls that require a police officer to respond.

Another high frequency call for service that patrol officers respond to are alarm calls, which often turn out to be false alarms. Many cities, including Orem, have policies to address alarms that require permits and establish penalties for repeated false alarms.[10] The City has an alarm ordinance; however, it is unclear if the Department is enforcing this ordinance to reduce false alarm calls.

Just behind theft in frequency of calls for service are medical calls. In addition, Full Cardiac Arrest calls rank in the top 10 high priority calls for the Department. Given this, and the fact that police officers often arrive at the scene of the aforementioned medical and/or cardiac calls before fire and emergency medical services (EMS) personnel, Automated External Defibrillators (AEDs) can be a life-saving piece of equipment. According to the Sudden Cardiac Arrest Foundation use of an

[10] https://orem.org/alarms/

AED within three to five minutes of cardiac arrest increases the victim's odds of survival by as much as 70 percent.[11]

Finding #4:	Medical calls including cardiac arrest calls are one of the most frequent calls for service to which a patrol officer in the City responds. Quick deployment of Automated External Defibrillators increases the likelihood of cardiac arrest survival according to studies. Orem Police Department Policy 430.8 governs the use of Automated External Defibrillators.

Recommendation #4:	Many law enforcement agencies have partnered with the local business community and healthcare industry to secure private funding to purchase Automated External Defibrillators. Orem should seek and secure funding to expand the number of Automated External Defibrillators in the field.

3.2.2 Field Training Program

The Field Training Program is a critical training component for any law enforcement agency. The program is designed to teach new police officers the policies and procedures of policing in the City. The program consists of new police officers being assigned to a qualified police officer known as a Field Training Officer (FTO) who trains the new officer according to the standards set by the agency.

One of the keys to a successful Field Training Program is the consistency with which it is administered and the ability of the program to identify, select, and train qualified FTOs. The level of police experience has a direct impact on the qualification levels of FTOs. Currently, FTOs are selected by senior command staff with supervisory input.

Finding #5:	There is no standardized selection criteria for Field Training Officers.

[11] https://www.sca-aware.org/sca-news/law-enforcement-agencies-putting-aed-devices-in-patrol-cars

Recommendation #5:	Develop standard selection criteria for Field Training Officers.

3.3 DEMANDS FOR SERVICE

In most circumstances, the first point of contact the public has with the Police Department is through the Communications Center (dispatch) and the 9-1-1 operator. When a call comes into dispatch, depending on the nature of the call, a "call for service" is generated and a police officer is "dispatched" to the call. When this occurs, the dispatcher enters the call data into a County-wide computer-aided dispatch (CAD) information system. Citygate used the data stored in CAD for the period of January 2017 through November 2020 to assess the City's demand for police services.

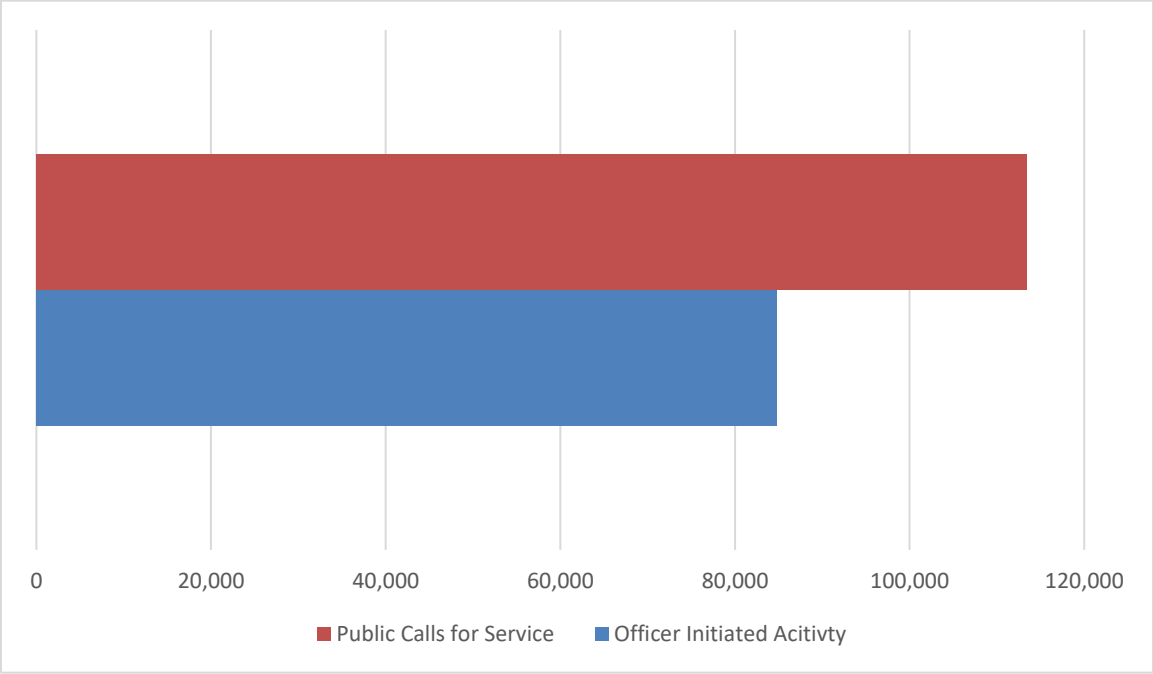
In assessing the demands for service of the Police Department's Patrol Division, Citygate assessed three categories of activity that consume the patrol officer's time: *public-generated calls for service, officer-initiated activity,* and *administrative activities*. Each category is briefly defined as follows:

- *Public-Generated Calls for Service* are incidents where members of the public contact the Police Department Communications Center (dispatch) and ask for assistance. The most common example of this is a 9-1-1 call as described in Section 3.3—Demands for Service. This activity is tracked in CAD.
- *Officer-Initiated Activity* is any activity that a patrol officer initiates and is sometimes referred to as "pro-activity." The most common example of this is a traffic enforcement stop. This activity is also tracked in CAD.
- *Administrative Activity* is any activity that the patrol officer attends to other than a call for service or officer-initiated activity, such as appearing in court, report writing, attending roll call briefings, and attending a department meeting where the officer is on duty, but out of service and unavailable to handle calls. This activity is mostly not tracked in CAD and therefore requires Citygate's estimation based on Department policy and Citygate's experience with other agencies.

3.3.1 Calls for Service Analysis

The Patrol Division handled 198,220 activities from January 1, 2017, through November 30, 2020. The breakdown of activity follows:

Figure 5—Calls for Service – 2017–2020



The following table shows the calls for service broken down by year and the year over year (YoY) comparisons. According to the CAD data received, overall incidents are down 27 percent in 2020 from 2017 levels. However, it should be noted that due to the COVID-19 pandemic in 2020, patrol response protocols were modified to reduce exposure to the City's first responders (police), and this accounts for some of the reduction.

Table 8—Calls for Service by Year Comparison – 2017–2020

Metrics	2017	2018	2019	2020
Distinct CAD Calls	57,135	50,539	49,011	41,535
Incidents YoY %		-11.5%	-3%	-15.3%

3.3.2 Nature Code Analysis

The 10 most frequent calls for service in the City across all nature codes appear in the following table:

Table 9—Ten Most Frequent Calls for Service – 2017–2020

Nature Code	Calls for Service
Accident PD	8,492
Suspicious	6,356
Alarm	5,861
Welfare Check	4,032
Motorist Assist	3,583
Theft	3,419
Medical	3,356
Family Problem	2,515
Keep the Peace	2,228
Abandoned 9-1-1	2,012

The five most frequent "high priority" calls for service in the City appear in the following table:

Table 10—Five Most Frequent High Priority Calls for Service – 2017–2020

Nature Code	Calls for Service
Mental Subject	1,851
Accident Personal Injury	1,543
Domestic Violence	1,476
Death Investigation	273
Weapons Offense	160

Based on this nature code data, motor vehicle accidents with and without injury are a high frequency call for service. However, previous staffing shortages prompted the disbanding of the dedicated Traffic Enforcement Unit.

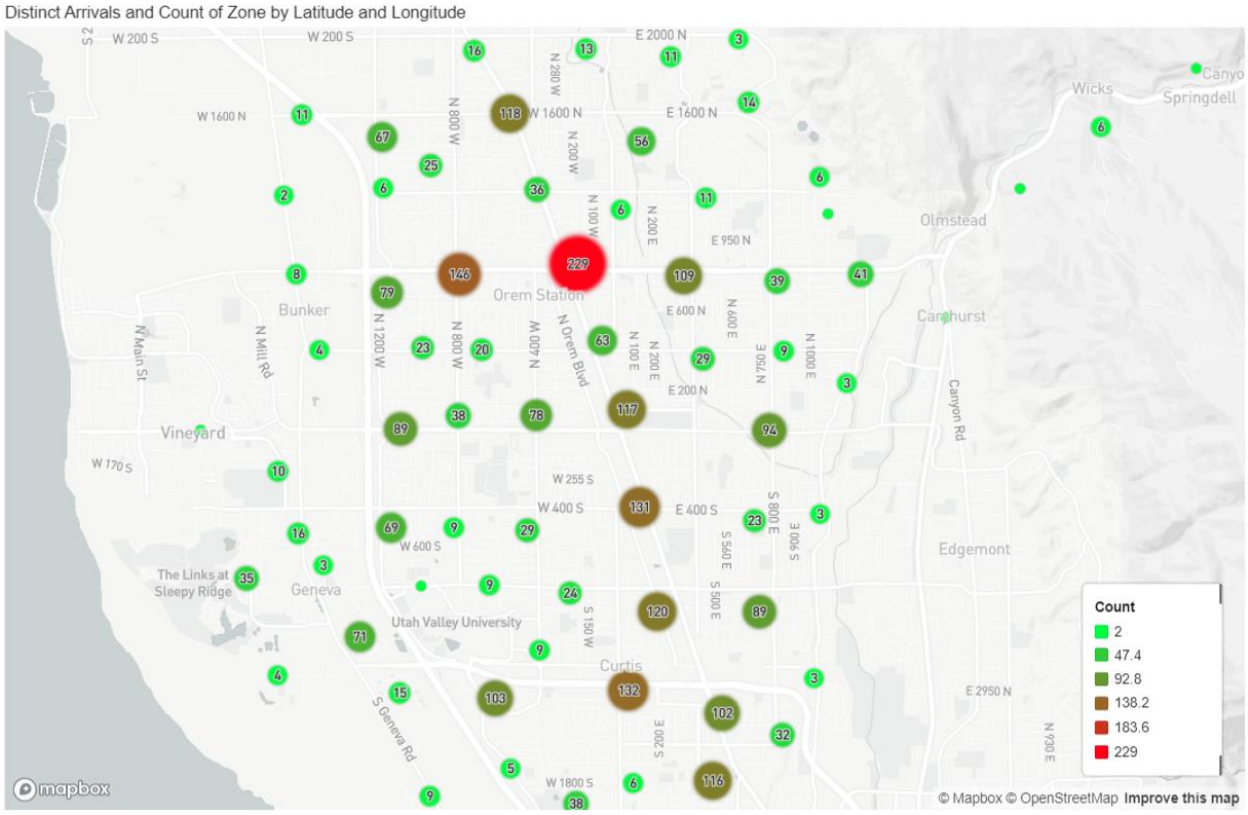
Finding #6: Traffic accidents are the most frequent call for service to which patrol officers respond. There is no dedicated Traffic Enforcement Unit due to past staffing shortages.

Recommendation #6:	Reestablish a full-time Traffic Enforcement Unit.

3.3.3 High Density Incident Locations

The following map graphically depicts high density incident locations. The incidents plotted on this map are high priority incidents as defined later in this study. Notice the high concentration of incidents in and around Village Park Apartments.

Figure 6—High Density Incident Locations of High Priority Calls



3.3.4 Call Volume Analysis

The following chart shows the distribution of patrol activity by year. Over the four-year study period, public-generated calls for service amounted to a little more than 57 percent of all incidents while officer-initiated activity accounted for just under 43 percent. However, a similar review of the committed time ratio of the two activity types shows public-generated calls for service consume more of the patrol officer's time.

Figure 7—Calls for Service by Year and Type – 2017–2020

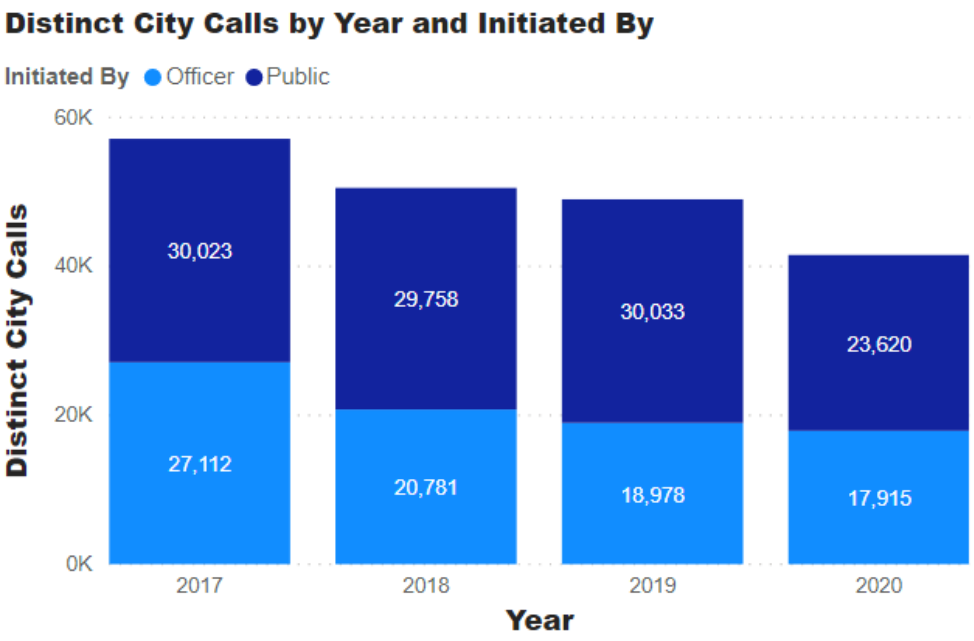
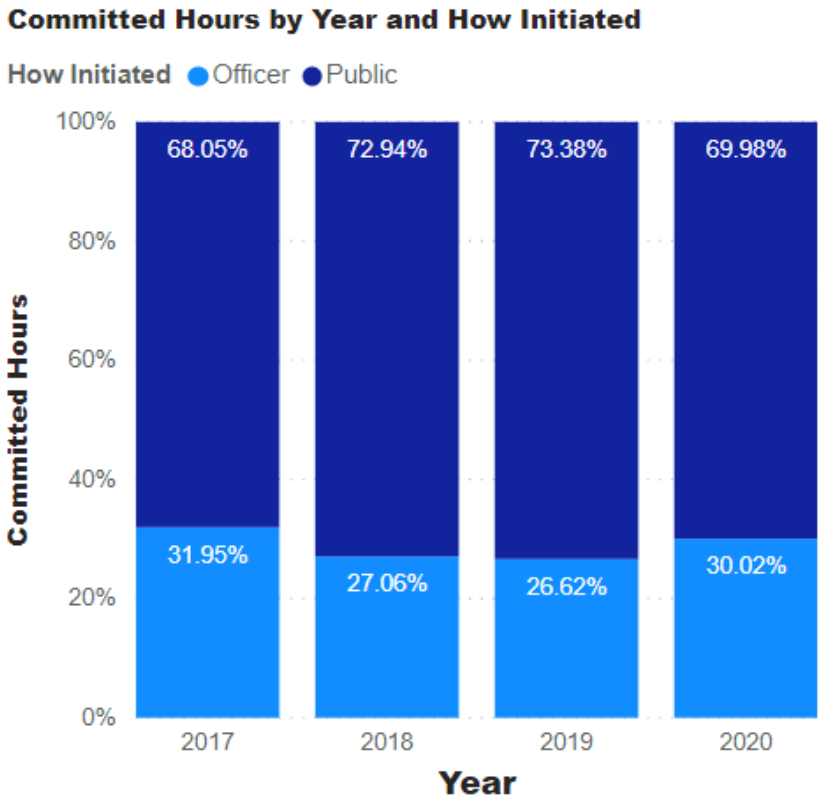


Figure 8—Committed Hours by Year and Activity – 2017–2020



3.3.5 Temporal Charting Introduction

Temporal charts or "heat maps" are used to analyze data and provide a visual acuity for the frequency of events, in this case CAD incidents. The "hotter" or redder the color, the higher the number of incidents. The picture these charts provide can be used in analyzing shift deployments, response times, and calls for service.

Table 11—All Public-Generated Calls for Service – 2017–2020

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	306	313	357	359	386	567	624	2,912
01	223	244	231	251	278	379	450	2,056
02	163	200	203	188	183	289	277	1,503
03	142	136	138	163	133	246	229	1,187
04	108	140	105	142	128	182	183	988
05	168	146	202	142	138	158	146	1,100
06	220	250	250	277	248	207	132	1,584
07	495	496	463	491	433	313	181	2,872
08	799	842	697	751	731	491	327	4,638
09	944	912	817	895	916	620	431	5,535
10	1,062	962	911	887	918	717	541	5,998
11	1,042	1,010	983	1,047	978	797	591	6,448
12	1,079	1,022	1,023	1,031	1,050	818	652	6,675
13	1,149	1,065	980	1,053	1,101	853	657	6,858
14	1,112	1,137	1,126	1,077	1,116	846	706	7,120
15	1,208	1,182	1,112	1,167	1,187	862	675	7,393
16	1,287	1,233	1,173	1,324	1,324	913	750	8,004
17	1,265	1,204	1,256	1,203	1,231	935	714	7,808
18	1,045	960	1,079	1,053	1,081	836	746	6,800
19	923	830	864	913	901	812	744	5,987
20	843	769	850	802	890	832	687	5,673
21	701	730	742	763	841	889	665	5,331
22	682	585	677	696	867	911	574	4,992
23	514	469	507	529	701	805	447	3,972
Total	17,480	16,837	16,746	17,204	17,760	15,278	12,129	113,434

With a population of approximately 100,000 people, Orem follows similar service patterns to other small- to medium-sized cities. Public-generated calls for service are most dense in the hours between 8:00 am and 9:00 pm during the work week, extending to midnight on Friday and Saturday nights.

3.3.6 Demands for Service Staffing Analysis

To conduct an analysis of the Police Department's current staffing levels, Citygate used a temporal chart based on police activity for 2019. Citygate used 2019 as the baseline to eliminate any short-term activity anomalies associated with COVID-19. All activity (public calls for service and

officer-initiated activity) recorded in CAD contains "committed time" data. This is the amount of time a police officer spends on that particular activity.

That data, combined with information on the minimum and full staffing levels provided by the Department, allow Citygate to plot on a temporal chart the staffing to committed hours as a percentage. This data, along with the workload analysis in this report, can be used to realign shift deployments and identify future staffing needs.

Table 12—Minimum and Maximum Staffing

2019 Min Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	6	6	6	12	6	6	6
01	6	6	6	12	6	6	6
02	6	6	6	12	6	6	6
03	6	6	6	12	6	6	6
04	6	6	6	12	6	6	6
05	6	6	6	12	6	6	6
06	6	6	6	12	6	6	6
07	6	6	6	12	6	6	6
08	6	6	6	12	6	6	6
09	6	6	6	12	6	6	6
10	6	6	6	12	6	6	6
11	6	6	6	12	6	6	6
12	6	6	6	12	6	6	6
13	6	6	6	12	6	6	6
14	12	12	12	24	12	12	12
15	12	12	12	24	12	12	12
16	12	12	12	24	12	12	12
17	6	6	6	12	6	6	6
18	6	6	6	12	6	6	6
19	6	6	6	12	6	6	6
20	6	6	6	12	6	6	6
21	12	12	12	24	12	12	12
22	12	12	12	24	12	12	12
23	12	12	12	24	12	12	12

2019 Max Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	8	8	8	16	8	8	8
01	8	8	8	16	8	8	8
02	8	8	8	16	8	8	8
03	8	8	8	16	8	8	8
04	8	8	8	16	8	8	8
05	8	8	8	16	8	8	8
06	8	8	8	16	8	8	8
07	8	8	8	16	8	8	8
08	8	8	8	16	8	8	8
09	8	8	8	16	8	8	8
10	8	8	8	16	8	8	8
11	8	8	8	16	8	8	8
12	8	8	8	16	8	8	8
13	8	8	8	16	8	8	8
14	16	16	16	32	16	16	16
15	16	16	16	32	16	16	16
16	16	16	16	32	16	16	16
17	8	8	8	16	8	8	8
18	8	8	8	16	8	8	8
19	8	8	8	16	8	8	8
20	8	8	8	16	8	8	8
21	16	16	16	32	16	16	16
22	16	16	16	32	16	16	16
23	16	16	16	32	16	16	16

As seen in the minimum and full staffing charts, there are two overlap periods of the day. From 2:00 pm in the afternoon until 5:00 pm both Day shift and Swing shift are on duty. If both shifts are at a minimum staffing of six, those hours would show 12. The same is true for the full (maximum) staffing chart, but with a staffing of eight per shift. Citygate acknowledeges that many factors impact the staffing levels on a day-to-day basis and Thursday's overlap day is used as a

training day. As such, the staffing levels during those overlapping time frames are likely to be significantly lower.

In analyzing the staffing to committed hours data, Citygate applied two thresholds for illustration purposes. When committed hours (calls for service) reach 50 percent of available staffing, a yellow triangle is indicated. If committed hours reach 60 percent of available staffing, a red diamond is indicated.

Staffing analysis for all calls for service and officer-initiated activity when staffing is at minimum (six) is reflected in the following chart.

Table 13—Minimum Staffing (6 per Shift) Committed Time – All Call Types – 2019

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	1.8	1.6	2.1	1.7	3.2	2.5	2.6	15.6
01	1.2	1.8	1.8	1.9	2.5	1.9	1.9	12.8
02	0.8	1.4	1.6	1.2	2.0	2.3	1.8	11.1
03	0.8	1.1	0.8	1.2	1.2	1.6	1.3	8.1
04	0.5	0.8	0.4	1.0	1.6	0.9	0.9	6.1
05	0.8	1.0	0.9	0.6	0.9	0.7	0.7	5.6
06	0.7	1.1	0.7	0.8	1.1	1.0	0.6	6.0
07	1.2	1.5	2.1	2.6	1.3	1.2	0.7	10.7
08	2.2	2.1	2.2	2.6	2.3	1.4	1.3	14.1
09	2.5	2.3	2.6	2.7	2.8	2.2	1.9	17.0
10	3.5	2.2	3.4	3.2	3.0	2.1	1.9	19.3
11	2.8	3.2	2.7	3.0	3.2	2.6	2.0	19.5
12	2.5	3.1	2.9	3.6	2.7	2.3	2.7	19.7
13	3.6	3.3	3.4	3.4	2.9	2.0	1.9	20.5
14	2.6	2.9	3.1	4.0	2.6	2.7	2.2	20.0
15	2.9	3.5	3.0	3.7	2.7	2.7	1.9	20.4
16	3.6	3.7	3.1	4.1	2.9	2.4	2.3	22.2
17	3.1	2.8	3.1	3.2	2.5	2.8	2.1	19.6
18	2.9	2.4	2.9	3.7	2.8	2.5	2.2	19.4
19	2.4	2.5	2.6	3.5	2.6	2.3	2.5	18.5
20	2.4	2.6	2.5	4.9	2.4	2.2	1.9	18.8
21	2.2	2.5	2.5	5.3	2.6	4.4	3.2	22.6
22	2.3	2.9	2.5	3.3	2.8	3.0	2.4	19.2
23	2.5	2.8	2.5	2.9	2.7	2.8	2.4	18.5
Total	51.8	55.0	55.6	68.0	57.1	52.5	45.2	385.2

2019 Min Staffing to Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	30%	27%	35%	15%	▲ 53%	41%	44%	32%
01	19%	29%	29%	16%	42%	31%	31%	27%
02	13%	23%	27%	10%	33%	38%	29%	23%
03	14%	18%	14%	10%	20%	27%	22%	17%
04	8%	13%	7%	8%	26%	15%	15%	13%
05	13%	17%	16%	5%	15%	12%	11%	12%
06	11%	18%	12%	7%	19%	16%	10%	13%
07	20%	26%	35%	22%	22%	20%	12%	22%
08	36%	35%	37%	21%	39%	23%	22%	29%
09	42%	38%	43%	22%	47%	36%	31%	35%
10	▲ 59%	37%	▲ 56%	26%	▲ 50%	36%	31%	40%
11	46%	▲ 54%	46%	25%	▲ 53%	43%	33%	41%
12	42%	▲ 51%	48%	30%	45%	38%	45%	41%
13	◆ 60%	▲ 55%	▲ 57%	28%	48%	33%	32%	43%
14	21%	24%	26%	17%	21%	23%	18%	21%
15	25%	29%	25%	15%	22%	22%	16%	21%
16	30%	31%	26%	17%	24%	20%	19%	23%
17	▲ 52%	47%	▲ 52%	27%	42%	47%	35%	41%
18	48%	40%	49%	31%	46%	42%	37%	40%
19	41%	42%	44%	29%	44%	38%	41%	38%
20	40%	43%	41%	40%	40%	37%	32%	39%
21	18%	21%	21%	22%	21%	37%	26%	24%
22	19%	24%	21%	14%	23%	25%	20%	20%
23	21%	23%	21%	12%	22%	24%	20%	19%
Total	29%	31%	31%	19%	32%	29%	25%	27%

Citygate assesses that in this staffing configuration, committed time reaches between 50 percent and 60 percent at peak hours of the day which are 10:00 am to 5:00 pm.

When the same staffing configuration and committed time average is applied to public-generated calls for service, the analysis changes significantly, as shown in the following chart:

Table 14—Minimum Staffing (6 per Shift) Committed Time – Public-Generated Calls – 2019

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	0.7	1.0	1.2	0.9	1.6	1.6	1.6	8.6
01	0.5	1.1	1.2	1.2	1.4	1.2	1.4	8.1
02	0.4	0.7	0.7	0.7	1.2	1.3	1.4	6.4
03	0.6	0.7	0.5	0.7	0.5	1.1	1.0	5.1
04	0.3	0.5	0.3	0.6	1.0	0.6	0.7	3.9
05	0.6	0.4	0.7	0.4	0.4	0.6	0.6	3.8
06	0.5	1.0	0.6	0.6	0.6	0.7	0.4	4.5
07	1.0	1.2	1.5	1.3	1.2	1.0	0.6	7.8
08	1.7	1.7	1.4	1.5	1.6	1.0	0.9	9.8
09	2.0	1.8	1.6	1.9	2.2	1.6	0.9	12.1
10	2.6	1.5	2.5	1.8	2.4	1.5	1.2	13.4
11	2.1	2.1	1.9	2.0	2.5	1.9	1.6	14.0
12	2.1	2.2	2.3	2.8	2.0	1.9	2.0	15.3
13	2.6	2.0	2.4	2.3	2.4	1.6	1.5	15.0
14	2.2	1.9	2.3	3.0	2.2	2.2	1.8	15.5
15	2.6	2.5	2.2	2.8	2.1	2.1	1.5	15.8
16	2.9	2.9	2.5	2.8	2.6	1.9	1.5	16.9
17	2.8	2.4	2.5	2.2	2.2	2.3	1.6	16.0
18	2.3	2.1	2.1	2.8	2.2	1.7	1.8	15.1
19	2.1	2.2	2.2	2.7	2.2	1.8	2.0	15.3
20	1.9	2.2	2.0	4.1	1.9	1.9	1.6	15.5
21	1.7	2.0	2.0	4.6	2.1	4.1	2.5	19.0
22	1.6	2.0	2.0	2.2	1.9	2.2	1.6	13.5
23	1.8	2.0	1.6	1.5	1.9	2.1	1.4	12.3
Total	39.6	40.0	40.3	47.4	42.3	40.0	33.1	282.6

2019 Min Staffing to Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	12%	16%	20%	8%	27%	26%	26%	18%
01	9%	18%	19%	10%	24%	20%	23%	17%
02	7%	12%	12%	6%	20%	22%	23%	13%
03	9%	11%	9%	6%	8%	18%	17%	11%
04	4%	9%	5%	5%	17%	9%	12%	8%
05	10%	7%	12%	3%	6%	11%	11%	8%
06	8%	16%	10%	5%	11%	12%	7%	9%
07	16%	19%	26%	11%	20%	16%	11%	16%
08	29%	28%	23%	13%	27%	17%	15%	20%
09	34%	30%	27%	16%	37%	27%	15%	25%
10	43%	24%	41%	15%	40%	26%	20%	28%
11	35%	35%	32%	16%	42%	31%	26%	29%
12	34%	37%	38%	23%	33%	31%	34%	32%
13	44%	34%	40%	19%	40%	27%	26%	31%
14	18%	16%	19%	13%	18%	18%	15%	16%
15	21%	21%	19%	12%	18%	18%	12%	16%
16	24%	24%	21%	12%	21%	16%	12%	18%
17	47%	40%	42%	18%	36%	38%	27%	33%
18	39%	35%	35%	23%	37%	29%	30%	31%
19	35%	37%	37%	22%	37%	30%	33%	32%
20	32%	37%	33%	34%	31%	32%	27%	32%
21	15%	17%	17%	19%	17%	35%	20%	20%
22	13%	17%	16%	9%	16%	18%	13%	14%
23	15%	16%	13%	6%	16%	17%	12%	13%
Total	22%	22%	22%	13%	24%	22%	18%	20%

The analysis shows that average committed time is significantly below 50 percent at all times when only factoring in public-generated calls for service, which is the basic demand for police services.

When performing an analysis of staffing to committed time, Citygate assessed actual committed time logged in CAD from public-generated calls for service and officer activity. Citygate acknowledges that not all committed time is logged into CAD.

Certain activities that consume a police officer's time are considered administrative in nature and impact the amount of time the police officer is available for proactive policing (officer-initiated activity) and/or responding to public-generated calls for service. These administrative activities include report writing, court appearance on duty, roll-call briefing, etc. In Citygate's experience,

the percentage of time committed to administrative tasks while on duty is expected to be between 20 percent to 35 percent of a police officer's available on-duty time.

Appendix A provides additional charts that compare average committed time at minimum and maximum staffing levels for all call types as well as public-generated calls only.

Finding #7:	A review of available CAD incident data shows that current minimum and full staffing levels are sufficient to handle public-generated calls for service. However, there may be opportunities to offset high call volume times by analyzing shift overlap times.

Recommendation #7:	Use the CAD incident staffing analysis in this report to ensure shift schedules are aligned properly.

3.4 Response Time Analysis

In reviewing the Police Department's response time, it is important to understand that there are no legal mandates or national standards that establish what the agency's response time should be. Every community has its own unique set of geographical circumstances and therefore response time goals should be established by the City Council based on Orem's unique situation.

Finding #8:	Citygate finds that while Police Department command staff monitor response times through infrequent periodic checks of priority calls, no response time goals have been established for the agency by the City Council from which to drive oversight and budgeting changes.

Recommendation #8:	In coordination with the City Council, establish reasonable response time goals to include call handling time, officer travel time, and total response time.

3.4.1 Fractile Versus Average Response Time Measurement

Police response times have historically been presented as averages, which is measured by adding the total response times of a given set of incidents and dividing that total by the number of

incidents. The shortcoming of the average response time measurement is that it only identifies a single point on a continuum and cannot show how widely the data is spread across that continuum.

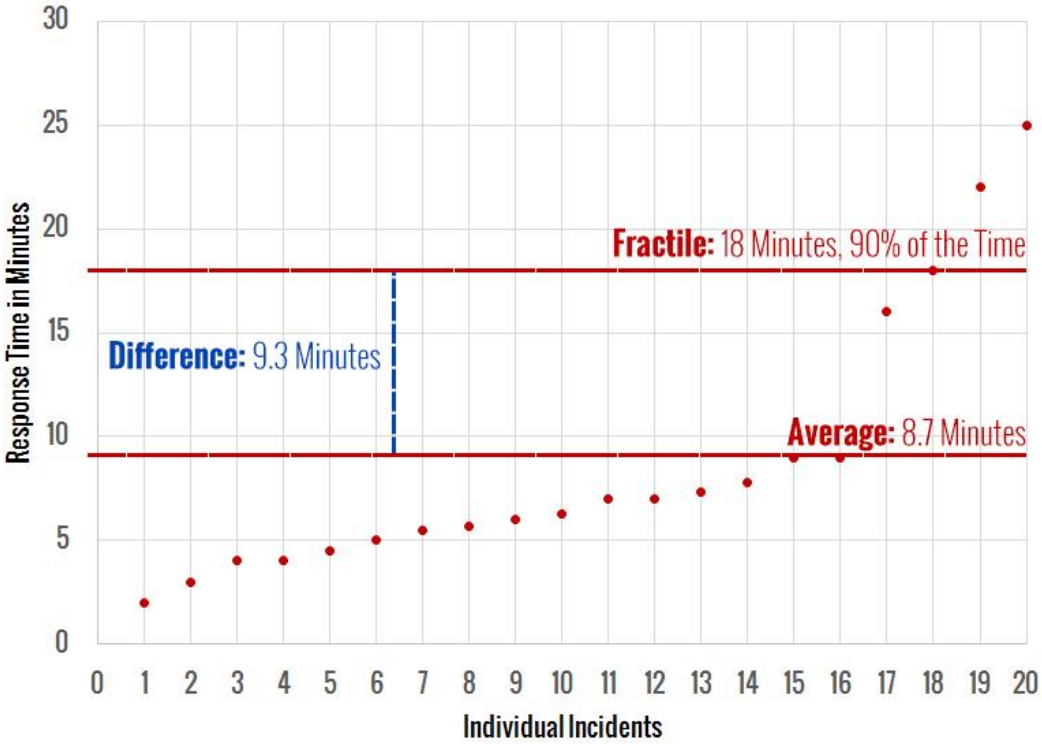
The current best practice, nationally, is to transition to measuring the percent completion of a specified response goal. Citygate uses 90 percent as the standard. The best way to illustrate this concept is the following two statements: "the community can expect a response of X minutes or less, 90 percent of the time," or "nine times out of ten, the public can expect a response in X minutes or less." Mathematically this is referred to as a "fractile" measure.[12]

To illustrate the difference between the fractile and the average response time measurement, the following chart shows the response time for a fictitious police department in the United States. This department is small and received 20 legitimate calls for service during the period reviewed. Each response time for the calls for service has been plotted on the graph, in order from the shortest response time to the longest response time.

The chart shows that the average response time is 8.7 minutes. However, the average response time does not properly account for four calls with response times far exceeding threshold in which positive outcomes could be expected. As the chart shows, 20 percent of responses from this department could be considered too slow and the average time measurement would not reveal that. The fractile measure would. Citygate believes the fractile measurement is a more accurate reflection of the service delivery situation of this department.

[12] A fractile is that point *below* which a stated fraction of values lie. The fraction is oftern given in percent; the term percentile may then be used.

Figure 9—Fractile versus Average Response Time Measurements



3.4.2 Elements of Response Time

Response times are calculated by three measures including *call handling time, officer travel time,* and *total response time.* Each element is further defined as follows:

- *Call handling time* is the time it takes for the dispatcher to receive a 9-1-1 call, assess the nature and priority of the call, and "dispatch" units (police officers) to the scene. This is reflected in the following analysis as the "Ring to Queued" time.
- *Officer travel time* is the time it takes from when the call is "dispatched" until the time the first unit arrives on the scene. This is reflected in the following analysis as "Queued to Arrive" time.
- *Total Response Time* is the total time it takes from when the 9-1-1 call is answered in the Communications Center until the first and/or second unit arrives on the scene. This is reflected in the analysis as "Ring to Arrive" time.

Because these are independent measures there will be cases where the sum of the parts will not equate to the whole. The composition of incidents for each measure is different in nearly all cases.

3.4.3 Response Time Methodology

In calculating response times for the Department, Citygate acknowledges that not all calls for service require an emergency response. For example, the response to a report of a minor crime such as vandalism or simple larceny (theft) when no suspects are present will be entirely different than the response to an armed robbery in progress. Thus, Citygate focused the response time analysis of this study to those calls considered "high priority" and most likely to warrant an emergency response. Also, to eliminate outliers, Citygate measured incidents where the total response time is less than or equal to 15 minutes.

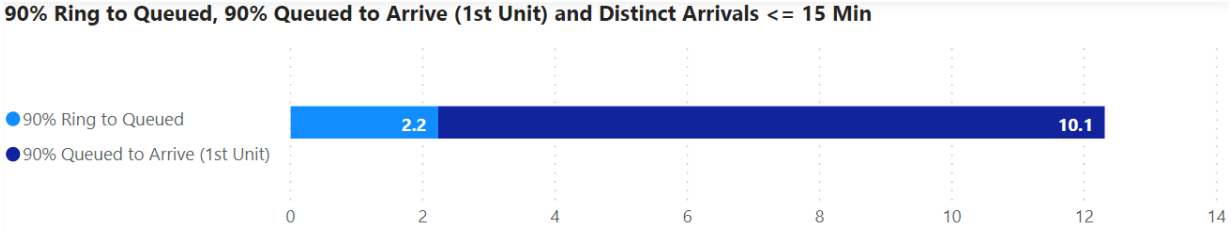
Because the number of calls being analyzed is small (4,822), Citygate has elected to only show response time for the first arriving unit whenever that analysis is done for an individual nature code. Response time for the second arriving unit is available in the aggregate.

3.4.4 Response Time – Call Handling and Officer Travel Time

Call handling time and officer travel time for the first arriving unit appear in the following chart. This measure is an aggregate across all high priority nature codes. The measure shows:

- The Emergency Communications Center dispatches a unit in 2.2 minutes or less 90 percent of the time.
- Once dispatched, the first unit will arrive in 10.1 minutes or less 90 percent of the time.
- This equates to a total response time of 12.3 minutes or less 90 percent of the time.

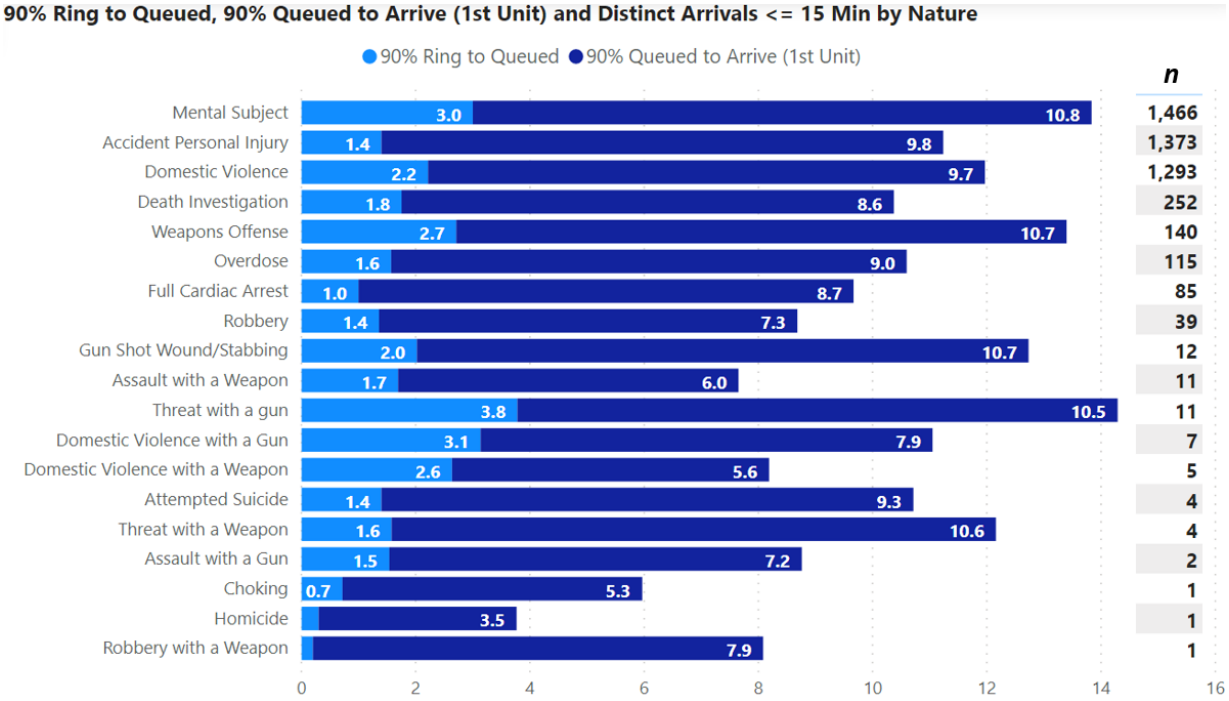
Figure 10—90 Percent Response Time for First Units – Ring to Queued and Queued to Arrival – 2017–2020



3.4.5 Response Time by Nature Code

As mentioned, Citygate measured response times for those nature codes that were most likely to require an emergency response. Response time 90 percent performance for those nature codes appears in the following chart.

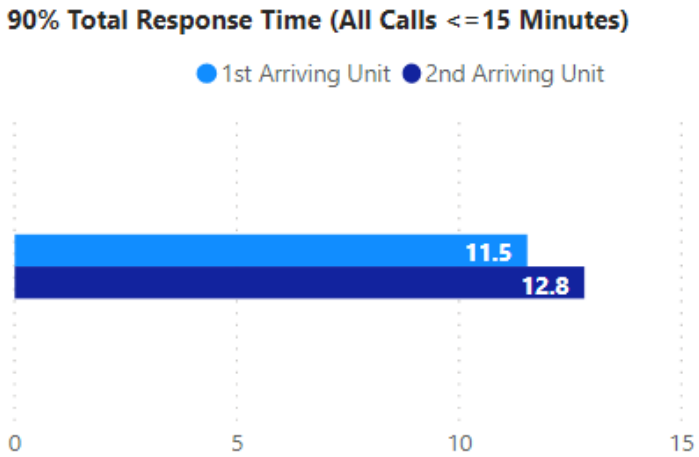
Figure 11—90 Percent Response Time First Unit Performance by Nature Code – 2017–2020



3.4.6 90 Percent Total Response Time

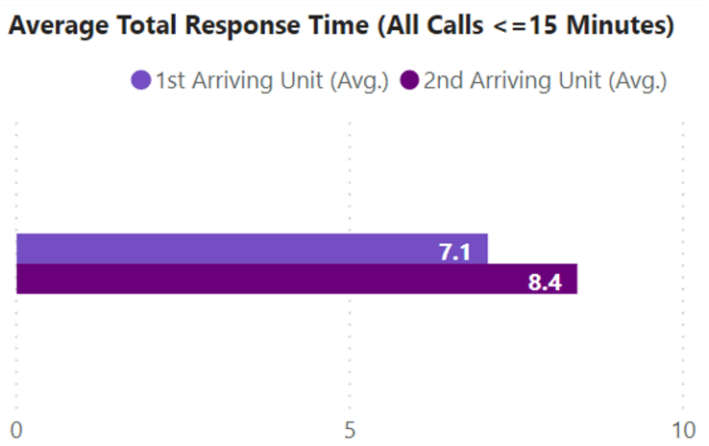
Utilizing the 90th percentile (fractile) measure, the total response time for high priority calls is depicted in the following figure.

Figure 12—90 Percent Response Time Performance of First and Second Units – All Calls – 2017–2020



Citygate's analysis shows that on high priority calls Orem residents can expect a response time of 11.5 minutes or less, 90 percent of the time. Again, Citygate uses fractile measures as a best practice; however, for comparison purposes the following average response time chart is provided. **Appendix B** provides additional average response time charts.

Figure 13—Average Response Time Performance of First and Second Units – All Calls – 2017–2020



3.4.7 Response Time Summary

Citygate assesses that given Orem's geographically small nature, there are gains to be made in terms of officer travel time, as well as call handling time. Improvements may come in several forms, including reestablishing a dedicated traffic unit and redefining beats and/or patrol patterns within beats.

As previously recommended, establishing response time goals along with periodic measurement should improve response times.

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SECTION 4—INVESTIGATIONS DIVISION

Criminal investigations are conducted throughout the Police Department. While patrol officers conduct preliminary and some follow-up investigations of minor offenses, the Investigations Division is responsible for follow-up investigation of more serious crimes. The Division is commanded by a police captain and is divided into two sub-divisions or bureaus: the Utah County Major Crimes Task Force and the Criminal Investigations Division (Bureau), each led by a police lieutenant.

4.1 CRIMINAL INVESTIGATIONS BUREAU

The Criminal Investigations Bureau is managed by a police lieutenant, supervised by police sergeants that are referred to as detective-sergeants, and staffed with police officers that are referred to as detectives. The Bureau is further divided into the following investigative units:

- General Investigations Unit
- Special Victims Unit
- Neighborhood Preservation Unit
- Mental Health Unit

In addition to the units described earlier, this section will review the Victims Assistance Program which is organized under the Mental Health Unit supervisor.[13]

4.1.1 General Investigations Unit

The Investigations Unit investigates general crimes up to and including homicide cases. The unit is currently organized with three detective-sergeants and three detective police officers.[14] The senior detective-sergeant serves as the unit supervisor. They work in teams of two with a detective-sergeant and a detective police officer assigned as a team. Historically, sergeants have been assigned as detectives dating back to when Orem had a police and fire Public Safety Department.

In recent years, there have been police officers assigned as detectives for shorter rotations than the detective-sergeants, usually three years. Police officers are selected for assignment in Investigations by command staff with supervisory input. The Department should consider a

[13] The Victim Assistance Program was recently reassigned from the Mental Health Unit to the General Investigations Unit. Citygate supports that reorganization and continues to recommend the conversion of one civilian victim advocate FTE to a victim advocate supervisor. See Recommendation #11.
[14] During Citygate's assessment, the Department received a federal grant that included three additional FTEs. Two of those FTEs were assigned to the General Investigations Unit, increasing its staffing to three sergeants and five detectives.

standard detective selection process and incorporate that into the training plan discussed later in this report.

The following table reflects the cases handled by the General Investigations Unit since 2017.

Table 15—General Investigations Case Workload – 2017–2020

Unit	2017	2018	2019	2020
Staffing	5	5	5	8
Cases Assigned	1,604	1,454	1,035	1,024
Active	268	400	84	134
Arrest or Summons	109	66	77	72
Closed – Inactive	859	806	595	678
Information Only	359	180	120	133
Other	6	2	1	7

Finding #9: The General Investigations Unit has three detective-sergeants when one should suffice.

Recommendation #9: Reduce the number of detective-sergeants in the General Investigation Unit to one either by attrition or as caseload management allows.

4.1.2 Special Victims Unit

The Special Victims Unit (SVU) is staffed with one detective-sergeant that serves as the unit supervisor and three detectives (police officers).[15] The supervisor carries a caseload along with the three detectives. SVU handles all sexual assault crimes as well as child and elder abuse crimes. Cases from Patrol are assigned to SVU from the Investigations lieutenant. In addition, SVU receives referrals from the County's Adult and Child Protective Service agencies, as well as Internet Crimes Against Children database systems, the National Center for Missing and Exploited Children, and the Utah Attorney General's Office.

[15] Staffing was increased by one during Citygate's operational assessment due to receipt of the aforementioned federal grant received by the City.

The nature and types of crimes investigated by SVU require extensive specialized training and can take an emotional toll on the detectives working them. SVU cases are of a sensitive nature and often involve crimes against children that can have a deleterious effect on the detectives assigned to investigate these cases. Highly specialized investigations such as those involving Internet Crimes Against Children require even more specialized and advanced training. The Department should consider designating a single detective for this position and extending their tour of duty.

The following table shows the cases assigned to SVU since 2017. It is noteworthy that assigned cases have increased significantly in 2020, likely the result of COVID-19 stay-at-home public health orders.

Table 16—Special Victim's Unit Case Workload – 2017–2020

Unit	2017	2018	2019	2020
Staffing	4	4	4	5
Cases Assigned	498	424	452	584
Active	23	10	11	70
Arrest or Summons	19	28	30	36
Closed – Inactive	294	266	410	463
Information Only	161	117	1	5
Other	0	3	0	10

4.1.3 Neighborhood Preservation Unit

The Neighborhood Preservation Unit (NPU) is staffed with one detective-sergeant who acts as the unit supervisor and two detectives (police officers). The mission of the NPU is to enforce City code and nuisance ordinance violations. NPU focuses on drug houses, illegal accessory apartments, abandoned vehicles, illegal business, and other "quality of life" problems throughout the City.

The following table shows the cases assigned to NPU since 2017.

Table 17—Neighborhood Preservation Unit Case Workload – 2017–2020

Unit	2017	2018	2019	2020
Staffing	3	3	3	3
Cases Assigned	2,207	1,344	1,528	1,422
Parking Citations	49	110	103	126
Misdemeanor Cites	52	33	37	10
Admin Law Court	N/A	N/A	76	23

4.1.4 Mental Health Unit

The Mental Health Unit (MHU) is staffed with one detective-sergeant who acts as the unit supervisor, one detective (police officer), and a part-time mental health advocate. The MHU was recently formed as a branch of the NPU and seeks to address the increasing number of calls for service associated with individuals who have mental health issues.

The following table shows the cases assigned to MHU since 2017.

Table 18—Mental Health Unit Case Workload – 2017–2020

Unit	2017	2018	2019	2020
Staffing	1	2	2	2.5
Follow Ups	489	511	799	1,241
Consumers	New	398	606	874

Finding #10: The Neighborhood Preservation Unit and the Mental Health Unit both perform specific problem-oriented policing functions.

Recommendation #10: Consider combining the mission and staffing of the Neighborhood Preservation Unit and the Mental Health Unit and redeploy one of the sergeant positions to the Traffic Enforcement Unit as mentioned in Patrol recommendations.

4.1.5 Victim Assistance Program

The Victim Assistance Program's mission is to provide crisis intervention, emotional support, and other critical services needed to assist crime victims and their families. The program also promotes community awareness on victimization issues and resources available within the community.

The unit is staffed with three full-time victim advocate coordinators who report to the MHU supervisor. They are critical resources, helping crime victims navigate the criminal justice system. Their services include the following:

- Attend court hearings with victims and witnesses
- Assist with drafting protection orders and stalking injunctions
- Assist in locating housing for domestic violence victims

- Provide counseling
- Provide critical liaison between victims/witnesses and law enforcement.

The City program is funded through the 1984 Victim of Crimes Act. Although organized under the MHU for supervision, the victim advocate coordinators primarily support criminal investigations by the SVU, General Criminal Investigation, and Patrol.

This unit differs from the victim advocates of the Utah County Attorney's Office in that it provides a first response to victims of felony crimes and works with victims and witnesses until such time that the County Attorney's Office takes the case.

The following table shows the cases assigned to Victim Assistance Program since 2017.

Table 19—Victim Assistance Program Case Workload – 2017–2020

Unit	2017	2018	2019	2020
Staffing	3	3	3	3
Victims Assisted	432	504	450	539
Accompaniment	978	1,632	1,256	1,432
Emotional Support	200	279	262	237
Sheltered	6	13	0	12
CJ/Civil Assistance	984	1,426	532	1,239
Other Services	30	81	71	95

Finding #11: The Victim Assistance Program was organized under the Mental Health Unit supervisor. However, the majority of victim advocates support the Special Victims Unit, the General Investigations Unit, and Patrol.

Recommendation #11: Convert one civilian victim advocate FTE to a supervising victim advocate and reorganize the unit under the Investigations lieutenant.[16]

[16] The Victim Assistance Program was recently reassigned from the Mental Health Unit to the General Investigations Unit. Citygate supports that reorganization and continues to recommend the conversion of one civilian victim advocate FTE to a victim advocate supervisor.

4.2 UTAH COUNTY MAJOR CRIMES TASK FORCE

The Utah County Major Crimes (UCMC) Task Force is a multiple-agency program that involves 17 local, state, and federal agencies. The primary mission of the Task Force is to disrupt drug trafficking operations and street gang crime. However, the Task Force acts as a force multiplier to participating agencies during homicide or similar investigations.

Orem's commitment to the Task Force includes one police lieutenant, two police sergeants, and three police officer detectives. Citygate assesses the Task Force is working well. There are no findings or recommendations for the UCMC Task Force.

SECTION 5—SUPPORT SERVICES DIVISION

The Support Services Division is commanded by a police captain with the support of three police lieutenants, and two non-sworn supervisors.[17] The police lieutenant responsibilities include management of Administrative Services. One of the non-sworn supervisors manages the Communications Center and the other manages the Records Unit. The two non-sworn supervisors report directly to the captain. The lieutenants manage the following tasks:

- Police Lieutenant
  - Internal Affairs
  - Equipment
  - Hiring
  - Backgrounds
  - Public Information (PIO)
  - Cell Phones
  - Car Cradle Boards
  - Body Worn/Fleet Cameras
- Police Lieutenant
  - Training and Personnel
  - Equipment
  - Crime Analysis
  - Volunteers in Police Services (VIPS)
  - Property and Evidence
  - Crossing Guards
  - Animal Control Services
  - Community Engagement

[17] A lieutenant was moved to Patrol from Support Services shortly after Chief Adams assumed office.

- Police Lieutenant
  - Special Events
  - Firearms
  - Range Facility
  - Physical Fitness Program
  - Field Training Program
  - Active Assailant Training
  - School Resource Officers

Currently, all three Support Services and Administrative Services lieutenants have responsibilities associated to training, personnel, equipment, and community engagement. The Department should consider reorganizing the Support Services and Administrative Services functions. This reorganization could include the same number of administrative lieutenants. However, the workload could be aligned between Internal Affairs, Training and Personnel, and Community Services. A realignment could shift some, but not all, training- and equipment-related duties to the Training and Personnel Section. A Community Services Division could absorb School Resource Officers, Volunteers in Policing (VIPS), Community Engagement, Special Events, Crossing Guards, Code Enforcement related activities, the Physical Fitness Program, and outside agency event requests.

5.1 EMERGENCY COMMUNICATIONS CENTER

The communications function plays a vital role in effective law enforcement agencies. The first point of contact for citizens requesting assistance is often 9-1-1 operators. The efficiency of collecting and disseminating information is directly related to the safety of personnel, the safety of citizens, and the outcomes of in-progress crime.

The Orem Police Department's Emergency Communications Center serves as the Public Safety Answering Point (PSAP) for Orem police, fire, and EMS calls; Linden police, fire, and EMS calls; and Vineyard fire and EMS calls. There are four PSAPs in Utah County, each acting as a backup for the other. All of the PSAPs operate on the same integrated CAD system (Spillman/Motorola), the same phone system, and the same radio system. The County-wide system has allowed Orem to cut its phone transfers to approximately three percent of its incoming 9-1-1 calls. Text-9-1-1 was implemented three years ago. Although there is a backup potential, data is not maintained consistently between the City and the County.

Orem full-time dispatchers are cross-trained to handle police calls, fire calls, EMS calls, secondary service channels, and call-taking responsibilities. The City operates a 3-1-1 Center. There are times

when calls are transferred into dispatch. Dispatchers are also responsible for monitoring Closed Circuit Television (CCTV), Department security cameras, the City alarm system, and impound process follow-up.

Dispatch operates under the direction of a civilian supervisor who reports to the Support Services captain. The supervisor is supported by four dispatch leads, one training lead, and 14.5 full-time dispatchers (19 are allotted). Three of the allotted positions are job-share dispatchers covering 1.5 positions. There are four part-time, flexible dispatchers. The 14.5 full-time positions include two currently in training. The four dispatch leads are responsible for a supervisory role, completing evaluations, managing personnel issues, and conducting other supervisory responsibilities while working at a station.

Dispatch leads and dispatchers currently work a modified 12-hour schedule. There are two day shift teams and two night shift teams. Under the 12-hour plan, the actual workweek is three 12-hour days, followed by a four-hour day. In practice, dispatchers trade the four-hour overlap so they are working three 12-hour days followed by an eight-hour day, which affords a full day off every other week. The bulk of scheduling occurs around the hours of 6:00 am through 6:00 pm and 6:00 pm through 6:00 am. Team One Days, Team One Nights, Team Two Days, and Team Two Nights are on a revolving schedule.

From 6:00 am through 8:00 am shift minimums are three on Monday through Thursday, including a dispatch lead and two other dispatchers, covering four required stations. One dispatcher on the main channel, one dispatcher on the Police Service channel, and the third dispatcher covers both fire and call-taking duties. On Monday through Thursday, shift minimums move to four dispatchers from 8:00 am through midnight. Each of the four working dispatchers takes one of the required four channels. The Monday through Thursday shift minimums move back to three dispatchers from midnight through 6:00 am.

On Fridays through Sundays, the shift minimums are four dispatchers between 8:00 am and 2:00 am.

Once the monthly schedule is established, the part-time, flexible dispatchers are placed into needed positions. Overtime is then posted and accessible. Once the overtime is evaluated, each dispatcher's on-call dates are determined. Currently the full-time dispatchers are averaging approximately two on-call dates per month. Overtime is prioritized based on the transition from a shift minimum of three to four.

Full-time and job-share dispatchers are assigned to the mandatory on-call days. On-call hours are between 10:00 am and 10:00 pm, with one hour of compensatory time for the on-call status and travel and overtime hours worked, if called in. Training dispatchers receive one hour of compensatory pay for each shift they are training. Part-time dispatchers work 15 hours a month and receive straight-time compensation.

The Communications Center dropped to approximately half staff in the latter part of 2019, resulting in increased overtime for the beginning of 2020. The middle of 2020 saw staffing decrease over time, which was a partial result of several new dispatchers being released from training and canceled vacations due to the COVID-19 pandemic. Staffing continued to decline in 2020, which resulted in increased overtime.

An analysis of January 2021 Communications Center staffing revealed 53 separate one-hour time blocks, occurring on 14 separate days, where staffing levels were below Department-identified minimum staffing levels.

Communications centers often find themselves under operational strains to find and maintain qualified applicants who can complete training, manage stress, and overcome the challenges associated with working in a communications center. The Department, like many agencies, has struggled with this. Associated staffing issues can include allied agency compensation and benefits, the demands of the career, recruitment and retention efforts, and Human Resource processes. The Orem Communications Center has four qualified dispatch trainers. One is full-time, two are job-share, and the fourth is a flexible employee. Recruitment and retention efforts include available training staff to support successful onboarding of new hires. Orem has the advantage of an in-house training lead who can establish trainers when they are ready and capable.

Every employee in the organization is mandated to meet with Employee Assistance Program representatives once a year. Orem utilizes the previously mentioned part-time dispatchers, the job-share positions, and mandatory on-call days to address staffing shortfalls. Orem has implemented a Dispatch Night for prospective candidates, which allows candidates to spend several hours with staff while strengthening their understanding of the role they may wish to pursue. The past several candidates attending this event (three out of four) completed training and are still working in the Communications Center approximately 1.5 years later. Human Resources traditionally opens active recruitment, and internally, the Police Department has been engaged in various processes, including interviewing prospective candidates. The Department has received funding to help with CritiCall, a software program utilized in dispatch testing processes. In addition to CritiCall, Dispatch Nights, and active Department involvement in recruitment and hiring processes, the City should maintain an open and continuous hiring process for these positions. If vacancies continue to exist, the Department should consider additional job-share or part-time dispatchers. The cost of these positions may be offset by the rate of the vacated position and related overtime costs. Although not ideal, in the case of an emergency, there would be two former dispatchers working in different jobs in the Police Department.

Over the past five years, staffing has come close to reaching the City allocations, but the Communications Center continues to struggle to reach full staffing. There are two trainees who have not yet completed their programs. Unfortunately, it is likely that any given trainee may not successfully graduate from the program and transition into a long-term position. The Department

should maintain open and ongoing recruitment and Human Resource application processes for dispatchers, with continued Department engagement in the process.

The dispatch training process includes four stages: Call-Taking, Service Channel, Main Police Channel, and Fire/9-1-1 emergencies. If the current trainees perform successfully they are still several months from operating as a solo dispatcher in the Communications Center. Trainees who have successfully passed their Call-Taking training may work overtime in that regard, which can positively impact the center.

The Orem Police Department relies on dispatch leads to routinely conduct line-level duties. This can impact supervisory responsibilities. Once fully staffed, the goal is to remove dispatch leads from time currently spent on line-level tasks. One of the benefits of the current Communications Center is the assignment of a dispatch lead on each shift.

The Communications Center will benefit from a statewide radio system upgrade. This is a three- to four-year project, and the current timeline for Orem's transition is undetermined. The updates will be for the current number of positions, which is six, but there is a potential desire to establish eight positions moving forward. The organization is holding off on upgrading the current consoles, which date back to approximately the year 2000, due to the desire to complete an upgrade alongside the implementation of the forecasted new equipment. The Department should consider expanding consoles with statewide upgrades for future growth.

Currently, the CAD system shuts down several times a week, County-wide, and usually around 1:00 am. The Communications Center utilizes Google Forms as a backup during downtime. The Department should continue to work with County partners and the CAD vendor to resolve the current CAD issues interrupting service.

The Communications Center performs random quality assurance checks. The dispatch leads review approximately two percent of police and fire calls monthly. Due to the number of calls reviewed, they generally have quality assurance checks on all employees during the given month. Medical call quality assurance checks are also conducted monthly through the Pro QA/Aqua platform and are supplemented, if necessary, by dispatch leads pulling random calls based on what is reviewed during the initial draw.

Dispatchers are included in Department community engagement efforts. Several dispatchers are trained with the Hostage Negotiations Team, and other examples of collateral duties include Peer Support and the Wellness Program. Internal unit wellness consists of a treadmill in the center and motion pedals under the consoles.

The Communications Center supervisor attends monthly Utah County Dispatch meetings. Consolidated dispatch is a conversation topic at these meetings, with chiefs throughout the County and with the County Sheriff. The State of Utah would like to pursue having two PSAPs per County.

Consolidated Communications Center planning should include collaboration and identified backup solutions.

Orem dispatch has implemented several changes since the onset of COVID-19, including enhanced sanitizing protocols, limiting and controlling the flow of personnel into the Communications Center, enhanced information gathering through Emergency Medical Dispatch questions, and flagging COVID-19 positive addresses through information received by the County Health Department. The Department should sustain COVID-19 processes and County-wide partnerships.

Table 20—Dispatch Call Statistics – 2017–2020

Category	2017	2018	2019	2020
9-1-1 Calls	27,587	28,604	32,202	32,001
Administrative Calls	123,885	124,814	125,032	117,573
Days – 6:00 a.m. to 6:00 p.m.	98,073	99,256	101,783	96,470
Nights – 6:00 p.m. to Midnight	40,856	41,513	42,064	39,775
Nights – Midnight to 6:00 a.m.	12,543	12,649	13,387	13,329
Total Calls	**151,472**	**153,418**	**157,234**	**149,574**
Calls Per Hour	**17**	**18**	**18**	**17**
Text to 9-1-1	19	73	65	84

Table 21—Dispatch Overtime Usage by Month – 2020

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Shift Coverage Comp	100.00	103.00	37.00	12.00	18.00	61.00	42.00	11.00	41.50	72.50	54.25	33.75	**586.00**
Training (Trainer Pay)	67.15	36.14	56.07	51.27	32.50	8.00	29.00	9.00	2.00	-	1.50	23.50	**316.13**
Shift Coverage Pay	360.00	228.50	258.20	272.34	119.50	96.00	357.50	183.75	232.75	164.75	215.25	341.25	**2,829.79**
On-Call Comp	38.50	40.50	15.30	12.25	19.50	51.75	73.16	37.25	49.50	16.50	7.50	6.00	**367.71**
On-Call Pay	536.08	250.48	226.57	226.57	39.50	93.00	117.00	232.00	177.00	177.40	155.00	195.50	**2,426.10**
Non-Mandatory Training	-	13.00	-	-	-	-	-	-	-	-	-	-	**13.00**
Total Overtime Hours	**1,101.73**	**671.62**	**593.14**	**574.43**	**229.00**	**309.75**	**618.66**	**473.00**	**502.75**	**431.15**	**433.5**	**600.00**	**6,538.73**

Finding #12: The Orem Police Department Communications Center is currently understaffed, operates beneath identified minimum staffing levels at times, and is unable to maintain optimal coverage of the four required priority channels.

Finding #13: The Communications Center does not maintain up-to-date and ongoing workload tracking measurements.

Recommendation #12: Once fully staffed, evaluate identified minimum staffing levels, overtime gaps, and dispatch lead processes to identify ongoing staffing levels.

Recommendation #13: Establish and maintain monthly and annual workload tracking measurements to monitor ongoing workload activities and staffing levels.

5.2 RECORDS UNIT

Records units within police agencies are responsible for an exhaustive list of duties which go unnoticed but are essential for an organization to maintain efficiency and effectiveness.

Orem Police Department Records Unit staff are currently titled Customer Service Specialists (CSS). There has been a request to retitle the position to records technician. The Records Unit is responsible for many daily tasks including, but not limited to, processing arrest reports, general reports, traffic citations, and lobby contacts; answering telephones; background investigation processes for the City, the Police Department, the City fitness center, and for citizens; impound processes; fingerprint slips; DUI follow-up to the state Driver's License Division; in- and out-going Department mail; alarm permitting and reporting; subpoena processes; fax requests; 9-1-1 discovery processes; Government Records Access and Management Act (GRAMA) requests; processing online reporting documents; Uniform Crime Reporting / National Incident-Based Reporting System (UCR/NIBRS) reporting; Department training; and maintaining reporting schedules for the organization.

The Orem Police Department policies reference the Records Unit functions and responsibilities.

The Records Management System (RMS) used by the Orem Police Department is Spillman, which was purchased by Motorola in 2016. The RMS is an integrated product. The Department operates on a paperless system. However, some paper documents are still necessary, such as an arrest cover sheet, or documents handed over via a victim or witness, consistent with many current agencies. The paperless processes in place have eliminated any purge-related issues. There were no reported adverse interface issues identified with other Department functions.

The Records Unit is open to the public Monday through Friday from 8:00 am to 6:00 pm. Records Unit staffing includes a supervisor, four records clerks, and a flexible employee. The supervisor

and one other clerk work a 9/80 schedule with every other Friday off. They separate Fridays off while they balance the schedule, as the other three records clerks work a 4/10 schedule with varying days off (Monday, Wednesday, and Friday). The flexible, non-benefitted clerk works 28 hours a week, which is the maximum for a flexible employee. This clerk typically works Monday through Thursday for approximately three to four hours, starting at 5:30 pm, and works some Fridays. There is a college intern who works the front window roughly twice a week when available.

The current Records Unit supervisor has approximately twenty years of experience in the Orem Police Department and promoted into the position approximately two years ago when the previous supervisor was transitioned to a 3-1-1 position. The current supervisor's position was never backfilled. The Records Unit may have been down an additional 1.5 positions at the time of this transition.

Records Unit staff is not cross-trained in all records related functions. The Department should consider establishing a training plan and conduct cross-training for all Records Unit staff. Once all staff is cross-trained, staff rotations can be implemented to assist with ensuring maintenance of skills.

The Records Unit is located at the front of the Police Department and receives counter walk-ins who may need the services of other departments. Still, the Police Department lobby is the gateway to the complex, which also has court buildings and other various services located behind the Police Department. Records Unit staffing impediments include handling lobby contacts not associated with the Police Department based on its complex location. The Orem Police Department is implementing an electronic device and secure access between the breezeway and the lobby to increase Records staff efficiency. Staff analyzed a three- to four-week snapshot of data, to determine who comes in the lobby for police needs and who comes into the lobby for other campus needs. This data was not available at the time of this report.

The Records Unit maintains some monthly and annual statistics related to significant tasks that are performed. Moving forward, the implementation of enhanced workload measurements can assist in determining workload demand, increases in workload demand over given periods, and the scope of unit responsibilities. The unit attempts to document "disseminations," which are done for a variety of outgoing reports. Examples include reports going to the public, the City Attorney's office, the County Attorney's office, and accident reports going to insurance companies. Government Records Access and Management Act (GRAMA) requests are also documented within disseminations. However, the disseminations do not provide a true workload measurement for all the activities that may be associated with a GRAMA request. Disseminations are not always documented or appropriately updated to reflect workload by the entire staff and are therefore considered to be an approximation. Dissemination statistics are shown in the following table. Records staff scans and enters traffic citations, criminal citations, and parking enforcement

citations. Statistics for these activities are shown in the following table. The unit completes approximately 150 expungements per year. The unit is also responsible for completing arrest packets for juveniles, the City Attorney's office, and the County Attorney's office. Statistics for these activities are shown in the following table.

The Records Unit started tracking criminal filing declines and County Attorney's office referrals to the City Attorney's office in 2020. In calendar year 2020 there were 46 declinations from the County Attorney's office and 24 referrals to the City Attorney's office. City Attorney declinations are considered rare. These declinations cover the entire organization and are not broken down between Patrol and Investigations. These statistics are also an approximate number because it is possible for an officer or detective to receive the initial notice of declination and it may not be routed through the Records Unit.

Table 22—Records Unit Workload Measurements – 2017–2020

Workload Measurements	2017	2018	2019	2020
County Arrests Processed	729	697	787	810
City Arrests Processed	2,060	1,988	1,908	2,016
Juvenile Arrests Processed	475	363	308	287
Total Arrests Processed	**3,264**	**3,048**	**3,003**	**3,113**
Total Disseminations	**6,701**	**6,996**	**7,106**	**5,753**
Misdemeanor Citations	1,265	1,726	1,559	1,706
Moving Citations	9,930	7,683	6,597	5,597
Parking Citations	1,099	1,355	843	888
Total Citations Processed	**12,294**	**10,764**	**8,999**	**8,191**

The Records Unit supervisor is the Custodian of Records for the Police Department. These responsibilities include review, redaction, and release of body-worn camera footage based on GRAMA requests and processing 9-1-1 discovery evidence. The Police Department deploys Axon body, in-car, taser, and interview room cameras. The Axon storage platform, Evidence.com, interfaces with the City Attorney's office, which allows them access to open and retrieve body-worn camera evidence. The County Attorney's office does not have the same interface access. The Records supervisor is responsible for ensuring the County Attorney's office has available video evidence. Sharing with the County Attorney's office can be time-consuming depending on how the video was downloaded into the system and if it was properly labeled. The Department should consider working on a resolution for the interface issue between Evidence.com and the County Attorney's office.

The City Attorney is an available resource to assist with GRAMA-related items. The number of GRAMA requests have not seemed to increase. However, the true workload associated with GRAMA requests is not currently tracked because the Records Unit does not track GRAMA requests monthly or annually as a workload item. They would have to be tracked individually through dissemination reports, which still do not document the time spent on a given request.

Currently, there is not a software program platform specific to public records requests. The Department should consider establishing individual tracking and monitoring of GRAMA requests and the amount of time necessary to process associated workload functions. There is currently a vacant analyst position, which was supposed to be utilized to manage and process body-worn cameras for the organization. There is a $45.00 fee for all other body-worn camera requests. If the time requirements to complete the request takes longer than an hour, the Department can charge an additional $15.00 for each additional half hour. The additional charges are discretionary.

Police departments annually report crime data and clearance rates to the Federal Bureau of Investigation for inclusion in the UCR, which transitioned to NIBRS as of January 2021. In the Orem Police Department, this reporting is performed by the Records Unit. The Records Unit currently has one staff member specialized in NIBRS reporting. Coding can be complex and frequent training should be provided. The Orem Police Department trained Department staff for NIBRS compliance in August 2020.

Cash transactions can present an unnecessary risk to the City and the Department. The Records Unit collects payments in the form of cards, cash, checks, and an online pay junction. If cash is maintained as an option, comprehensive and regular internal audits of Records Unit currency transactions should be conducted through the Internal Affairs Unit.

The online reporting system currently allows the public broad reporting opportunities. The following represent some of the crimes listed in the online reporting portal: assault, custodial interference, narcotics, robbery, sex offenses, and motor vehicle theft. These reports require follow-up by Records staff, including distribution to sworn personnel. The format should not allow submission until all information is appropriately completed. The lack of information on a report also creates additional follow-up for Records staff. A review and potential update to online reporting processes may assist with enhancing workload efficiency and effectiveness.

Pending reports are input into the RMS. Officers can maintain reports and later forward them to the Investigations Unit. If an officer sends a report to the Investigations Unit, they are supposed to email the Investigations Unit for the case to be assigned to a detective. Reports are approved and forwarded by the shift sergeant.

The Department has implemented COVID-19 safety measures related to Live Scan. In addition, the Records Unit cubicles are spread apart with dividers around the workspace.

Finding #14:	The Police Department Records Unit has not been consistently maintaining ongoing workload tracking measurement mechanisms.

Recommendation #14:	Consider establishing monthly and annual tracking of priority workload tasks such as police reports processed, citations, arrests, online reporting processed, field-interview contacts, Government Records Access and Management Act requests, and the number of residents served at the lobby. If additional Patrol staffing occurs in the organization that creates additional workload, consideration should be given to incremental increases in Records Unit staff to meet the workload demand affecting the Records Unit.

5.3 PROPERTY AND EVIDENCE

Intake, processing, storage, and disposal of property and evidence are vital functions of every law enforcement agency. Proper management of property and evidence units allows agencies to avoid consequences that many other agencies have faced based on mismanagement, including arrest and termination. The ability to control property and evidence access, inventory control, and regular audits is vital to ensure effective management of property and evidence units.

The Orem Police Department Property and Evidence Unit is under the direction of an administrative lieutenant. The lieutenant reports to the Support Services captain. Daily operations are managed by the lieutenant, who supervises one full-time evidence technician and a 24-hour, part-time, flexible technician.

The full-time property and evidence technician is a member of the Utah Division of International Association for Identification (IAI), has received International Association for Property and Evidence (IAPE) certification, and is a Utah State certified Field Identification Drug Officer / Marijuana Leaf Identification Technician. The Police Department should continue to maintain associations and training to continue to enhance agency best practices and ensure training and membership for the part-time evidence technician.

Property and Evidence Unit duties include booking evidence items, fingerprint examinations, coordinating firearm examinations, property releases, completing destruction orders and purges, transporting evidence to the state crime laboratory, court testimony, evidence transport, coordination with various attorneys, and daily security checks of off-site locations. On average,

the property technicians respond to the Utah State Crime Laboratory weekly, which equates to approximately 52 trips annually. In addition to the required scope of work, the relationship with the Utah State Crime Laboratory provides an opportunity to maintain invaluable ongoing training in best practice. Property intake for calendar years 2017 through 2020 is documented in the following table. The intake numbers do not account for multiple entries associated to controlled substances or currency.

Table 23—Evidence and Property Intake Data – 2017–2020

Evidence and Property Intake	2017	2018	2019	2020 (12/17 YTD)
Items	11,654	11,248	12,476	12,381

The Property and Evidence Unit is currently maintaining approximately 20,000 items. Property and evidence are stored in several different locations. The main Police Department building is the central location for evidentiary storage, with attached drop lockers leading into property and evidence. There are four temporary lockers for operations staff to assist with processing procedures prior to the final booking. The unit is secured through various access points and private security controls. The Department should consider providing camera access to the Internal Affairs lieutenant for purposes of potential confidential investigations. General evidence, firearms, and narcotics are all separated, but stored in the same open area. Prior to the COVID-19 pandemic, the Department was pursuing a project to enhance the temporary lockers. This project has since been put on hold.

The Property and Evidence Unit recently obtained about 400 square feet of space internally. Property related to homeless issues and hold-for-owner property is also stored in a bicycle shed under the control of the Property and Evidence Unit. There are two additional off-site locations storing property and evidence. The Department should consistently review and access security systems in place.

Staff stated that in 2018, the Property and Evidence Unit had approximately 10 to 15 backlogged Sexual Assault kits. Those cases were stated to be cleared within one month. This situation was not unique to the Police Department, and the organization appears to have conducted a rapid reconciliation.

The full-time property technician is also responsible for Crime Scene Investigation (CSI) duties. These duties may require extended hours over and above the full-time duties associated with Property and Evidence. Responses to CSI callouts vary based on incident circumstances. The callouts should be reviewed to determine time allocations as part of the ongoing workload assessment. The Department should continually assess the need for equipment that may enhance efficiency for Crime Scene Investigations and Major Accident Investigations, such as a FARO

machine. The Department should also continuously assess the need for a CSI position under the Investigations Bureau and a dedicated CSI unit vehicle. CSI-related callouts for calendar years 2016 through 2020 are shown in the following table.

Table 24—Crime Scene Investigation Call Data – 2016–2020

Type of Call	2016	2017	2018	2019	2020 (12/28 YTD)
On-Duty Calls	7	7	5	1	16
Off-Duty Call-Outs	7	15	9	27	21
Total	**14**	**22**	**14**	**28**	**37**

Finding #15: The Police Department Property and Evidence Unit has not been consistently maintaining ongoing workload tracking measurement mechanisms.

Recommendation #15: Establish and maintain monthly and annual Property and Evidence Unit workload tracking measurements to monitor ongoing workload activities and staffing levels. These reports can track the number of items booked, discovery requests, property releases, state crime laboratory transmissions, fingerprint analysis processes, destruction and purge reports, administrative duties, and other desired activities.

5.4 SCHOOL RESOURCE OFFICERS

An administrative lieutenant manages the School Resource Officer program. The assigned sergeant is responsible for one of the high schools. Three of the four designated officers each have responsibility for the remaining high schools. The remaining officer is responsible for two middle schools. The school district is believed to pay two-thirds of the School Resource Officer costs. The previous Chief handled these contracts in the past. The Department should consider placing some budget and contract responsibilities within the chain of command to promote succession planning, enhanced collaboration, and growth.

Table 25—School Resource Officers Case Management Data – 2017–2020

Unit	2017	2018	2019	2020
Staffing	4(5)	5	5	5
Cases Assigned	267	110	136	104
Active	8	2	30	30
Arrest or Summons	17	3	6	2
Closed – Inactive	137	74	81	63
Information Only	103	31	19	9
Other	2	0	0	0

Finding #16: A sergeant is responsible for day-to-day line-level activities of one of the high schools while also supervising the School Resource Officer program.

Recommendation #16: Consider adding a School Resource Officer to alleviate the sergeant from the line-level activities associated with a school. Supervision, administrative meetings, school district responsibilities, and daily management of this responsibility should dictate the need for a full-time supervisory role.

5.5 CROSSING GUARDS

Crossing guards are under the direction of an administrative lieutenant with no additional support staff. The lieutenant presently reports to the Operations Division captain due to a vacant Support Services/Administrative captain position. There are currently 53 crossing guards covering elementary and middle schools. In 2019, an additional 15 were hired as alternates. The management responsibilities associated with crossing guards include background checks, hiring, scheduling, and managing timecards.

There are no specific findings for this area.

5.6 VOLUNTEERS IN POLICE SERVICES

There are 18 Volunteers in Police Services (VIPS). These 18 represent a manageable number at the current time. Ten VIPS each work about 30 hours a year at limited special events. The other eight each average about 1,500 hours per year. The management responsibilities associated with VIPS include background investigations, hiring, training, and equipment coordination.

Finding #17: The Police Department relies on a Volunteer in Police Services program to assist with providing special event services.

Recommendation #17: Consider training and utilizing Volunteers in Police Services in various assignments throughout the Department to assist with a variety of workload tasks. Examples include the Records Unit, the Property and Evidence Unit, and the Investigations Bureau.

5.7 ANIMAL CONTROL SERVICES

The City of Orem manages the Animal Control Shelter facility located in the City of Linden and the budget. The Shelter Director is a City of Orem employee who reports directly to the training lieutenant. The lieutenant holds a board position and the facility supports Northern Utah County. There are two animal control officers working split shifts.

There are no specific findings for this area.

5.8 SPECIAL EVENTS

Orem Police Department special events are managed by an administrative lieutenant. Every year the City hosts a four-day Summerfest in June. Several event activities include fireworks, a parade, and a carnival. There are regular meetings throughout the year in preparation for the event. Staffing the event consists of general Police Department staff coverage for safety, traffic management, and parking management. This event requires about 50 percent of the lieutenant's time in the month leading up to it. VIPS personnel are considered vital to managing this event. Additional special events throughout the year, which also rely on VIPS, can include collaboration with Utah Valley University, funerals, and dignitary visits.

There are no specific findings for this area.

5.9 COMMUNITY ENGAGEMENT

Community engagement and community policing are essential components of 21st Century Policing. Promoting prevention and intervention strategies through partnerships and problem solving strengthens organizational health. Strategies that include internal and external components comprised of policy, culture, training, administrative processes, transparency, and community interaction enhance procedural justice and legitimacy. Partnerships can be established with various stakeholders, including, but not limited to, residents, school districts, social service providers, business owners, business organizations, and community organizations. Community engagement efforts provide listening opportunities, enhance dialogue, and establish relationships built through non-enforcement contacts.[18]

The Orem Police Department and Orem residents share a common interest in maintaining a safe community. Community engagement can enhance internal processes with positive community outcomes regularly, not just during a crisis.

Although it would be difficult to quantitatively track every aspect of Orem Police Department's community engagement efforts, the Department does not currently track any community outreach efforts. Tracking community engagement efforts can help the Department identify current community needs, identify future needs, identify workload analysis findings, and reinforce Department culture through sworn and non-sworn employee participation and nonenforcement community contact rewards.

Finding #18: The Department does not keep a master list of community engagement efforts.

Recommendation #18: Consider establishing monthly and annual community engagement tracking mechanisms.

5.10 MOBILE FIELD FORCE (PUBLIC ORDER)

The Police Department is in the initial stages of developing a Mobile Field Force Team. Mobile Field Force responsibilities include crowd control, crowd management, and force protection operations. Supervisors and managers should receive training in Incident Command Systems and

[18] COPS Office (2015) The President's Task Force on 21st Century Policing Implementation Guide Moving from Recommendations to Action (1-38), Office of Community Oriented Policing Services https://policingequity.org/images/pdfs-doc/reports/TaskForce_FinalReport_ImplementationGuide.pdf

Emergency Operations Center functions and responsibilities. A collateral team, separate from the Special Weapons and Tactics (SWAT) team and the Crisis Negotiations Team should be identified for this collateral duty. This team should receive specialized and enhanced training while all sworn staff should receive minimum crowd control training on an annual and ongoing basis.

Currently the Department issues expandable batons. The Department does not issue gas masks. The Department should identify specific equipment related to Mobile Field Force for both a collateral team and all Department sworn personnel, including, but not limited to, munitions, less-lethal impact weapons, kinetic energy devices, long batons, short batons separate from the currently issued expandable batons, personal protective gear, storage devices, vehicles, trailers, and gas masks. Mobile Field Force personnel should be trained on all equipment and demonstrate proficiency prior to deployment. All training should be documented and equipment should be inventoried and audited on an ongoing basis.

Consideration should be given to supplying all sworn personnel with long batons, short batons, and gas masks for potential crowd control deployment. This should include documented annual training.

The Department should consider establishing a hazmat coordinator position. Once identified, selected, and trained, this expertise can be utilized to conduct annual fitness testing and inventorying specific to gas masks, as well as other necessary training in 21st Century Policing. In addition to potential crowd control responsibilities, this would provide employees with the necessary equipment and training for potential force protection operations.

The Department should develop a Civil Disobedience Policy.

Finding #19: The Police Department is in the initial stages of establishing a Mobile Field Force Team, securing equipment, and establishing positions and training.

Recommendation #19: Department training should be established at regular intervals for a Mobile Field Force Team in addition to attending regional training. All sworn staff should receive basic annual crowd control training in compliance with state and Department standards.

5.11 SPECIAL WEAPONS AND TACTICS TEAM

The Police Department SWAT team is part of a metropolitan SWAT team comprising 16 Police Department personnel serving as collateral team members. The Police Department contingent is managed by a lieutenant, has 13 sworn personnel, and two Fire Department medics. The metropolitan team is comprised of approximately 40 staff from four separate agencies, including two university police departments. Overall, team management falls under the purview of the Provo Police Department. The Police Department lieutenant is responsible for sniper, observation, and marksmanship training for the metropolitan team based on qualifications and experience. Managing and supervision within a SWAT team should not be based on positional assignments in the organization. It should be based on training and experience associated with the requisite responsibilities. Multiple SWAT operators should be trained in the various disciplines that are required. Because the SWAT team is comprised of collateral duty staff, it is likely that equipment, training, and skill sets are immediately available when a crisis situation occurs.

The State of Utah does not have a mandated Peace Officer Standards and Training (POST) SWAT school. The metropolitan team has one 10-hour training day each month, and two additional 10-hour training days bi-annually.

Historically, when the Police Department has had a SWAT vacancy leading to a team opening, testing has included specific processes. These processes begin with a Department-wide email notification followed by individual officer submission, a physical fitness test, a firearms qualification test at an enhanced 90 percent passing rate, and current team member input. All these processes are important and should continue.

Assignment to the SWAT team, as with any specialty unit or collateral assignment in the organization, should include input from direct supervisors and all command and executive staff members. Part of the review process should consist of training records, annual evaluations, and disciplinary related review. Staff requesting to test for positions should receive supervisory and management approval based on their qualifications.

The Department should continually review the current team, future resignations, retirements, and operator longevity. If staff leaves the SWAT team, consideration needs to be given to how that expertise is replaced. The Police Department has seen a large amount of turnover in recent years. The Department should consider a SWAT development program that starts to prepare potential SWAT operators in a phased transition period over an extended time.

There are no specific findings for this area.

5.12 CRIME ANALYST

Crime analysis is under the direction of the administrative training lieutenant. The crime analyst resigned in May 2020 and the position has remained vacant.

The data analysis presented by the City and reviewed by Citygate revealed a lack of adequate dispatch date and time stamps for events. Understanding the true nature of response times requires the ability to ascertain call handling time while identifying Communications Center response time and officer travel time. The lack of available data also creates difficulties in identifying total committed time.

Citygate and the Police Department coordinated with Utah County and received additional data. The County does not entirely back up the City data. County-provided data had enhanced quality but fewer available records. A portion of the lack of records is associated with a policy change in 2018 which led to the non-retention of CAD records that did not have a corresponding report number. The Department should continue to work with the County to identify and establish data backup procedures.

The Police Department does not have the available staff to provide efficient data support for the organization. Data support requires an analyst with the following essential skills: direct database querying, the ability to guide comprehensive and evolving CAD and RMS procedures, data governance, and efficiency in the reduction of analytical burden within the organization.

If the Department fills the analyst position, consideration will have to be given to the appropriate division the analyst is placed in to support the vision and mission of the organization.

Finding #20: The Police Department does not have an on-site crime analyst.

Recommendation #20: Consider investing in an on-site management analyst who can provide the required data support for the organization.

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SECTION 6—ADMINISTRATIVE SERVICES

6.1 TRAINING, PERSONNEL, AND EQUIPMENT

Training is under the direction of a lieutenant with no additional support staff. The lieutenant reports to the Support Services captain. The unit transitioned from a previous lieutenant to a sergeant before the COVID-19 pandemic. With the outbreak of COVID-19, which included a workload shift, the current lieutenant was transitioned into the unit, and additional responsibilities were assigned to training.

Utah Peace Officers Standards and Training (POST) requires a minimum of 40 hours of annual training for sworn personnel that adheres to the standards and procedures of the POST Director and the POST Council. Dispatchers are statutorily required to complete 20 hours of annual POST-certified training.

The areas of responsibility for this unit include: maintaining Department training data in the Spillman RMS system, ensuring POST compliance with mandated training, coordinating all approved training courses for Department personnel, managing payment and travel accommodations, maintaining a folder accessible to the Department that stores outside agency training opportunities, coordinating and managing sponsored training, coordinating and managing monthly training days, and managing the Department's Defensive Tactics program. The Department maintains a designated training room and outdoor range facility.

Annual documented training for 2017 through 2020 is shown in the following table:

Table 26—Annual Documented Training Hours – 2017–2020

Annual Training Hours	2017	2018	2019	2020 (12/15 TYD)
Total Department Hours	16,448.50	19,506.90	17,278.50	5,775.50

The Department also hosts classes each year that are attended by internal officers and outside agency personnel. The Department should consider tracking Department-hosted training. One example is two 40-hour Crisis Intervention Courses it hosts annually. Every officer in the Department was reported to have received this 40-hour training, and new hires are reported to be enrolled as soon as possible, upon the completion of their Field Training Program. The Department has Active Assailant training for sworn staff and reported it continues to implement this training for new hires. A review of 2020 training records indicated that some personnel completed a PoliceOne Anti-Bias training course. The Department reported it is currently working on establishing a de-escalation training program.

The Department should consider sending lieutenants and higher ranks to the Utah Police Chiefs Association annual conference and other national conferences including, but not limited to, the Federal Bureau of Investigation National Academy, the Senior Management Institute for Police, and the Annual International Associations of Chiefs of Police Conference. Consideration should also be given to providing sergeants and above access to ongoing industry periodical and training memberships.

Staff reported the Department mandates internal firearms training in addition to mandated POST training. The Department shares a Force Options Simulator with the City of Provo and utilizes it for one week every three months. Based on historical practices, Force Options is an example of optional staff training versus mandated training. The Department recently established one 10-hour training day a month, which occurs on an overlap Thursday. The Department has utilized training calendars in the past but currently only uses them for specific purposes, such as firearms training. There is currently not a Department-wide training plan or annual training calendar. The recently established monthly training days provide an opportunity for the Department to establish mandated training, annual training, and a training calendar that should be documented and tracked moving forward.

Training is an investment in the ongoing and continued professionalism of the Police Department. Advanced officer training days, Department-wide training, and training such as Force Options should be mandated, not optional. These internal courses relate to perishable skills, high-liability incidents, risk management, and Department policies and protocols. The Department should consider a modified in-house program for civilian personnel. Currently civilian employees report directly to their assignment and receive the specific training for their position. This program can assist with providing a broad Department perspective and with onboarding transition.

The Department has a Naloxone policy. Staff reported there are a limited number of officers with Naloxone certification. This should be considered as a relatively inexpensive program to enhance. It is vital to employee needs and can be administered by the Fire Department with minimal training time during the monthly training platform. The Training Unit should assure ongoing training compliance and updated training records.

Overall management of portable radios falls under the authority of the Utah State Communications Agency Network (UCAN). Radio-related issues and upgrades are coordinated through the state by the administrative lieutenant in charge. The Department is going to transition to Motorola 6000. The Department did not report any radio-related issues.

All sworn patrol officers are issued Stop Sticks and officers have access to less-lethal munition systems.

Currently the Department issues body-worn cameras to patrol officers, and the Investigations Unit has six pool cameras.

The City of Orem and the Police Department have available facilities to enhance training opportunities.

Finding #21: The Department does not have a Department-wide training plan that is consistently updated, reviewed, and audited.

Finding #22: The Department does not have a Department-wide training calendar that is consistently updated, reviewed, and audited.

Finding #23: The Department makes available and issues a variety of equipment including, but not limited to, Stop Sticks and less-lethal weapons systems.

Finding #24: A review of Department training records for 2020 showed that some staff completed a PoliceOne anti-bias training course.

Finding #25: The training records for 2020 showed a significant decline in agency training hours. This may in part be due to the COVID-19 pandemic.

Finding #26: Body-worn cameras have not been individually issued to every sworn member of the Department.

Recommendation #21: Consider establishing a Department-wide training plan. This plan should serve as a guide and include desirable courses for each position within the organization. A Department-wide training plan can ensure appropriate training is received by personnel assigned to specific positions, and that training courses are prioritized. Employees who initiate and seek training are displaying their desire to develop skills, which is a vital component of organizational effectiveness. A training plan can be utilized to balance self-initiated interests and organizational consistency with the training plan and identified priorities. Training request forms can include an entry that determines whether courses are within the training plan, which can also assist with Department consistency.

Recommendation #22:	Consider establishing a Department-wide training calendar. This calendar should be subject to review and revision and can include mandated training, required ongoing training, or high liability training. This calendar can specify training within a given discipline.
Recommendation #23:	Ensure mandated training occurs for all issued equipment. This training should be included in the annual training plan. Use of less-lethal weapons systems, Stop Sticks, and a variety of other issued equipment should require regularly mandated training, and documented proof of proficiency.
Recommendation #24:	Consider annual, Department-wide, implicit bias training.
Recommendation #25:	Annual training audits and checks and balances on training attended should consistently occur. All training should be documented appropriately in the records system and a backup file should be maintained to ensure compliance.
Recommendation #26:	Consider increasing the body-worn camera budget to place cameras throughout sworn ranks.

6.1.1 Field Training Program

The State of Utah has a POST-certified State Academy and numerous satellite academies offering POST certification. The State of Utah mandates 440 hours of academy training. The Orem Police Department has hired academy graduates, sponsored State Academy attendees, and recently started sponsoring recruits in satellite academies. Sponsored recruits can be employed as flex employees with part-time pay, which is a new Department process. Recruitment and retention have been a challenge for the Department, which is part of the recent transition to satellite academies. The Police Department has an established relationship with Utah Valley University and can use this as an advantage for recruitment and retention. The Police Department should continue to support all accessible avenues of potential hiring processes, including hiring certified candidates, sponsoring individuals through the State Academy or satellite academies, and pursuing potential employees who have received satellite academy certificates.

An administrative lieutenant manages the Field Training Program without any support staff. New officers transition from their academy training to a three- to four-day in-house program. During this transition time officers begin to complete their Police Department Field Training Manual

requirements. All new hires are scheduled for a 12-week Field Training Officer process. Competent laterals may be released early. Officers assigned to a patrol shift receive direct supervision from the appointed patrol sergeant and the patrol lieutenant. Because the Field Training Program is not coordinated through the Training Unit, Department effectiveness and efficiency require Department-wide communication related to training and consistency.

Finding #27: Field Training is not managed under a specified training, personnel, and equipment division. As previously noted, there is not a Department-wide training plan or training calendar.

Recommendation #27: The Department should consider reviewing and assessing priorities for a primary training, personnel, and equipment division. This may assist with ensuring in-house training processes prior to field training assignments while providing necessary training in Department-mandated areas. This may provide the Department an opportunity to increase internal training hours and reinforce training in high-liability areas while also reflecting the organization's belief in best practice training and policing.

6.1.2 Range Facility

The Police Department has an outdoor, City-owned firearms range. The range incorporates 12 alleys capable of supporting training from 50, 100, and 200 yards. The facility reinforces the Department's opportunity to provide best practice training.

A lieutenant manages the range facility with the support of an Assistant Range Master whose responsibilities are collateral. The Police Department currently maintains about 14 ongoing Memorandums of Understanding with allied agencies. This number may fluctuate and the City hosts a regional opportunity for necessary training. Outside agencies are given training on the facility by qualified Police Department staff. The local academy (Utah Valley University) also uses the range facility.

Range facility security systems should be continually reviewed and evaluated. The primary storage for range supplies is located at the police headquarters facility and transferred to the range dependent upon training needs.

There are no specific findings for this area.

6.1.3 Firearms Program

Police Department personnel are issued Glock 9mm firearms. The model of 9mm (full-size or compact) is dependent upon individual needs. An inventory of Department-released weapons is maintained and personal needs must meet the Police Department's qualifications standards. The Police Department's firearms standards are close to the Utah state standards, and Department qualifications require an 80 percent standard. Sworn personnel are required to qualify and meet pistol standards twice a year. The Department removed shotguns several years ago based on a lack of training time to maintain proficiency with multiple long guns. However, the Department does make rifles available for every sworn position in the organization. Not only are rifles made available, but they are also mandatory through the rank of captain and require the completion of a 24-hour course and two annual Department qualifications. The Department offers multiple quarterly firearms training dates. There are currently 10 to 11 Department firearms instructors, with the goal of having 12 instructors. The firearms instructors and staff meet bi-annually, establish yearly training plans that are ever changing, and incorporate them into the quarterly training plans.

The quarterly firearms training days incorporate open sessions and shift training hours to provide accessibility across the organization. As the Department is transitioning to monthly overlap training days, firearms training will incorporate low light shooting conditions. Firearms instructors, working various shifts, can apply training at their discretion throughout any given shift when the range is available. The Police Department should mandate internal Department training opportunities as expressed by policy and practice. Mandated training should include all situations, including hours of darkness, that law enforcement professionals are expected to excel in while incorporating case law, de-escalation, policy, and practice.

Internal firearms training and outside agency training are coordinated through a master Gmail calendar. Firearms staff should continuously meet, review, and evaluate best practice training while providing adequate training hours to meet the needs of the Department and staff. This should be coordinated with the Training Unit to coincide with an annual Department training plan and training calendar.

There are no specific findings for this area.

6.1.4 Physical Fitness Program

An administrative lieutenant manages the Police Department Physical Fitness Program. Every Police Department sworn employee is required to meet mandated physical fitness requirements. These requirements have been established by the Utah Risk Management Association (urmma.org). Employees are provided up to two hours a week to work out with supervisory approval, provided testing twice a year, and required to certify once a year.

There are no specific findings for this area.

6.1.5 Active Assailant Training

The Department has trained all staff in Active Assailant training while incorporating both Fire Department personnel with Rescue Task Force Teams and Emergency Medical Response Teams. New officers are trained as they join the Department and time allows. The Department consistently reviews best practice training, including monitoring the Alice Training Institute (alicetraining.com) and Raider (raidertraining.com) websites. Continued and ongoing training will consist of an emphasis on individual responses necessitated by incidents and events. These pieces of training will be incorporated into the monthly mandated overlap training programs.

Personnel are issued ballistic plates and appropriate Kevlar helmets.

There are no specific findings for this area.

6.2 INTERNAL AFFAIRS

Public trust is a vital component of the law enforcement mission. Public trust rests on the responsiveness of the Department to community expectations and needs. The Department must give appropriate attention to allegations of misconduct while maintaining a culture of accountability. This provides a foundation for public confidence and it also promotes communication and transparency with those served.

The Professional Standards Unit is staffed by one lieutenant who is responsible for a variety of tasks including hiring, backgrounds, the body-worn camera program, interview room cameras, vehicle cameras, cellular telephones, cradle boards, and he is also the press information officer.

Police Department policy and procedures define the seriousness of all complaints regarding the Department's service and the conduct of its members. The policy also describes the required processes to investigate, review, and follow up on citizen complaints, internal investigations, and supervisor responsibilities. Police Department policy requires the documentation of informal and formal complaints. Complaints are also required to be tracked and audited. Department policy states the Department will accept and address all complaints of misconduct following policy and applicable federal, state, and local law; municipal and County rules; and the requirements of any memorandum of understanding or collective bargaining agreements. It is also Police Department's policy to ensure that the community can report misconduct without concern for reprisal or retaliation and that residents have access to Department processes. All Department members will accept all complaints and promptly forward them to the appropriate supervisor.

Citizen complaints have been traditionally placed into the Spillman RMS system. There is no documentation on any formal citizen complaints for the past four years. Department consistency on the utilization of Spillman for citizen complaints is undetermined as this is not tracked nor

audited. If the Department did track these, it would only equate to an approximate informal number based on how they are or are not input from the original complaint, whether formal or informal. They have been viewed as line-level referrals to direct supervisors. The Department recently updated its website with citizen complaint process information. The Department should consider continuing updates to the Department website to enhance the recently added access to citizen complaint processes consistent with Department policy.

Early Intervention Systems are a management tool that can identify individual and group dynamics at an early stage. Identification of issues makes it possible to support re-directed behavior and performance toward organizational goals. Early Intervention Systems can provide officers with tools necessary to avoid disciplinary processes, promote officer safety and wellness, and reduce organizational liability.

Early Intervention Systems provide law enforcement organizations with an ability to track actions and behavior associated with data collected in support of organizational goals, values, and missions, and directly related to Department policy, procedure, and training while clarifying the responsibility of supervisors and managers in an organization.

The Internal Affairs data provided by the Department is shown in the following table.

Table 27—Internal Affairs Complaint Investigation Data – 2017–2020

Agency	2017	2018	2019	2020 (9/20 YTD)
Investigations	6	7	3	14
Sustained	6	7	2	9
Unfounded			1	4
Pending				1

The increased complaints between 2019 and 2020 should be examined further by the Department. Citygate did not review any individual investigative files and these statistics were provided by the organization.

Individual use-of-force incidents do not indicate all use-of-force incidents because incidents may include more than one officer utilizing force. The Police Department should consistently monitor Lexipol updates while also consistently reviewing policy and best practice policing regarding, but not limited to, use-of-force policy and practice while also understanding how this correlates to and affects various other aspects of Department policy, practice, and training. The Department should consistently be reviewing use-of-force policies including, but not limited to, training protocols, national best practice models, Utah state standards, Utah state legislation, federal legislation, de-escalation training and protocols, intervention policies, medical care responses, Force Options

training, policy on shooting at moving vehicles, and verbal warning policy associated to the use of force. Annual use-of-force records data is shown in the following table.

Table 28—Use-of-Force Records Data – 2017–2020

Annual Use of Force	2015	2016	2017	2018	2019	2020 (9/20 YTD)
Incidents	23	23	30	26	25	20
Policy Violations	0	0	0	0	0	0
Litigation	1	0	0	0	0	0
Arrests	1,456	1,879	2,105	1,699	1,640	979
Percentage of Arrests Resulting in Force	1.64%	1.22%	1.52%	1.53%	1.52%	2.04%

The following table depicts annual Axon body-worn camera video intake.

Table 29—Body-Worn Camera Intake Data – 2017–2020

Video Intake	2015	2016	2017	2018	2019	2020 (9/20 YTD)
Body Camera (Includes Taser)	14	41,965	60,389	56,401	59,387	52,797
Fleet Camera	-	-	-	3,759	25,882	21,144
Total	**14**	**41,965**	**60,389**	**60,160**	**85269**	**73,941**

Finding #28: The Department recently updated its website with citizen complaint process information.

Finding #29: The Department has not implemented an Early Intervention System.

Recommendation #28: The Department should consider tracking citizen complaints with Spillman capabilities and within other Department capabilities that are consistent with Department policy.

Recommendation #29:	The Department should consider purchasing and implementing an Early Intervention System to track specific activities. These systems, such as IA Pro/Blue Team, can be purchased at minimal costs compared to potential future organizational risk, while assisting officers with career longevity, advancement, and organizational best practices.

6.3 PERSONNEL MANAGEMENT

Police officers perform a highly specialized job that requires a unique skill set involving an intense amount of training, both through a POST-certified academy as well as the Department's Field Training Program. These are reinforced through the Department's ongoing training platforms. Performance evaluations across the Department should reflect the unique nature of the job to enhance professional development and career advancement. This also applies to non-sworn civilian positions in the agency.

Finding #30:	Performance evaluations for sworn employees are not skill based. They lack the necessary detail to enhance professional development of the sworn job class within the organization.

Recommendation #30:	Work with the Human Resources Department to develop a skill-based performance evaluation system that addresses all positions within the Department.

SECTION 7—LIST OF FINDINGS AND RECOMMENDATIONS

This section provides a comprehensive list of all findings and recommendations presented throughout this report, organized by topic. The Executive Summary contains a table with each recommendation and its priority funding level.

7.1 FINDINGS

Organizational

Finding #1: The Department's 2018 Strategic Plan has not been fully implemented.

Patrol Division

Finding #2: Citygate assesses that Patrol supervision is a critical area of the organization, and that additional efforts can be made to ensure Patrol sergeants remain out of the office and in the field providing direct supervision for critical 9-1-1 calls.

Finding #3: The Department has occasionally established response protocols with local retailers for minor incidents of shoplifting; however, these procedures have not been sustained.

Finding #4: Medical calls including cardiac arrest calls are one of the most frequent calls for service to which a patrol officer in the City responds. Quick deployment of Automated External Defibrillators increases the likelihood of cardiac arrest survival according to studies. Orem Police Department Policy 430.8 governs the use of Automated External Defibrillators.

Finding #5: There is no standardized selection criteria for Field Training Officers.

Finding #6: Traffic accidents are the most frequent call for service to which patrol officers respond. There is no dedicated Traffic Enforcement Unit due to past staffing shortages.

Finding #7: A review of available CAD incident data shows that current minimum and full staffing levels are sufficient to handle public-generated calls for service. However, there may be opportunities to offset high call volume times by analyzing shift overlap times.

Finding #8: Citygate finds that while Police Department command staff monitor response times through infrequent periodic checks of priority calls, no response time goals have

been established for the agency by the City Council from which to drive oversight and budgeting changes.

Investigations Division

Finding #9: The General Investigations Unit has three detective-sergeants when one should suffice.

Finding #10: The Neighborhood Preservation Unit and the Mental Health Unit both perform specific problem-oriented policing functions.

Finding #11: The Victim Assistance Program was organized under the Mental Health Unit supervisor. However, the majority of victim advocates support the Special Victims Unit, the General Investigations Unit, and Patrol.

Support Services Division

Finding #12: The Orem Police Department Communications Center is currently understaffed, operates beneath identified minimum staffing levels at times, and is unable to maintain optimal coverage of the four required priority channels.

Finding #13: The Communications Center does not maintain up-to-date and ongoing workload tracking measurements.

Finding #14: The Police Department Records Unit has not been consistently maintaining ongoing workload tracking measurement mechanisms.

Finding #15: The Police Department Property and Evidence Unit has not been consistently maintaining ongoing workload tracking measurement mechanisms.

Finding #16: A sergeant is responsible for day-to-day line-level activities of one of the high schools while also supervising the School Resource Officer program.

Finding #17: The Police Department relies on a Volunteer in Police Services program to assist with providing special event services.

Finding #18: The Department does not keep a master list of community engagement efforts.

Finding #19: The Police Department is in the initial stages of establishing a Mobile Field Force Team, securing equipment, and establishing positions and training.

Finding #20: The Police Department does not have an on-site crime analyst.

Administrative Services

Finding #21: The Department does not have a Department-wide training plan that is consistently updated, reviewed, and audited.

Finding #22: The Department does not have a Department-wide training calendar that is consistently updated, reviewed, and audited.

Finding #23: The Department makes available and issues a variety of equipment including, but not limited to, Stop Sticks and less-lethal weapons systems.

Finding #24: A review of Department training records for 2020 showed that some staff completed a PoliceOne anti-bias training course.

Finding #25: The training records for 2020 showed a significant decline in agency training hours. This may in part be due to the COVID-19 pandemic.

Finding #26: Body-worn cameras have not been individually issued to every sworn member of the Department.

Finding #27: Field Training is not managed under a specified training, personnel, and equipment division. As previously noted, there is not a Department-wide training plan or training calendar.

Finding #28: The Department recently updated its website with citizen complaint process information.

Finding #29: The Department has not implemented an Early Intervention System.

Finding #30: Performance evaluations for sworn employees are not skill based. They lack the necessary detail to enhance professional development of the sworn job class within the organization.

7.2 RECOMMENDATIONS

Organizational

Recommendation #1: The Department should review, revise, and fully implement the 2018 Strategic Plan.

Patrol Division

Recommendation #2: Increase management on Patrol by transferring one lieutenant from the Support Services Division to the Patrol Division to reduce administrative duties of Patrol sergeants.[19]

Recommendation #3: Establish and sustain an effective retail theft program to reduce the number of theft calls that require a police officer to respond.

Recommendation #4: Many law enforcement agencies have partnered with the local business community and healthcare industry to secure private funding to purchase Automated External Defibrillators. Orem should seek and secure funding to expand the number of Automated External Defibrillators in the field.

Recommendation #5: Develop standard selection criteria for Field Training Officers.

Recommendation #6: Reestablish a full-time Traffic Enforcement Unit.

Recommendation #7: Use the CAD incident staffing analysis in this report to ensure shift schedules are aligned properly.

Recommendation #8: In coordination with the City Council, establish reasonable response time goals to include call handling time, officer travel time, and total response time.

Investigations Division

Recommendation #9: Reduce the number of detective-sergeants in the General Investigation Unit to one either by attrition or as caseload management allows.

Recommendation #10: Consider combining the mission and staffing of the Neighborhood Preservation Unit and the Mental Health Unit and redeploy one of the sergeant positions to the Traffic Enforcement Unit as mentioned in Patrol recommendations.

[19] Chief Adams recognized this need when he assumed duties as chief and has already implemented this recommendation.

Recommendation #11: Convert one civilian victim advocate FTE to a supervising victim advocate and reorganize the unit under the Investigations lieutenant.[20]

Support Services Division

Recommendation #12: Once fully staffed, evaluate identified minimum staffing levels, overtime gaps, and dispatch lead processes to identify ongoing staffing levels.

Recommendation #13: Establish and maintain monthly and annual workload tracking measurements to monitor ongoing workload activities and staffing levels.

Recommendation #14: Consider establishing monthly and annual tracking of priority workload tasks such as police reports processed, citations, arrests, online reporting processed, field-interview contacts, Government Records Access and Management Act requests, and the number of residents served at the lobby. If additional Patrol staffing occurs in the organization that creates additional workload, consideration should be given to incremental increases in Records Unit staff to meet the workload demand affecting the Records Unit.

Recommendation #15: Establish and maintain monthly and annual Property and Evidence Unit workload tracking measurements to monitor ongoing workload activities and staffing levels. These reports can track the number of items booked, discovery requests, property releases, state crime laboratory transmissions, fingerprint analysis processes, destruction and purge reports, administrative duties, and other desired activities.

Recommendation #16: Consider adding a School Resource Officer to alleviate the sergeant from the line-level activities associated with a school. Supervision, administrative meetings, school district responsibilities, and daily management of this responsibility should dictate the need for a full-time supervisory role.

Recommendation #17: Consider training and utilizing Volunteers in Police Services in various assignments throughout the Department to assist with a variety of

[20] The Victim Assistance Program was recently reassigned from the Mental Health Unit to the General Investigations Unit. Citygate supports that reorganization and continues to recommend the conversion of one civilian victim advocate FTE to a victim advocate supervisor.

workload tasks. Examples include the Records Unit, the Property and Evidence Unit, and the Investigations Bureau.

Recommendation #18: Consider establishing monthly and annual community engagement tracking mechanisms.

Recommendation #19: Department training should be established at regular intervals for a Mobile Field Force Team in addition to attending regional training. All sworn staff should receive basic annual crowd control training in compliance with state and Department standards.

Recommendation #20: Consider investing in an on-site management analyst who can provide the required data support for the organization.

Administrative Services

Recommendation #21: Consider establishing a Department-wide training plan. This plan should serve as a guide and include desirable courses for each position within the organization. A Department-wide training plan can ensure appropriate training is received by personnel assigned to specific positions, and that training courses are prioritized. Employees who initiate and seek training are displaying their desire to develop skills, which is a vital component of organizational effectiveness. A training plan can be utilized to balance self-initiated interests and organizational consistency with the training plan and identified priorities. Training request forms can include an entry that determines whether courses are within the training plan, which can also assist with Department consistency.

Recommendation #22: Consider establishing a Department-wide training calendar. This calendar should be subject to review and revision and can include mandated training, required ongoing training, or high liability training. This calendar can specify training within a given discipline.

Recommendation #23: Ensure mandated training occurs for all issued equipment. This training should be included in the annual training plan. Use of less-lethal weapons systems, Stop Sticks, and a variety of other issued equipment should require regularly mandated training, and documented proof of proficiency.

Recommendation #24: Consider annual, Department-wide, implicit bias training.

Recommendation #25: Annual training audits and checks and balances on training attended should consistently occur. All training should be documented appropriately in the records system and a backup file should be maintained to ensure compliance.

Recommendation #26: Consider increasing the body-worn camera budget to place cameras throughout sworn ranks.

Recommendation #27: The Department should consider reviewing and assessing priorities for a primary training, personnel, and equipment division. This may assist with ensuring in-house training processes prior to field training assignments while providing necessary training in Department-mandated areas. This may provide the Department an opportunity to increase internal training hours and reinforce training in high-liability areas while also reflecting the organization's belief in best practice training and policing.

Recommendation #28: The Department should consider tracking citizen complaints with Spillman capabilities and within other Department capabilities that are consistent with Department policy.

Recommendation #29: The Department should consider purchasing and implementing an Early Intervention System to track specific activities. These systems, such as IA Pro/Blue Team, can be purchased at minimal costs compared to potential future organizational risk, while assisting officers with career longevity, advancement, and organizational best practices.

Recommendation #30: Work with the Human Resources Department to develop a skill-based performance evaluation system that addresses all positions within the Department.

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APPENDIX A—POLICE OFFICER COMMITTED TIME CHARTS

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The following tables show, on a *per-hour basis*, the 2019 police officer committed time at both minimum and maximum staffing levels across three categories: (1) all call types; (2) public-generated calls; and (3) high priority calls. The left-most table is the type of workload in each hour for 2019, divided by 52 weeks in the year. The data variations across all 52 weeks are small enough that an average hourly demand is a useful indication of patrol saturation. The middle table shows minimum or maximum staffing, which with one-officer units, represents hours available. The far-right table divides the hours committed by the available patrol hours to show a percent of utilization. Even if some minor data is missing and non-measured time is estimated as an add-on, in Citygate's opinion there is not a "yellow light" to patrol capacity until 60 percent is reached, *hour after hour*.

Minimum Staffing (6 per Shift) Committed Time – All Call Types

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	1.8	1.6	2.1	1.7	3.2	2.5	2.6	15.6
01	1.2	1.8	1.8	1.9	2.5	1.9	1.9	12.8
02	0.8	1.4	1.6	1.2	2.0	2.3	1.8	11.1
03	0.8	1.1	0.8	1.2	1.2	1.6	1.3	8.1
04	0.5	0.8	0.4	1.0	1.6	0.9	0.9	6.1
05	0.8	1.0	0.9	0.6	0.9	0.7	0.7	5.6
06	0.7	1.1	0.7	0.8	1.1	1.0	0.6	6.0
07	1.2	1.5	2.1	2.6	1.3	1.2	0.7	10.7
08	2.2	2.1	2.2	2.6	2.3	1.4	1.3	14.1
09	2.5	2.3	2.6	2.7	2.8	2.2	1.9	17.0
10	3.5	2.2	3.4	3.2	3.0	2.1	1.9	19.3
11	2.8	3.2	2.7	3.0	3.2	2.6	2.0	19.5
12	2.5	3.1	2.9	3.6	2.7	2.3	2.7	19.7
13	3.6	3.3	3.4	3.4	2.9	2.0	1.9	20.5
14	2.6	2.9	3.1	4.0	2.6	2.7	2.2	20.0
15	2.9	3.5	3.0	3.7	2.7	2.7	1.9	20.4
16	3.6	3.7	3.1	4.1	2.9	2.4	2.3	22.2
17	3.1	2.8	3.1	3.2	2.5	2.8	2.1	19.6
18	2.9	2.4	2.9	3.7	2.8	2.5	2.2	19.4
19	2.4	2.5	2.6	3.5	2.6	2.3	2.5	18.5
20	2.4	2.6	2.5	4.9	2.4	2.2	1.9	18.8
21	2.2	2.5	2.5	5.3	2.6	4.4	3.2	22.6
22	2.3	2.9	2.5	3.3	2.8	3.0	2.4	19.2
23	2.5	2.8	2.5	2.9	2.7	2.8	2.4	18.5
Total	51.8	55.0	55.6	68.0	57.1	52.5	45.2	385.2

2019 Min Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	6	6	6	12	6	6	6
01	6	6	6	12	6	6	6
02	6	6	6	12	6	6	6
03	6	6	6	12	6	6	6
04	6	6	6	12	6	6	6
05	6	6	6	12	6	6	6
06	6	6	6	12	6	6	6
07	6	6	6	12	6	6	6
08	6	6	6	12	6	6	6
09	6	6	6	12	6	6	6
10	6	6	6	12	6	6	6
11	6	6	6	12	6	6	6
12	6	6	6	12	6	6	6
13	6	6	6	12	6	6	6
14	12	12	12	24	12	12	12
15	12	12	12	24	12	12	12
16	12	12	12	24	12	12	12
17	6	6	6	12	6	6	6
18	6	6	6	12	6	6	6
19	6	6	6	12	6	6	6
20	6	6	6	12	6	6	6
21	12	12	12	24	12	12	12
22	12	12	12	24	12	12	12
23	12	12	12	24	12	12	12

2019 Min Staffing to Committed Hours /52

▲ > = 50%
◆ > = 60%

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	30%	27%	35%	15%	▲ 53%	41%	44%	32%
01	19%	29%	29%	16%	42%	31%	31%	27%
02	13%	23%	27%	10%	33%	38%	29%	23%
03	14%	18%	14%	10%	20%	27%	22%	17%
04	8%	13%	7%	8%	26%	15%	15%	13%
05	13%	17%	16%	5%	15%	12%	11%	12%
06	11%	18%	12%	7%	19%	16%	10%	13%
07	20%	26%	35%	22%	22%	20%	12%	22%
08	36%	35%	37%	21%	39%	23%	22%	29%
09	42%	38%	43%	22%	47%	36%	31%	35%
10	▲ 59%	37%	▲ 56%	26%	▲ 50%	36%	31%	40%
11	46%	▲ 54%	46%	25%	▲ 53%	43%	33%	41%
12	42%	▲ 51%	48%	30%	45%	38%	45%	41%
13	◆ 60%	▲ 55%	▲ 57%	28%	48%	33%	32%	43%
14	21%	24%	26%	17%	21%	23%	18%	21%
15	25%	29%	25%	15%	22%	22%	16%	21%
16	30%	31%	26%	17%	24%	20%	19%	23%
17	▲ 52%	47%	▲ 52%	27%	42%	47%	35%	41%
18	48%	40%	49%	31%	46%	42%	37%	40%
19	41%	42%	44%	29%	44%	38%	41%	38%
20	40%	43%	41%	40%	40%	37%	32%	39%
21	18%	21%	21%	22%	21%	37%	26%	24%
22	19%	24%	21%	14%	23%	25%	20%	20%
23	21%	23%	21%	12%	22%	24%	20%	19%
Total	29%	31%	31%	19%	32%	29%	25%	27%

Minimum Staffing (6 per Shift) Committed Time – Public-Generated Calls

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	0.7	1.0	1.2	0.9	1.6	1.6	1.6	8.6
01	0.5	1.1	1.2	1.2	1.4	1.2	1.4	8.1
02	0.4	0.7	0.7	0.7	1.2	1.3	1.4	6.4
03	0.6	0.7	0.5	0.7	0.5	1.1	1.0	5.1
04	0.3	0.5	0.3	0.6	1.0	0.6	0.7	3.9
05	0.6	0.4	0.7	0.4	0.4	0.6	0.6	3.8
06	0.5	1.0	0.6	0.6	0.6	0.7	0.4	4.5
07	1.0	1.2	1.5	1.3	1.2	1.0	0.6	7.8
08	1.7	1.7	1.4	1.5	1.6	1.0	0.9	9.8
09	2.0	1.8	1.6	1.9	2.2	1.6	0.9	12.1
10	2.6	1.5	2.5	1.8	2.4	1.5	1.2	13.4
11	2.1	2.1	1.9	2.0	2.5	1.9	1.6	14.0
12	2.1	2.2	2.3	2.8	2.0	1.9	2.0	15.3
13	2.6	2.0	2.4	2.3	2.4	1.6	1.5	15.0
14	2.2	1.9	2.3	3.0	2.2	2.2	1.8	15.5
15	2.6	2.5	2.2	2.8	2.1	2.1	1.5	15.8
16	2.9	2.9	2.5	2.8	2.6	1.9	1.5	16.9
17	2.8	2.4	2.5	2.2	2.2	2.3	1.6	16.0
18	2.3	2.1	2.1	2.8	2.2	1.7	1.8	15.1
19	2.1	2.2	2.2	2.7	2.2	1.8	2.0	15.3
20	1.9	2.2	2.0	4.1	1.9	1.9	1.6	15.5
21	1.7	2.0	2.0	4.6	2.1	4.1	2.5	19.0
22	1.6	2.0	2.0	2.2	1.9	2.2	1.6	13.5
23	1.8	2.0	1.6	1.5	1.9	2.1	1.4	12.3
Total	39.6	40.0	40.3	47.4	42.3	40.0	33.1	282.6

2019 Min Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	6	6	6	12	6	6	6
01	6	6	6	12	6	6	6
02	6	6	6	12	6	6	6
03	6	6	6	12	6	6	6
04	6	6	6	12	6	6	6
05	6	6	6	12	6	6	6
06	6	6	6	12	6	6	6
07	6	6	6	12	6	6	6
08	6	6	6	12	6	6	6
09	6	6	6	12	6	6	6
10	6	6	6	12	6	6	6
11	6	6	6	12	6	6	6
12	6	6	6	12	6	6	6
13	6	6	6	12	6	6	6
14	12	12	12	24	12	12	12
15	12	12	12	24	12	12	12
16	12	12	12	24	12	12	12
17	6	6	6	12	6	6	6
18	6	6	6	12	6	6	6
19	6	6	6	12	6	6	6
20	6	6	6	12	6	6	6
21	12	12	12	24	12	12	12
22	12	12	12	24	12	12	12
23	12	12	12	24	12	12	12

2019 Min Staffing to Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	12%	16%	20%	8%	27%	26%	26%	18%
01	9%	18%	19%	10%	24%	20%	23%	17%
02	7%	12%	12%	6%	20%	22%	23%	13%
03	9%	11%	9%	6%	8%	18%	17%	11%
04	4%	9%	5%	5%	17%	9%	12%	8%
05	10%	7%	12%	3%	6%	11%	11%	8%
06	8%	16%	10%	5%	11%	12%	7%	9%
07	16%	19%	26%	11%	20%	16%	11%	16%
08	29%	28%	23%	13%	27%	17%	15%	20%
09	34%	30%	27%	16%	37%	27%	15%	25%
10	43%	24%	41%	15%	40%	26%	20%	28%
11	35%	35%	32%	16%	42%	31%	26%	29%
12	34%	37%	38%	23%	33%	31%	34%	32%
13	44%	34%	40%	19%	40%	27%	26%	31%
14	18%	16%	19%	13%	18%	18%	15%	16%
15	21%	21%	19%	12%	18%	18%	12%	16%
16	24%	24%	21%	12%	21%	16%	12%	18%
17	47%	40%	42%	18%	36%	38%	27%	33%
18	39%	35%	35%	23%	37%	29%	30%	31%
19	35%	37%	37%	22%	37%	30%	33%	32%
20	32%	37%	33%	34%	31%	32%	27%	32%
21	15%	17%	17%	19%	17%	35%	20%	20%
22	13%	17%	16%	9%	16%	18%	13%	14%
23	15%	16%	13%	6%	16%	17%	12%	13%
Total	22%	22%	22%	13%	24%	22%	18%	20%

Maximum Staffing (8 per Shift) Committed Time – All Call Types

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	1.8	1.6	2.1	1.7	3.2	2.5	2.6	15.6
01	1.2	1.8	1.8	1.9	2.5	1.9	1.9	12.8
02	0.8	1.4	1.6	1.2	2.0	2.3	1.8	11.1
03	0.8	1.1	0.8	1.2	1.2	1.6	1.3	8.1
04	0.5	0.8	0.4	1.0	1.6	0.9	0.9	6.1
05	0.8	1.0	0.9	0.6	0.9	0.7	0.7	5.6
06	0.7	1.1	0.7	0.8	1.1	1.0	0.6	6.0
07	1.2	1.5	2.1	2.6	1.3	1.2	0.7	10.7
08	2.2	2.1	2.2	2.6	2.3	1.4	1.3	14.1
09	2.5	2.3	2.6	2.7	2.8	2.2	1.9	17.0
10	3.5	2.2	3.4	3.2	3.0	2.1	1.9	19.3
11	2.8	3.2	2.7	3.0	3.2	2.6	2.0	19.5
12	2.5	3.1	2.9	3.6	2.7	2.3	2.7	19.7
13	3.6	3.3	3.4	3.4	2.9	2.0	1.9	20.5
14	2.6	2.9	3.1	4.0	2.6	2.7	2.2	20.0
15	2.9	3.5	3.0	3.7	2.7	2.7	1.9	20.4
16	3.6	3.7	3.1	4.1	2.9	2.4	2.3	22.2
17	3.1	2.8	3.1	3.2	2.5	2.8	2.1	19.6
18	2.9	2.4	2.9	3.7	2.8	2.5	2.2	19.4
19	2.4	2.5	2.6	3.5	2.6	2.3	2.5	18.5
20	2.4	2.6	2.5	4.9	2.4	2.2	1.9	18.8
21	2.2	2.5	2.5	5.3	2.6	4.4	3.2	22.6
22	2.3	2.9	2.5	3.3	2.8	3.0	2.4	19.2
23	2.5	2.8	2.5	2.9	2.7	2.8	2.4	18.5
Total	51.8	55.0	55.6	68.0	57.1	52.5	45.2	385.2

2019 Max Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	8	8	8	16	8	8	8
01	8	8	8	16	8	8	8
02	8	8	8	16	8	8	8
03	8	8	8	16	8	8	8
04	8	8	8	16	8	8	8
05	8	8	8	16	8	8	8
06	8	8	8	16	8	8	8
07	8	8	8	16	8	8	8
08	8	8	8	16	8	8	8
09	8	8	8	16	8	8	8
10	8	8	8	16	8	8	8
11	8	8	8	16	8	8	8
12	8	8	8	16	8	8	8
13	8	8	8	16	8	8	8
14	16	16	16	32	16	16	16
15	16	16	16	32	16	16	16
16	16	16	16	32	16	16	16
17	8	8	8	16	8	8	8
18	8	8	8	16	8	8	8
19	8	8	8	16	8	8	8
20	8	8	8	16	8	8	8
21	16	16	16	32	16	16	16
22	16	16	16	32	16	16	16
23	16	16	16	32	16	16	16

2019 Max Staffing to Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	23%	20%	26%	11%	40%	31%	33%	24%
01	14%	22%	22%	12%	31%	24%	23%	20%
02	10%	18%	21%	7%	25%	29%	22%	17%
03	11%	13%	11%	7%	15%	21%	17%	13%
04	6%	10%	6%	6%	20%	11%	12%	10%
05	10%	12%	12%	4%	11%	9%	8%	9%
06	8%	13%	9%	5%	14%	12%	8%	9%
07	15%	19%	26%	16%	16%	15%	9%	17%
08	27%	26%	28%	16%	29%	17%	16%	22%
09	32%	28%	33%	17%	35%	27%	23%	26%
10	44%	28%	42%	20%	38%	27%	23%	30%
11	35%	40%	34%	19%	40%	32%	25%	30%
12	31%	38%	36%	22%	33%	29%	34%	31%
13	45%	41%	43%	21%	36%	25%	24%	32%
14	16%	18%	19%	13%	16%	17%	13%	16%
15	18%	22%	19%	11%	17%	17%	12%	16%
16	22%	23%	19%	13%	18%	15%	14%	17%
17	39%	35%	39%	20%	31%	35%	26%	31%
18	36%	30%	37%	23%	34%	31%	28%	30%
19	31%	31%	33%	22%	33%	28%	31%	29%
20	30%	32%	31%	30%	30%	28%	24%	29%
21	14%	16%	16%	16%	16%	28%	20%	18%
22	14%	18%	15%	10%	17%	19%	15%	15%
23	16%	17%	15%	9%	17%	18%	15%	14%
Total	22%	23%	23%	14%	24%	22%	19%	20%

Maximum Staffing (8 per Shift) Committed Time – Public-Generated Calls

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	0.7	1.0	1.2	0.9	1.6	1.6	1.6	8.6
01	0.5	1.1	1.2	1.2	1.4	1.2	1.4	8.1
02	0.4	0.7	0.7	0.7	1.2	1.3	1.4	6.4
03	0.6	0.7	0.5	0.7	0.5	1.1	1.0	5.1
04	0.3	0.5	0.3	0.6	1.0	0.6	0.7	3.9
05	0.6	0.4	0.7	0.4	0.4	0.6	0.6	3.8
06	0.5	1.0	0.6	0.6	0.6	0.7	0.4	4.5
07	1.0	1.2	1.5	1.3	1.2	1.0	0.6	7.8
08	1.7	1.7	1.4	1.5	1.6	1.0	0.9	9.8
09	2.0	1.8	1.6	1.9	2.2	1.6	0.9	12.1
10	2.6	1.5	2.5	1.8	2.4	1.5	1.2	13.4
11	2.1	2.1	1.9	2.0	2.5	1.9	1.6	14.0
12	2.1	2.2	2.3	2.8	2.0	1.9	2.0	15.3
13	2.6	2.0	2.4	2.3	2.4	1.6	1.5	15.0
14	2.2	1.9	2.3	3.0	2.2	2.2	1.8	15.5
15	2.6	2.5	2.2	2.8	2.1	2.1	1.5	15.8
16	2.9	2.9	2.5	2.8	2.6	1.9	1.5	16.9
17	2.8	2.4	2.5	2.2	2.2	2.3	1.6	16.0
18	2.3	2.1	2.1	2.8	2.2	1.7	1.8	15.1
19	2.1	2.2	2.2	2.7	2.2	1.8	2.0	15.3
20	1.9	2.2	2.0	4.1	1.9	1.9	1.6	15.5
21	1.7	2.0	2.0	4.6	2.1	4.1	2.5	19.0
22	1.6	2.0	2.0	2.2	1.9	2.2	1.6	13.5
23	1.8	2.0	1.6	1.5	1.9	2.1	1.4	12.3
Total	**39.6**	**40.0**	**40.3**	**47.4**	**42.3**	**40.0**	**33.1**	**282.6**

2019 Max Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	8	8	8	16	8	8	8
01	8	8	8	16	8	8	8
02	8	8	8	16	8	8	8
03	8	8	8	16	8	8	8
04	8	8	8	16	8	8	8
05	8	8	8	16	8	8	8
06	8	8	8	16	8	8	8
07	8	8	8	16	8	8	8
08	8	8	8	16	8	8	8
09	8	8	8	16	8	8	8
10	8	8	8	16	8	8	8
11	8	8	8	16	8	8	8
12	8	8	8	16	8	8	8
13	8	8	8	16	8	8	8
14	16	16	16	32	16	16	16
15	16	16	16	32	16	16	16
16	16	16	16	32	16	16	16
17	8	8	8	16	8	8	8
18	8	8	8	16	8	8	8
19	8	8	8	16	8	8	8
20	8	8	8	16	8	8	8
21	16	16	16	32	16	16	16
22	16	16	16	32	16	16	16
23	16	16	16	32	16	16	16

2019 Max Staffing to Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00	9%	12%	15%	6%	20%	20%	20%	13%
01	7%	14%	14%	8%	18%	15%	17%	13%
02	5%	9%	9%	4%	15%	16%	17%	10%
03	7%	8%	7%	4%	6%	14%	13%	8%
04	3%	6%	4%	4%	12%	7%	9%	6%
05	7%	5%	9%	3%	5%	8%	8%	6%
06	6%	12%	8%	4%	8%	9%	5%	7%
07	12%	15%	19%	8%	15%	12%	8%	12%
08	22%	21%	18%	9%	20%	13%	11%	15%
09	25%	23%	20%	12%	28%	20%	12%	19%
10	32%	18%	31%	11%	30%	19%	15%	21%
11	26%	26%	24%	12%	31%	23%	20%	22%
12	26%	28%	29%	17%	25%	24%	25%	24%
13	33%	25%	30%	14%	30%	21%	19%	23%
14	14%	12%	14%	10%	13%	14%	11%	12%
15	16%	16%	14%	9%	13%	13%	9%	12%
16	18%	18%	16%	9%	16%	12%	9%	13%
17	36%	30%	31%	14%	27%	29%	20%	25%
18	29%	27%	27%	17%	28%	22%	22%	24%
19	27%	28%	28%	17%	28%	23%	25%	24%
20	24%	27%	24%	25%	23%	24%	20%	24%
21	11%	13%	12%	14%	13%	26%	15%	15%
22	10%	12%	12%	7%	12%	14%	10%	11%
23	11%	12%	10%	5%	12%	13%	9%	10%
Total	**16%**	**17%**	**17%**	**10%**	**18%**	**17%**	**14%**	**15%**

Minimum Staffing (6 per Shift) Committed Time – High Priority Calls

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00		0.3	0.1	0.1	0.2	0.1	0.3	1.0
01	0.0	0.0	0.2	0.1	0.2	0.4	0.1	1.1
02		0.0	0.0	0.0	0.1	0.2	0.1	0.5
03	0.0	0.0		0.2	0.1	0.0	0.1	0.4
04		0.1	0.0	0.0	0.6	0.1	0.2	1.0
05	0.1	0.0	0.3			0.2	0.0	0.7
06	0.1	0.0	0.1		0.0	0.1	0.1	0.4
07	0.1	0.0	0.0	0.3	0.0	0.2	0.0	0.6
08	0.3	0.1	0.1	0.1	0.2	0.1	0.0	0.8
09	0.4	0.1	0.1	0.1	0.2	0.1	0.1	1.0
10	0.2	0.0	0.6	0.2	0.2	0.0	0.0	1.3
11	0.2	0.2	0.1	0.0	0.6	0.2	0.1	1.3
12	0.1	0.1	0.3	0.1	0.1	0.4		1.0
13	0.5	0.1	0.1	0.1	0.1	0.1	0.1	1.2
14	0.2	0.2	0.3	0.3	0.1	0.3	0.1	1.6
15	0.2	0.4	0.2	0.1	0.2	0.1	0.3	1.5
16	0.5	0.3	0.2	0.2	0.1	0.3	0.0	1.6
17	0.4	0.2	0.2	0.1	0.1	0.3	0.2	1.5
18	0.1	0.1	0.3	0.2	0.3	0.5	0.2	1.7
19	0.3	0.1	0.5	1.0	0.2	0.2	0.2	2.6
20	0.1	0.3	0.1	2.1	0.1	0.0	0.1	2.9
21	0.2	0.3	0.2	0.3	0.4	1.4	0.1	3.0
22	0.1	0.6	0.4	0.1	0.1	0.3	0.3	1.8
23	0.2	0.2	0.1	0.1	0.1	0.3	0.1	1.0
Total	4.1	3.9	4.5	5.8	4.1	5.9	3.2	31.4

2019 Min Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	6	6	6	12	6	6	6
01	6	6	6	12	6	6	6
02	6	6	6	12	6	6	6
03	6	6	6	12	6	6	6
04	6	6	6	12	6	6	6
05	6	6	6	12	6	6	6
06	6	6	6	12	6	6	6
07	6	6	6	12	6	6	6
08	6	6	6	12	6	6	6
09	6	6	6	12	6	6	6
10	6	6	6	12	6	6	6
11	6	6	6	12	6	6	6
12	6	6	6	12	6	6	6
13	6	6	6	12	6	6	6
14	12	12	12	24	12	12	12
15	12	12	12	24	12	12	12
16	12	12	12	24	12	12	12
17	6	6	6	12	6	6	6
18	6	6	6	12	6	6	6
19	6	6	6	12	6	6	6
20	6	6	6	12	6	6	6
21	12	12	12	24	12	12	12
22	12	12	12	24	12	12	12
23	12	12	12	24	12	12	12

2019 Min Staffing to Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00		5%	1%	0%	4%	1%	4%	2%
01	1%	0%	3%	1%	4%	6%	2%	2%
02		0%	0%	0%	1%	4%	2%	1%
03	0%	1%		1%	1%	0%	2%	1%
04		2%	0%	0%	9%	2%	3%	2%
05	2%	1%	5%			4%	0%	1%
06	1%	1%	2%		0%	1%	2%	1%
07	1%	0%	1%	2%	1%	3%	1%	1%
08	5%	1%	1%	1%	3%	1%	0%	2%
09	6%	2%	1%	1%	3%	2%	1%	2%
10	3%	1%	10%	1%	3%	1%	1%	3%
11	3%	3%	1%	0%	9%	3%	2%	3%
12	1%	2%	4%	1%	2%	6%		2%
13	9%	1%	2%	1%	2%	2%	2%	2%
14	2%	1%	2%	1%	0%	3%	1%	2%
15	2%	3%	2%	0%	2%	1%	2%	2%
16	4%	2%	2%	1%	1%	2%	0%	2%
17	6%	4%	3%	1%	1%	5%	4%	3%
18	1%	2%	4%	2%	5%	8%	4%	4%
19	5%	2%	9%	8%	3%	3%	4%	5%
20	2%	5%	2%	17%	2%	0%	2%	6%
21	2%	3%	2%	1%	4%	12%	1%	3%
22	1%	5%	3%	0%	1%	2%	2%	2%
23	1%	2%	1%	0%	1%	3%	1%	1%
Total	2%	2%	2%	2%	2%	3%	2%	2%

Maximum Staffing (8 per Shift) Committed Time – High Priority Calls

2019 Committed Hours /52

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00		0.3	0.1	0.1	0.2	0.1	0.3	1.0
01	0.0	0.0	0.2	0.1	0.2	0.4	0.1	1.1
02		0.0	0.0	0.0	0.1	0.2	0.1	0.5
03	0.0	0.0		0.2	0.1	0.0	0.1	0.4
04		0.1	0.0	0.0	0.6	0.1	0.2	1.0
05	0.1	0.0	0.3			0.2	0.0	0.7
06	0.1	0.0	0.1		0.0	0.1	0.1	0.4
07	0.1	0.0	0.0	0.3	0.0	0.2	0.0	0.6
08	0.3	0.1	0.1	0.1	0.2	0.1	0.0	0.8
09	0.4	0.1	0.1	0.1	0.2	0.1	0.1	1.0
10	0.2	0.0	0.6	0.2	0.2	0.0	0.0	1.3
11	0.2	0.2	0.1	0.0	0.6	0.2	0.1	1.3
12	0.1	0.1	0.3	0.1	0.1	0.4		1.0
13	0.5	0.1	0.1	0.1	0.1	0.1	0.1	1.2
14	0.2	0.2	0.3	0.3	0.1	0.3	0.1	1.6
15	0.2	0.4	0.2	0.1	0.2	0.1	0.3	1.5
16	0.5	0.3	0.2	0.2	0.1	0.3	0.0	1.6
17	0.4	0.2	0.2	0.1	0.1	0.3	0.2	1.5
18	0.1	0.1	0.3	0.2	0.3	0.5	0.2	1.7
19	0.3	0.1	0.5	1.0	0.2	0.2	0.2	2.6
20	0.1	0.3	0.1	2.1	0.1	0.0	0.1	2.9
21	0.2	0.3	0.2	0.3	0.4	1.4	0.1	3.0
22	0.1	0.6	0.4	0.1	0.1	0.3	0.3	1.8
23	0.2	0.2	0.1	0.1	0.1	0.3	0.1	1.0
Total	4.1	3.9	4.5	5.8	4.1	5.9	3.2	31.4

2019 Max Staffing

Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun
00	8	8	8	16	8	8	8
01	8	8	8	16	8	8	8
02	8	8	8	16	8	8	8
03	8	8	8	16	8	8	8
04	8	8	8	16	8	8	8
05	8	8	8	16	8	8	8
06	8	8	8	16	8	8	8
07	8	8	8	16	8	8	8
08	8	8	8	16	8	8	8
09	8	8	8	16	8	8	8
10	8	8	8	16	8	8	8
11	8	8	8	16	8	8	8
12	8	8	8	16	8	8	8
13	8	8	8	16	8	8	8
14	16	16	16	32	16	16	16
15	16	16	16	32	16	16	16
16	16	16	16	32	16	16	16
17	8	8	8	16	8	8	8
18	8	8	8	16	8	8	8
19	8	8	8	16	8	8	8
20	8	8	8	16	8	8	8
21	16	16	16	32	16	16	16
22	16	16	16	32	16	16	16
23	16	16	16	32	16	16	16

2019 Max Staffing to Committed Hours /52

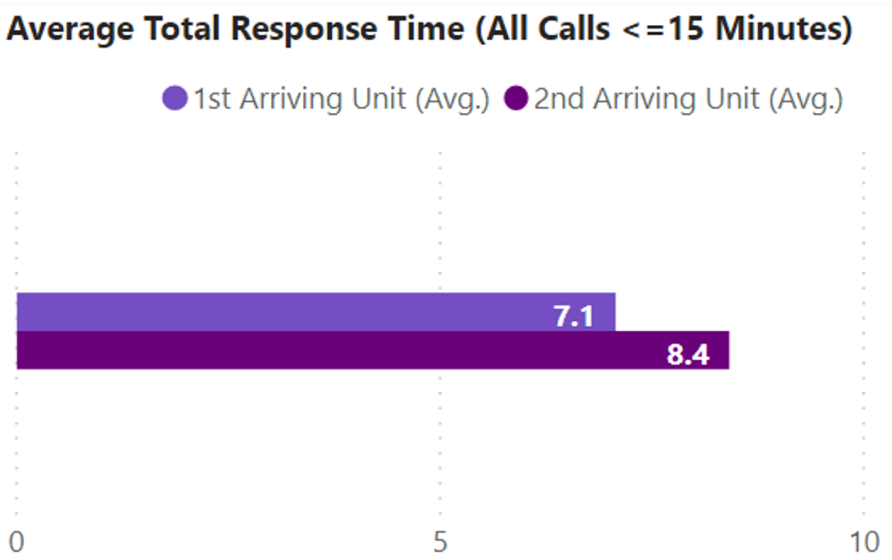
Hour	1-Mon	2-Tue	3-Wed	4-Thu	5-Fri	6-Sat	7-Sun	Total
00		4%	1%	0%	3%	1%	3%	2%
01	0%	0%	2%	1%	3%	5%	2%	2%
02		0%	0%	0%	1%	3%	2%	1%
03	0%	1%		1%	1%	0%	2%	1%
04		2%	0%	0%	7%	2%	2%	2%
05	1%	0%	4%			3%	0%	1%
06	1%	0%	1%		0%	1%	1%	1%
07	1%	0%	0%	2%	0%	2%	1%	1%
08	4%	1%	1%	1%	2%	1%	0%	1%
09	5%	1%	1%	1%	2%	1%	1%	2%
10	2%	1%	8%	1%	2%	0%	1%	2%
11	2%	2%	1%	0%	7%	2%	2%	2%
12	1%	1%	3%	1%	1%	5%		2%
13	6%	1%	2%	0%	1%	2%	2%	2%
14	1%	1%	2%	1%	0%	2%	1%	1%
15	1%	2%	1%	0%	1%	1%	2%	1%
16	3%	2%	1%	1%	1%	2%	0%	1%
17	5%	3%	2%	1%	1%	4%	3%	2%
18	1%	2%	3%	2%	4%	6%	3%	3%
19	4%	2%	7%	6%	2%	2%	3%	4%
20	2%	4%	2%	13%	1%	0%	2%	5%
21	1%	2%	1%	1%	3%	9%	1%	2%
22	1%	3%	3%	0%	1%	2%	2%	1%
23	1%	1%	0%	0%	0%	2%	1%	1%
Total	2%	2%	2%	1%	2%	2%	1%	2%

APPENDIX B—AVERAGE RESPONSE TIME CHARTS

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This appendix provides a set of three average response time charts that are comparable to the same set of three charts provided in the report that display fractile 90 percent performance. The following chart shows the average total response time for first and second units, which can be compared to the City's 90 percent performance of 11.5 and 12.8 minutes for first and second units, respectively.

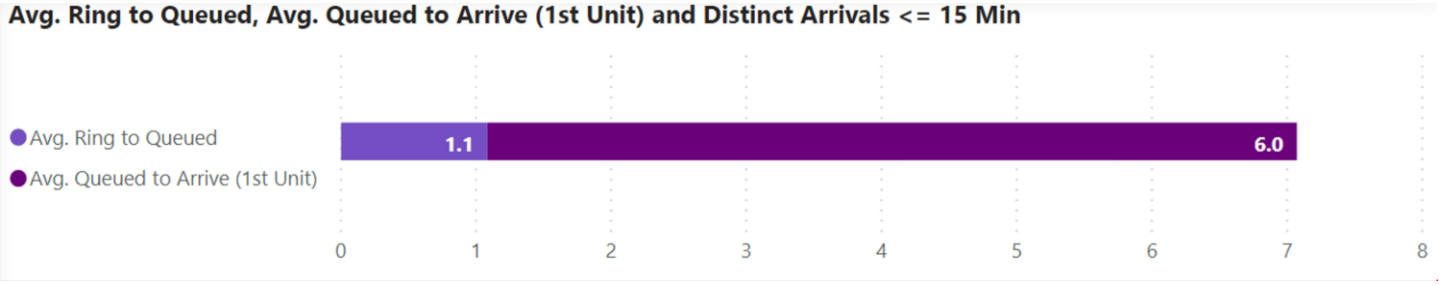
Average Total Response Time for First and Second Units – 2017–2020



Average call handling time and officer travel time for the first arriving unit appear in the following chart. This measure is an aggregate across all high priority nature codes. The measure shows:

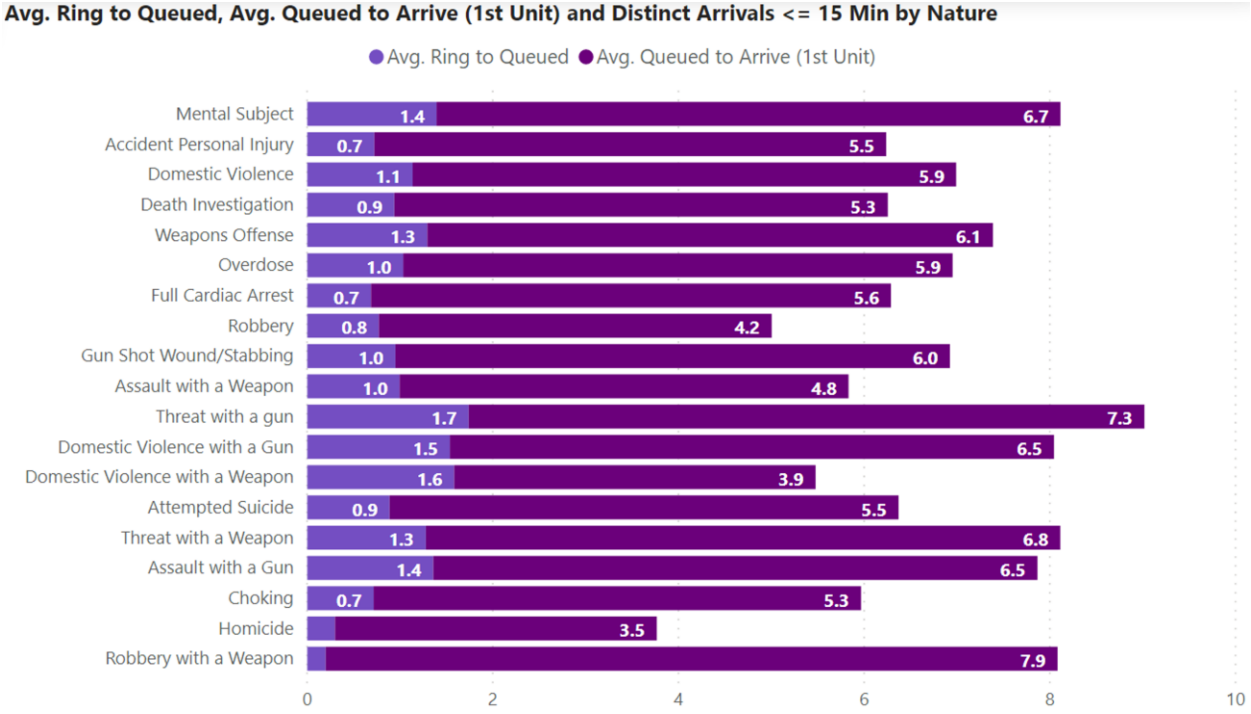
- The Emergency Communications Center dispatches a unit in 1.1 minutes or less on average, compared to the fractile measure performance of 2.2 minutes 90 percent of the time.
- Once dispatched, the first unit will arrive in 6 minutes on average, compared to the fractile measure performance of 10.1 minutes 90 percent of the time.
- This equates to a total response time of 7.1 minutes on average, compared to the fractile measure performance of 12.3 minutes or less 90 percent of the time.

Average Response Time for First Units – Ring to Queued and Queued to Arrival – 2017–2020



Citygate measured response times for nature codes that were most likely to require an emergency response. Average response time performance for those nature codes appears in the following chart.

Average Response Time First Unit Performance by Nature Code – 2017–2020



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CITY OF OREM
CITY COUNCIL MEETING
56 North State Street Orem, Utah
March 9, 2021

This meeting was held electronically
to allow Councilmembers and Staff to participate.

4:30 P.M. WORK SESSION – CITY COUNCIL CONFERENCE ROOM

CONDUCTING	Mayor Richard F. Brunst
ELECTED OFFICIALS	Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner.
APPOINTED STAFF	Jamie Davidson, City Manager; Brenn Bybee, Assistant City Manager; Steven Downs, Deputy City Manager; Heather Schriever, City Attorney; Marc Sanderson, Fire Chief; Joshua Adams, Police Chief; Ryan Clark, Development Services Director; Charlene Crozier, Library Director; Chris Tschirki, Public Works Department Manager; Brandon Nelson, Finance Department Manager; Karl Hirst, Recreation Department Manager; Jason Bench, Planning Division Manager; Pete Wolfley, Communications Specialist; and JoD'Ann Bates, City Recorder

NOTE: The referenced report and presentation documents for each discussion may be viewed at orem.org/meetings under "City Council Presentations"

DISCUSSION – Amendment to the Sleepy Ridge Golf Course Agreement

Mr. Hirst shared the history of the collaboration between the City of Orem and Sleepy Ridge Golf Course. He reviewed how the market has required them to make some changes in order to help supplement the golf course revenue. It is being proposed the agreement be extended in order to help the revenue of the golf course due to the current office and event rental spaces that has not been able to be utilized due to the Covid-19 pandemic.

General discussion ensued regarding how the costs associated with the golf course can change both on the maintenance and patron side along with the state of the economy.

Mrs. Schriever reviewed some of the changes they are proposing which include:

- Transfer of the Springwater Pointe and Clegg Pond Property to the City - land will be used for stormwater facilities and stormwater discharge.
- Extension of the Condo term and lease term from 12/31/2046 to 12/31/2060 with turnover of all property to the city on 1/1/2061.

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- Reduction from 5% to 1% in the amount of gross revenue Sleepy Ridge must contribute to the Reserve Fund. New requirements that the 4% of the gross revenue be expended annually on golf course improvements.
- Clarification of what should be excluded from the definition of gross revenue.

Continued general discussion continued regarding the proposed amendments.

DISCUSSION – University Place Community Development Amendment

Mr. Davidson stated several month ago the Utah State Legislature passed SB6001 which allows organizations that have Community Development Agreements (CDA's) to extend the term of recoupment of the CDA as a result of the pandemic. In December the city received a request from the Woodbury Corporation that they would like to make a request to the City of Orem's Redevelopment Agency (RDA) to amend their CDA and the agency budget to reflect two additional years. The next step as the acting RDA board is to approve a resolution granting the CDA an additional two years and then the City would amend the agreement subject to the limitation of SB6001. This something that is an action that can be made directory by the Orem RDA. The basis for this request is the turmoil in the construction world due to the Covid-19 pandemic and justification information was provided in the packet.

General discussion ensued regarding the investment made and the percentage that those invested would receive back. Further discussion continued regarding the overall project, how much had already been spend into the re-development and what projects are proposed to come into the area. Discussion continued regarding how the pandemic had affected both the income of the projects along with the businesses coming into the area.

DISCUSSION – City Center Feasibility Analysis

Mr. Bybee provided background regarding studies that had been done over the years regarding the City Center and had asked Method Studio to come up with some renderings based on those studies. They will review 2 possible options: 1) allow employees to stay in the exiting building during construction and 2) employees would need to be relocated during the construction. Both options will show all processes Method Studios goes through to include space needs, parking impacts, recommendations from the city State Street Master Plan, updated cost assumptions, including keeping in mind the layout and workflow and maintaining customer service-oriented space.

Mr. Smith of Method Studio reviewed the different concepts that they felt could be accomplished based on the study. Mr. Beishline gave some history of what some of the studies have shown and past remodels that have been done. He reviewed existing building assessment and cost scenario for a remodel/addition versus new building assessment scenarios. He continued to review the new construction options.

Mr. Smith reviewed, and discussion ensued regarding various views of the proposed buildings and possible concepts for the outside look.

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Mr. Bybee concluded that the Council had been sent the comprehensive report and felt Method has provided them with additional detailed information and options. He felt at this point they had a lot of information to digest and stated staff is looking to the council to provide them with their thoughts and suggestions.

Further discussion continued with City Council members making comments of their thoughts and concerns. Other discussion continued regarding the positives to a new building versus things that are not obtainable with the current facility.

DISCUSSION – Administration of the 2021 Municipal Elections

Mrs. Bates stated this year the City will be holding a municipal election. The agreement presented is with the Utah County Election office for them to conduct the 2021 Orem Municipal Election. This agreement will be reviewed by the cities Finance and Legal Departments prior to it coming back for approval at the next City Council meeting. She indicated the fee that has been quoted is based upon actual costs per ballot and the number of registered voters. Due to the recent presidential election the number of registered voters has increased approximately 6500 since the 2019 election. The amount quoted may decrease based on the number of ballots that will be returned via the ballot boxes versus mailing the returns.

Agenda Review & Preview of Upcoming Agenda Items

The City Council reviewed the evening's agenda. Discussion ensued regarding the scheduled items that would be considered.

City Council Reports & City Manager Information Items

Mr. Davidson reviewed some informational items for the Council which included the following:

- The $1.9 trillion dollar Stimulus Act from the Federal Government has approximately $350 billion dollars set aside for local governments. Allocation will be different than the previous CARES Act. The funds will come directly to the city from the federal government and will be more like CDBG funding.
- Discussions have been happening regarding utility bonding and have several upcoming meetings regarding ratings in order to move forward with the bonding for utility infrastructure.
- Legislature closed their 45-day general session and the city benefited from several bills for transportation projects throughout the state which include:
    - Orem will receive approx. $45 million for the expansion of 1600 North from 1200 West to State Street and approx. $25 million for Geneva Road from University Parkway South to about 1800 South. They will be working with UDOT and look forward to these projects.
    - There were a number of other bills that were passed that the city was able to push back on from billboards to administrative oversite of additional fees. There were others they didn't fair so well on and would like to have Heather Schriever report to the Council in a future meeting of those impacts.

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- Time was turned over to Mr. Bybee to share and give an update regarding a Hillcrest Park and the updated Parks Master Plan.

Mrs. Lauret reported on the committees she represents which include the following:

- Summerfest – They are planning on having celebrations June 7th through 11th with some possible modifications.
- Arts Council – Working on putting art on utility boxes with vinyl wraps. Concert series and art shows at the new library hall.
- Natural Resources – Students working on a rooftop garden and ideas of native Utah plants in the courtyard or rooftop. Water conservation campaign and xeriscape awards.

Mayor Brunst indicated that the Miss Orem will also be moving forward this year with their program.

6:00 P.M. REGULAR SESSION – COUNCIL CHAMBERS

CONDUCTING	Mayor Richard F. Brunst
ELECTED OFFICIALS	Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner
APPOINTED STAFF	Jamie Davidson, City Manager; Brenn Bybee, Assistant City Manager; Steven Downs, Deputy City Manager; Heather Schriever, City Attorney; Marc Sanderson, Fire Chief; Joshua Adams, Police Chief; Ryan Clark, Development Services Director; Charlene Crozier, Library Director; Chris Tschirki, Public Works Department Manager; Brandon Nelson, Finance Department Manager; Karl Hirst, Recreation Department Manager; Jason Bench, Planning Division Manager; Steve Earl, Deputy City Attorney; Pete Wolfley, Communications Specialist; and JoD'Ann Bates, City Recorder.

CALL TO ORDER

Mayor Brunst read the following to begin the meeting:
"Pursuant to Mayor Richard F. Brunst's Proclamation dated February 4, 2021, the Orem City Council meeting on February 23, 2021 will be an all-electronic meeting. There will be no anchor location for the meeting. The City cannot ensure the recommended minimum of six feet of social distancing for meeting participants at the usual anchor location in the Orem City Council Chambers. Therefore, holding the meeting at the City Council Chambers would present a substantial risk to the health and safety of those who may be present at the meeting and may contribute to the spread of COVID-19. There will be no public access to the Orem City Council chambers. Those desiring to view or participate in the meeting must do so electronically.

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To view the meeting: please go to orem.org/meetings.
To make a comment: Please submit your comment through: orem.org/comments

Written comments will be accepted before and during the meeting. All written comments received will be entered into the record and forwarded to each City Council member for review. Written comments will also be read aloud during the live meeting when required by law or when time permits. As technology permits, the City Council may also accept oral comments. Once an item has been voted on, that item will be closed to additional comments. Thank you for your cooperation during these challenging times."

INVOCATION /
INSPIRATIONAL THOUGHT Debby Lauret
PLEDGE OF ALLEGIANCE Jim Lauret

MAYOR'S REPORT/ITEMS REFERRED BY COUNCIL

PRESENTATION: Sleepy Ridge Golf Course

Mr. Holt stated he was happy to report to the Council on the status of their endeavor last year and answer any question they may have. He indicated the business model they have has three parts, 1) the golf course, which is the anchor of the project, 2) office spaces and 3) a wedding event business. He stated that the golf course had its best year ever due to the recent pandemic with revenues being up by 50% and hope they can continue. The wedding business took a 50 % decrease also due to the pandemic. He concluded that overall, the City and Sleepy Ridge have been partners for approx. 15-20 years and feels fortunate to have the 3 for 1 business model that can help with each other depending on the economy and surrounding issues. He concluded they continue to make improvements and feel privileged to be part of their partnership with Orem.

Mrs. Lauret inquired about the construction on the 10th hole. Mr. Holt responded that this specific area will include a pitch and putting area for the golf course. He indicated that 5% of gross revenue is being set aside for current and future improvements to the golf course. Hole 11 is their signature hole and with the storm water changes they have also had the opportunity to improve that hole to make it better.

PERSONAL APPEARANCES

Time was allotted for the public to express their ideas, concerns, and comments on items not scheduled as public hearings on the agenda. Those wishing to make a comment provided staff with written comments.

No public comments were made.

CONSENT ITEMS

- APPROVAL OF MEETING MINUTES
  - Minutes of City Council Meeting – February 23, 2021
- APPOINTMENT TO BOARDS AND COMMISSIONS
  - Metropolitan Water Board:
    - Carl Cook – Appointment
- RESOLUTION – Utah Public Treasurers Investment Fund (PTIF) Administrative Right Authorization

Mayor Brunst moved to approve the Consent Agenda as listed. **Mr. Spencer seconded** the motion. Those voting aye: Richard F. Brunst, Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner. The motion **passed.**

SCHEDULES ITEMS

PUBLIC HEARING – ORDINANCE
Amending portions of 22-8-8(B), 22-8-8(B)(3) of the Orem City Code, and enacting Sections 22-8-8(B)(7)(b), 22-8-8(B)(8), 22-8-8(B)(9), and 22-8-8(B)(10) to the Orem City Code pertaining to permitted modifications to Buffered Sidewalk requirements, and adding additional design standards and utility enclosure standards within the State Street Corridor Area.

Mr. Taylor stated Section 22-8-8 currently requires that a buffered sidewalk (consisting of an eight-foot sidewalk and a 15-foot landscaped planter strip) be constructed adjacent to State Street in connection with new development and redevelopment along State Street. This requirement was adopted in an effort to beautify State Street and to make State Street more walkable. Because the current ordinance requires that the buffered sidewalk be installed in connection with any new building or building addition, it is impossible to make an addition to some buildings that are located right at the back edge of existing sidewalk without tearing down part of the building to make room for the required buffered sidewalk (requiring a total of 23 feet). This has prevented some business owners from expanding their businesses. In order to address this situation, staff proposes an amendment to Section 22-8-8 to make an exception to the buffered sidewalk requirement for buildings that don't currently have the necessary 23 feet between the front of the building and the back of curb to fully install the required buffered sidewalk. The proposed amendment would essentially allow a building owner to make an addition to his/her building with the requirement that they install as much of the buffered sidewalk as they can, given the space they have available.

Discussion ensued regarding landscaping requirements per city code and based on the districts, with enforcement being done by the city. Verification regarding the landscaping planter strip size and possible future use.

Mayor Brunst opened the public hearing at 6:24 p.m. Hearing no comments, the Mayor closed the public hearing and brought the item back to the City Council for further discussion.

Mayor Brunst moved, to approve by Ordinance amending portions of 22-8-8(B), 22-8-8(B)(3) of the Orem City Code, and enacting Sections 22-8-8(B)(7)(b), 22-8-8(B)(8), 22-8-8(B)(9), and 22-8-8(B)(10) to the Orem City Code pertaining to permitted modifications to Buffered

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Sidewalk requirements, and adding additional design standards and utility enclosure standards within the State Street Corridor Area**.** **Mrs. Lauret seconded** the motion. Those voting aye: Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner. Those voting nye: Richard F. Brunst. The motion **passed.**

PUBLIC HEARING –ORDINANCE
Amending portions of Sections 22-24-5(F)(2)(c), 22-24-5(F)(4)(c), 22-24-4(F)(2)(c), 22-24-4(F)(4)(c), 22-24-1(F)(4)(c), 22-24-2(F)(4)(c), and 22-24-3(F)(4)(c) of the Orem City Code pertaining to stepback requirements and building setback requirements in the State Street District zones.

Mr. Bench stated staff is proposing two ordinance amendments pertaining to setback requirements and stepback requirements in the State Street District zones. During a recent work session, City Councilmembers requested that staff review the setback requirements in the five State Street District zones, pertaining to setbacks from adjacent residential zone boundaries. In particular, the Council requested that staff focus on the North Village District and the Arts District zones.
Based on staff's review, staff propose an enlarged setback for buildings in the North Village District and a portion of the Arts District zones from adjoining residential property.
The proposed amendment would require any structure within fifty feet (50') of a residential zone not part of the district zones or adjacent to the Res-B zone in the North Village District (NVD-Res(B)) to be limited to 35 feet in overall height. In addition, if the residential zone is across a public street the 50-foot measurement would be from the back of curb on the district side of the street. The current requirement pertaining to a setback being at least equal to the height of a building next to a residential property would continue to apply. Any development will be required to meet both requirements where applicable.

General discussion ensued regarding clarification of the setbacks and the height maximum as it would relate to various areas along State Street. Discussion continued regarding commercial buildings that would have residential living above the commercial space and the proposed stepback for the living space. Information that the same standards being proposed are already in place throughout the city in other commercial/residential areas and is working well. Continued clarification of the proposed setback and height maximum and a discussion of traffic estimates.

Mayor Brunst opened the public hearing at 7:10 p.m.
Public comments were made by the following:

- Katrina Bleyl
- Christina Mutch
- Charles Tanner
- Brian Cowley
- Tonia Perl
- Stephanie Visnaw
- Tay Kratzer
- Murray Low
- GL Page
- Annya Becerra
- Jill Barrick
- Jim Condie

- Lanae Millett
- John Barrick
- Ashley Hagey
- Jeff Knighton

Written public comments submitted were read into the record. All written comments that were submitted are attached to the end of the minutes in their entirety.

Hearing no further comments, the Mayor closed the public hearing at 7:35 pm and brought the item back to the City Council for further discussion.

Mrs. Lauret indicated she was comfortable with the 75' requirement in the North Village and a 50' requirement in the Arts Village.

Mr. Lambson stated the one thing he heard as he campaigned was the concern with high density housing. He feels that keeping these developments as close to State Street as possible is very important and he wants to make sure the residents feel the council is listening to them and their concerns. If the neighbors are happy with the 75' requirement, he is comfortable with that also.

Mr. Peterson indicated he heard the same concerns. He has a lot of concerns and feels the neighborhoods are compromising with the 75 feet.

Mr. Macdonald stated he applauds the efforts of the residents in learning more about the city code and regulations. He feels if a development comes in, the city will ensure they comply with the current parking regulations which are different than older requirements. Mr. Bench responded to the parking concern based on convenience versus adequate parking issues.

Mr. Sumner stated some developers use the affordable housing wording and wondered if there was a standard for affordable housing. Mayor Brunst responded stating the State has a definition as to what is considered affordable housing based on income. In a complex of 190 apartments, 20% or 38 apartments would be in that "affordable housing" price range.

Discussion ensued regarding affordable housing requirements and standards, the number of rentals in Orem and what they would like to see. Continued discussion continued regarding density, the State Street Master Plan and the concern of high-density creep.

Mr. Spencer moved, to approve by Ordinance amending portions of Sections 22-24-5(F)(2)(c), 22-24-5(F)(4)(c), 22-24-4(F)(2)(c), 22-24-4(F)(4)(c), 22-24-1(F)(4)(c), 22-24-2(F)(4)(c), and 22-24-3(F)(4)(c) of the Orem City Code pertaining to stepback requirements and building setback requirements in the State Street District zones with a setback in the North Village and Arts District Zones of 75 feet from the back of the property line. **Mr. Sumner seconded** the motion. Those voting aye: Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner. Those voting nye: Richard F. Brunst. The motion **passed.**

COMMUNICATION ITEMS

Mayor Brunst relayed information regarding the legislature session and the transportation bill for projects that were approved. Orem will receive approx. $45 million for the expansion of 1600

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North from 1200 West to State Street and approx. $25 million for Geneva Road from University Parkway South to about 1800 South. He stated this is a great win for the city and thanked the local legislators for their help with these necessary items.

CITY MANAGER INFORMATION ITEMS

The City Manager had no additional Information Items to share.

ADJOURNMENT

Mr. Sumner moved to adjourn**. Mr. Spencer seconded** the motion. Those voting aye: Richard F. Brunst, Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner. The motion **passed.**

The meeting adjourned at 8:00 p.m.

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PUBLIC COMMENTS – March 9, 2021

7. PERSONAL APPEARANCES

None

9.1 PUBLIC HEARING - Amending portions of 22-8-8(B), 22-8-8(B)(3) of the Orem City Code, and enacting Sections 22-8-8(B)(7)(b), 22-8-8(B)(8), 22-8-8(B)(9), and 22-8-8(B)(10) to the Orem City Code pertaining to permitted modifications to Buffered Sidewalk requirements, and adding additional design standards and utility enclosure standards within the State Street Corridor Area

None

9.2 PUBLIC HEARING - Amending portions of Sections 22-24-5(F)(2)(c), 22-24-5(F)(4)(c), 22-24-4(F)(2)(c), 22-24-4(F)(4)(c), 22-24-1(F)(4)(c), 22-24-2(F)(4)(c), and 22-24-3(F)(4)(c) of the Orem City Code pertaining to stepback requirements and building setback requirements in the State Street District zones.

Katrina Bleyl

The area of the North Village District is in need of your help. We would like to have the setback behind our houses changed from 50 feet to 100 feet. The additional 50 feet added on to this is NOT a lot of space. But it is enough that it would help us to be able to keep some semblance of a neighborhood. Jason and Ryan said in their letter to you that they applaud us for trying to preserve our neighborhood. However, they aren't willing to budge on this issue. They think that the 50 foot setback is good enough. But, do you realize that they are not saying that nothing will be built in that 50 foot setback? They are saying that something that is 35 feet tall, could be built in that first 50 feet. The high density housing plan that is suppose to be kept on State Street and help to build up State Street, is not going to be on State Street at all. They are saying that it is going to start right at our back fences starting at 35 feet and then building up as it gets farther away. We are not against the North Village District being built. We realize that it is going to happen, and it could improve the city. However, we are asking you to work with us. We are asking you to help us preserve our neighborhoods just a little bit. Just adding an extra 50 feet to the setback behind the houses would help that. Even adding just an additional 25 feet to make it a 75 foot buffer would help us to preserve our neighborhood just a little more and keep the building height smaller near our fence lines. Having that little bit more space where something huge could not be so close to the houses would be the best thing in preserving a neighborhood. And that is what the State Street Master Plan was all about. It was created to help preserve neighborhoods and create more living space. But that is not what is happening right now. Plans are to build high density housing right next to residential. Right at the fence line to houses. There isn't anything that is being put on State Street. I ask you, if this was being built right next to your houses, wouldn't you want to have a little bit more of a buffer between it and you? Making the

buffer 75-100 feet would guarantee that the building step up would be a little bit farther away from the homes. It would mean that we wouldn't have a large structure right next to our backyards. It would mean that the 35 foot tall structure could still be able to be built there, but it would continue another 25-50 feet than is already planned. Think about it. 25-50 feet more. The size of one living room. That is the distance that we are asking for the height limits to be continued. Please help us add just a little bit more of a buffer to help us preserve our neighborhood. Please help us keep the original statement of using the State Street Master Plan to help preserve our neighborhoods true.

Christina Mutch

I have seen Phase 2 of the High-Density High Rise Housing Project that again affects 400 West in North Orem. This second project is a space from me, but Phase 1 is directly across the street from my residence. I do not understand the big rush to implement these housing projects, especially when they 'bulldoze' forward and ignore residents' concerns. I have lived in an area, before I moved to Orem, where a high-density housing project was built directly behind my house. There was no buffer zone; the complex was literally six feet from my back fence. I used to be able to go into my backyard that was fenced, but with this housing project, I lost my privacy because people just looked out their window into my backyard. This Phase 2 project I see as a repeat of what I endured until I finally just had to sell my home where my family lived for thirty years because of this problem. If Orem City is going to continue to encourage high-density housing in residential areas, then it needs to create a buffer zone of 75 to 100 feet from adjacent home property lines. Many people have backyard patios, play areas for their families. High-rise housing robs them of their privacy, their enjoyment of an afternoon sunset. If these projects loom over residences, then in my opinion, they should be lower height as they near residential neighborhoods and houses. I watch traffic every morning come down 400 West to 1600 North. There are mornings when cars are backed up nearly to 2000 North. Phase 1 and 2 will inundate the area with traffic creating dangerous situations for families with children, pets, and just residents trying to gain access to the road in front of their homes. The speed limit on 400 West is 25 mph; I see cars exceed that limit all the time. Finally, there needs to be a 50 foot setback from homes that is nonstructural. Progress is a fact of life; I understand that; however, as a resident of Orem for thirty years, I should have the right to maintain my quality of living. I want to protect my home and continue the safety of my neighborhood. Increasing the 'buffer zones' and moving traffic access to State Street is one way of keeping a 'good neighbor' status between the city and its residents.

Charles Tanner

This is another silly problem to have placed in this area! It's way too close to State st. And the quick light at 400 w. Just ridiculous to even have a meeting about it! Too much traffic on 1600 no. A very dangerous intersection already! To contend with!! I never wanted a left turn on 400 w the last time it was changed. Don't slow !!!

Brian Cowley

Please work hard to continue to develop more accessible housing in Orem. This is a wonderful place to live, and I believe many should be able to join the wonderful community here. I believe current proposals with setbacks detailed on the Knighton Architecture proposal dated 3.3.21 are appropriate, and further restriction discourages creation of this accessible housing Orem needs.

Tonia Perl

Your time, as well as mine, is valuable. I appreciate the attention given to Orem City residents concerns and our issues with the North Village District. I am new to understanding the current set-back regulations permitted. That being said, I have read and agree with what Stephanie Visnaw has written and presented to you in her letter and refer you to reread it. I ask that you please listen to the residents that voted you in, trusting that you would make moral and honest decisions on our behalf. Your decisions affect our daily lives. Thank you for your time.

Stephanie Visnaw

Thank you, again, for taking the time to give attention to the North Village District and some of its challenges and concerns. Hopefully, you have had the opportunity to review the residents' proposal and driving tour emailed to you earlier. Our hope is that this proposal and the real-life, visual examples of current setbacks has clarified the issue at hand, that residential homes need more protection and buffer from larger development in our area. The Planning Commission's 50-foot setback proposal was tabled to further understand setbacks and the residents' request to increase the setback to 100 feet. This 100-foot request is not as restricting as it appears. Rather, it gives guideline and direction to how property can be used – parking or the required 20% open space (Code of Ordinances 22-24-5-12), as well as providing an adequate buffer for adjacent residential property. The residents' proposal includes a 50-foot "non-structure" area that can be addressed later. The main focus is the issue at hand - to increase the 50-foot setback to 100 feet, or a compromise of 75 feet, which hopefully the City Council will consider. This increased setback would still allow buildings of up to 35' to be built within the first 100 feet (or 75-foot compromise), providing the necessary buffer that has not been achieved through zoning.
Zoning in the North Village District uses the Edge Zone (NVD-E) as a transition from larger, commercial property to adjacent residential property. Being a transition zone, the Edge Zone should have a maximum height restriction to "feather" back from commercial and high-density housing, which is does not. Since Edge Zones do not have maximum height restrictions and allow high-density housing, an adequate buffer or setback is even more important. Increasing the proposed setback from 50 feet to 75, or even 100 feet, would provide a better buffer for these residential homes that abut Edge Zones.Increasing the already proposed 50-foot setback to 100, or even 75, would provide a more appropriate buffer in areas where Edge Zones abut residential. Again, this buffer area is not "dead space" but an area where structures can be up to 35 feet and where the required open space or parking could be directed. The North Village District is a narrow district with unique challenges. We hope the City Council will improve the Master Plan to accommodate the specific needs of this district.
Thank you for taking the time to consider the residents in the North Village District.
Residents would prefer the 100 foot setback - which still allows a 35 foot tall building. With a 75 or 100 foot setback - limiting up to 35' height is sufficient on those properties near residential or on smaller lots. A 35 foot tall building is still a significant height - especially on a smaller property like the corners in question. It's not "killing" development, but creating a transition, "feathering" back development with smaller buildings where appropriate and taller buildings where more property is available for buffering.

Tay Kratzer

Please keep Orem a "bedroom community". The high-rise projects are changing the face of our community and the desirability of living here. Orem is already such a hub of outside traffic coming to the malls and shopping centers. That's not bad per-say, but I don't need more traffic beyond our current traffic. I live off of 400 North, and often have to wait for a long procession of cars in order to cross at the crosswalk. This seems to be primarily because of traffic from

Vineyard up to Orem. Summary: We don't need more residents or traffic.

Murray Low

I understand the proposed high density apartment development in North Orem that fits under the provisions of the State Street Master Plan. I have heard the neighbors are pushing back about the transition from the neighborhoods to the developments along state street and I believe this is a part of the Master Plan that was not fully considered. I do recognize there are many natural buffers between SOME neighborhoods and what the plans calls for, but there are also many other areas where the plan has not fully taken into account the kind of transitions that preserve the integrity of the neighborhood. They are too abrupt and don't make sense from a buffer perspective for state street either. These were some of issues raised when the master plan was adopted. How can they be acceptably addressed now so that we don't have to have this type of issue every time a development occurs?

The smaller parcels of property shouldn't have higher buildings on them anyways. If they are not large and are next to residentially zoned neighborhoods, then what's wrong with properties that cannot be developed.

GL Page

I see no place to access this "proposed" monstrosity. Plus, it will dwarf all the buildings around it, and you'll have another eyesore like the one on State Street at 350 South, with the silly name. It really doesn't seem to accomplish the 'Welcome to Orem' atmosphere you're going for.

Annya Becerra

I appreciate City Council member's time and consideration on this matter. As a homeowner in the North Village District, I do not oppose the development of high-density housing that is in alignment with the ORIGINAL vision that was presented to us with appropriate access points and vibrant developments on State Street. The original vision looked great on paper but I believe this is the perfect time to reconsider its execution before it creates a greater problem in this area. We ask that you recognize that the desire of ONE developer to squeeze every last inch out of this landlocked property without proper infrastructure and access points would have a detrimental impact on thousands of property owners who live in the North Orem neighborhoods and those that drive through these intersections and not just those who live along 400 West. I agree with the proposal shared by Stephanie Visnaw and LaNeah Millet of increasing setbacks to 75 ft or even 100 ft from homeowners property lines with a 0-50 feet – zone identified as a "non-structure" area behind homes for the following reasons: NVD Edge zones do NOT have maximum height restrictions. Pictures were shared with City council members what potentially a 70 ft. building like Midtown 360 could look like from 50 ft. and 70 ft. views.Buildings can be built within that first 50 feet, just cannot exceed 35 feet. A 6 stories building 50ft away, starting at 35 ft. so close to homes it NOT protecting howmeowners and neighborhoods. It is extremely intrusive to homeowners living west and east of 400 West. The proposed 50-foot setback is NOT 50 feet of vacant, open land. A 0-50 feet – zone identified as a "non-structure" area behind homes with a 75 ft or 100 ft. would still allows for the development of the property with a parking lot, open space, and easement placement. City Planners would argue that our requests are more restrictive in nature, and the Mayor has said and I quote "if homeowners along 400 W. are against it then they should not have stayed". I find this type of statement coming from our Mayor quite disheartening when some of these residents have lived along this street for

generations! I would remind you when original plans of NVD were presented we were reassured by city planners that any large high density developments would remain on State Street and not engulf residential homes. NVD zone is different than other State street developments and setbacks must be addressed differently. It is closer to residential, smaller in size, and less commercial. This intersection is one of the most dangerous in Utah County (See Daily Herald, 2019), and 400 West is heavily trafficked. It's important to highlight that the only ingress/ egress to this property is via only right turn onto 1600 N. No one is using the turnaround next to Quick quack to turn back westbound on 1600 N or to enter this property instead drivers use 400 West to make Uturns. Now, imagine the undrivable conditions a development so close to this intersection would create at this location We request that City Council considers appropriate setbacks to protect residential homes, and adequate access points to State Street to mitigate dangerous traffic conditions at this node. We fear that, if an increase of setbacks and limitations on height so close to homes is not granted, it will have a detrimental impact not only in this area but in other areas around our city where large developments are already taking place encroaching on residential areas and jeopardizing the safety of families in the neighborhoods and the preservation of the city we love.

Jill Barrick

I have read the response from Mayor Brunst to a neighbor. I hope each of you will read what the Mayor has to say about the proposed (and heavily contested) development at 1600 N and 400 W. What he said to this resident is what he is saying to each of us, who are also residents directly affected by the proposed development: • He claims the complex is "for condominiums to be sold and not for apartments … with 20 percent of affordable housing unit" [contained therein] o Selling a condo means absolutely NOTHING about it being occupied by the actual owner. Condos are bought as investment properties all the time, and then leased to occupants, the same as apartments. Being a condo doesn't change a thing about its transitory nature within the community. Young families are not likely to have their starter home be in a high-rise condo. They find smaller/starter homes and townhomes in neighborhoods with parks, open spaces, other young families, newer amenities. This argument for helping young families build equity is false. o Putting in high-density and affordable housing within a stone's throw of the State Liquor Store (some of the proposed property actually shares the parking lot with the State Liquor Store) is a BAD idea. We have repeatedly asked for studies about crime rates within close proximity of highdensity/affordable housing and the State Liquor Store, and still NOTHING has been provided by the developer nor the City of Orem. Unacceptable. o Orem City is already 40% rentals. FORTY PERCENT! • From Brunst directly: "I would ask you to consider what is reasonable – what if you were the other property owner – how would you want to be treated – what if you owned multiple homes on 400 West how would you want to be treated – have not all resudential (sp) homeowners known that they bordered commercial property along their back fence which would develop – and in fact if they are against this THEN THEY SHOULD NOT HAVE STAYED – we need to have fair property rights for all property owners … I believe that proper and fair compromises have been made – I would hope [you] would stop and consider what is fair for both sides equally." (emphasis added) o This is NOT the language a Mayor should ever have, not privately and not to a resident being affected. How condescending, how insulting, how disgusting! This is spoken from a rich person living in CherApple about a rich developer living in the WordPerfect mansion community, ABOUT A NEIGHBORHOOD AND HOMEOWNERS THAT THEY ARE NOT PART OF. The audacity and insensitivity of a community leader to place ONE developer above what over 75+ families in just my immediate neighborhood have written and expressed discontent with. This should outrage everyone!!! There

is no other way to say it. And for a rich person to simply suggest that a longtime resident of a neighborhood should just move away is appalling. Oh to have the financial freedom to do such a thing – only a rich person from CherApple could go so far. Oh to have the emotional lacking to simply leave friends and residents that we raise(d) our children with and mourned lost friends with because we see an undesirable circumstance arise. We residents have the right to defend our neighborhoods. The Mayor is supposed to stand up for our communities. He is supposed to lead out for all. Mayor Brunst's words hold no compassion, no real desire for anything mutually beneficial. Give it up lessers, that's what he's asking. o I want an explanation from the Mayor about his choice of language, and also his relationship with the developer. He is saying, "I'm placing the rights of this one particular person over the rights of many, many others." If the developer and the Mayor believe this project is so beneficial, then they can work to get this done in the neighborhoods they live in. (cue the outrage of the rich, safety-centered neighbors in CherApple and WordPerfect Park) The hypocrisy of the Mayor asking residents about their property rights of where they live versus the developer's property rights of an investment property is breathtaking! o What compromises is the Mayor referring to? What has been offered for residents in this neighborhood? There aren't even sidewalks or gutter or lighting along some parts of 400 West. There are parts of an irrigation canal that have been open and unkempt FOR YEARS. What compromises have been made when basic street elements haven't been provided? Is the Mayor receiving compromises personally? What consideration is he asking us to give up for things to be "fair for both sides equally" because having our traffic increase, our views ruined by 6-story buildings and potential increase in crime and property taxes seems like too much? What consideration has the developer given up to be "fair for both sides equally"? Seems quite unequal. I share the following from personal experience: • As a scout leader for Webelos Pack 876, we visited with Mayor Brunst on June 7, 2016. Our group asked the Mayor what the biggest energy problem facing Orem was (required question for the badge we were working on). Mayor Brunst responded that the Orem City Center offices and adjoining Library were the worst energy problem facing Orem. The office building had had "several" electrical fires, was not seismically sound, was not energy efficient. He laughingly called the building, "a bit of a tinderbox." Our scouts discussed ways to fix the problem at meetings throughout the year. The following year we revisited the Mayor and asked the same question, hoping some new information could be shared about things being done to remedy the problem. Instead he changed the subject and talked about Orem water. I watched for information from the city for years, wondering when/if voting on bonds would come up. Nothing. When I saw the construction crews begin expansion of the new wing of the Orem City Offices and Library, I was physically sick. Why would anyone approve building a multi-million dollar facility onto an outdated "tinderbox"?! It defies fiscal responsibility and physical safety principles. • At the same meeting the Mayor said his favorite days as Mayor were groundbreaking ceremonies. Not opening new schools, not a student winning a state or national award, not safety and/or energy-efficient strides in government facilities, not improved family circumstances for all residents. No, this is a person who is out for himself and developers. This man is a not out for the good of the residents of Orem. We are a looooooong way from the "Most Livable City" status that Orem once boasted of.

Jim Condie

I want to express my appreciation for the passion of Jason and Ryan as well as other city staff in working so hard to provide equitable solutions for all property owners - residential, commercial, or mixed use. I want to state that I am NOT against development of the state street corridor and I

am NOT against growth and progress in our beautiful city. I just do not want it directly located in my backyard destroying the desirable Orem neighborhood residential feel. As a resident in the buffer zone on 400 West above 1600 North, I have a home and I want my property to be residential. Any buffer that limits the distance and elevation between me and commercial properties is extremely appreciated, the more the better. I do not want a developer to be able to build a skyrise next to my backyard. I would favor designs that support parking or common park uses to help buffer my home from tall development, also pushing tall buildings toward state street helps develop big & beautiful building fronts on state street where they are very ugly on my back yard property line. Additionally, I have huge concerns about traffic, parking, and access to a bottle necked property where large developments are being proposed. I trust that such a proposal would go through a good vetting process taking these concerns into consideration.

Lanae Millett

Our neighborhood is asking you to create an ordinance that would provide a transition or buffer zone between our neighborhoods and high-rise/high density housing planned along State Street. We firmly believe that the intent of the State Street Master Plan is to place high-rise housing adjacent to State Street, and not along our back fence lines. As landscaping and parking will be required for any project built, we request you simply designate that the parking and landscaping required for such buildings should be located on the side of the development that abuts the homes—designate that area a non-structure. A nonstructure area would not impact the property rights of the commercial landowners. A good example is the Alpine Credit Union building. ACU placed the parking for their building behind the buildings and adjacent to the homes, thus creating a buffer. Parking and open green space will be a part of any commercial or residential development built in Orem. This isn't an issue of limiting property use, just directing it. We affirm that the Districts were established to pull high-density housing out of single-family neighborhoods. We could reword that to say, the intent is to put high-density housing on State Street and the intent is to mitigate the impact of high-density housing on single-family homes. Our proposal of a wider, 100-foot setback fits within both of the objectives of mitigating impact, while still allowing business owners to develop their land. Property rights on both sides are being affected here. We feel our proposal of combining a setback, along with non-structure area guidelines, is a good balance for all property owners. Thank you for your efforts to understand this issue and I hope you will institute ordinances that will give builders the guidelines to create their projects in a way that will protect the property rights of the homeowners.

John Berrick

The residents near the North Village area have not had due process with respect to the proposed development. The developer's agents never provided the comments from the original neighborhood meeting as promised. The development appears to have changed architects or designers as well. As neighbors, we are asking to be heard--rather than being asked to moved as was suggested by some of our elected representatives.

Alisha Hagey

A recent traffic study won't work since we are in Covid. You need one pre-Covid. Our neighborhood is insanely busy normally. We are toned down at the current moment. Please listen to us rather than listening to the dollar. And if you are going to compare fast food businesses you can only compare the business in Orem traffic not national traffic.

DRAFT

Jeff Knighton

I represent a property owner in the district, and a 75 foot setback from the curb makes developing anything on the corner of 1600 N and 400 W very difficult. When developing adjacent to a street, the setback equal to the height is calculated from across the street. The properties being discussed are currently commercial properties, and there are local property owners, residents of Orem, wanting to invest and redevelop and improve property that is currently covered in asphalt, creating affordable housing. And the current direction of making redevelopment more difficult will prevent existing properties from being redeveloped as the city has envisioned.

Agenda Item No: 8.2

City Council Agenda Item Report

Meeting Date: March 23, 2021
Submitted by: Jody Bates
Submitting Department: City Manager' s Office
Item Type: Resolution
Agenda Section:

Subject:
RESOLUTION - Interlocal Cooperation Agreement between Utah County and Orem City for the Administration of the 2021 Municipal Elections

Suggested Action:
Staff recommends approval of a Resolution and the Interlocal Agreement with Utah County for the Administration of the 2021 City of Orem Municipal Elections

Presenter:

Background:
The Utah County Clerk Office/Election Office requires a Resolution and Interlocal Cooperation Agreement to be signed between Utah County and the City of Orem in order to administer the 2021 City of Orem Municipal Elections. This is a line item in the Recorders budget and will be spent out of the 2021-2022 fiscal year budget.

Potentially Affected Area:

Attachments:
2021 Municipal Election ILA - Orem (1) (1).docx

Agreement No. 2021 - _____

INTERLOCAL COOPERATION AGREEMENT BETWEEN UTAH COUNTY AND OREM CITY FOR THE ADMINISTRATION OF THE 2021 MUNICIPAL ELECTIONS

THIS IS AN INTERLOCAL COOPERATION AGREEMENT (Agreement), made and entered into by and between Utah County, a political subdivision of the State of Utah, and City of Orem a Utah municipality and political subdivision of the State of Utah, hereinafter referred to as CITY.

WITNESSETH:

WHEREAS, pursuant to the provisions of the Interlocal Cooperation Act ("Act"), Title 11, Chapter 13, Utah Code, public agencies, including political subdivisions of the State of Utah as therein defined, are authorized to enter into written agreements with one another for joint or cooperative action; and

WHEREAS, pursuant to the Act, the parties desire to work together through joint and cooperative action that will benefit the residents of both Utah County and CITY; and

WHEREAS, the parties to this Agreement are public agencies as defined in the Act; and

WHEREAS, Utah County and CITY desire to successfully conduct the 2021 CITY Municipal Primary (August 10) and General (November 2) Elections (collectively "2021 CITY Municipal Elections"); and

WHEREAS, it is to the mutual benefit of both Utah County and CITY to enter into an agreement providing for the parties' joint efforts to administer the 2021 CITY Municipal Elections. **NOW, THEREFORE**, the parties do mutually agree, pursuant to the terms and provisions of the Act, as follows:

Section 1. EFFECTIVE DATE; DURATION

This Agreement shall become effective and shall enter into force, within the meaning of the Act, upon the submission of this Agreement to, and the approval and execution thereof by Resolution of the governing bodies of each of the parties to this Agreement. The term of this Agreement shall be from the effective date hereof until the completion of the parties' responsibilities associated with the 2021 CITY Municipal Elections or until terminated but is no longer than 1 year from the date of this Agreement. This Agreement shall not become effective until it has been reviewed and approved as to form and compatibility with the laws of the State of Utah by the Utah County Attorney and the attorney for CITY. Prior to becoming effective, this Agreement shall be filed with the person who keeps the records of each of the parties hereto.

Section 2. ADMINISTRATION OF AGREEMENT

The parties to this Agreement do not contemplate nor intend to establish a separate legal entity under the terms of this Agreement. The parties hereto agree that, pursuant to Section 11-13-207, Utah Code, Utah County, by and through the Utah County Clerk/Auditor Elections Office, shall act as the administrator responsible for the administration of this Agreement. The parties further agree that this Agreement does not anticipate nor provide for any organizational changes in the parties. The administrator agrees to keep all books and records in such form and manner as Utah County shall specify and further agrees that said books shall be open for examination by the parties hereto at all reasonable times. The parties agree that they will not acquire, hold nor dispose of real or personal property pursuant to this Agreement during this joint undertaking.

Section 3. PURPOSES

This Agreement has been established and entered into between the parties for the purpose of administering the 2021 CITY Municipal Elections. This Agreement contemplates basic,

traditional primary and general elections for the 2021 CITY Municipal Elections. All other election-related services, including but not limited to services for special elections or elections for

subsequent years, will need to be agreed to in a separate writing signed by both parties.

Section 4. RESPONSIBILITIES

The parties agree to fulfill the responsibilities and duties as contained in Exhibit A which is attached hereto and by this reference is incorporated herein for the 2021 CITY Municipal Elections.

CITY agrees to pay to Utah County the actual cost of County's administration of the 2021 CITY Municipal Elections which cost shall not exceed the estimated costs as contained in Exhibit B which is attached hereto and by this reference is incorporated herein. CITY agrees to pay the County the cost as contemplated herein within 30 days of receiving an invoice from County.

Section 5. METHOD OF TERMINATION

This Agreement will automatically terminate at the end of its term herein, pursuant to the provisions of section one (1) of this Agreement. Prior to the automatic termination at the end of the term of this Agreement, any party to this Agreement may terminate the Agreement sixty days after providing written notice of termination to the other parties. Should the Agreement be terminated prior to the end of the stated term, CITY will be responsible for any costs incurred, including costs not then incurred but which are contemplated herein and irreversible at the time of termination such as return mailing costs, through the time of termination. The Parties to this Agreement agree to bring current, prior to termination, any financial obligation contained herein.

Section 6. INDEMNIFICATION

The parties to this Agreement are political subdivisions of the State of Utah. The parties

agree to indemnify and hold harmless the other for damages, claims, suits, and actions arising out of a negligent error or omission of its own officials or employees in connection with this Agreement. It is expressly agreed between the parties that the obligation to indemnify is limited to

the dollar amounts set forth in the Governmental Immunity Act, Section 63G-7-604.

Section 7. FILING OF INTERLOCAL COOPERATION AGREEMENT Executed copies of this Agreement shall be placed on file in the office of the County Clerk/Auditor of Utah County and with the official keeper of records of CITY, and shall remain on file for public inspection during the term of this Agreement.

Section 8. ADOPTION REQUIREMENTS

This Agreement shall be (a) approved by Resolution of the governing body of each of the parties, (b) executed by a duly authorized official of each of the parties (c) submitted to and approved by an Authorized Attorney of each of the parties, as required by Section 11-13-202.5, Utah Code, and (d) filed in the official records of each party.

Section 9. AMENDMENTS

This Agreement may not be amended, changed, modified or altered except by an instrument in writing which shall be (a) approved by Resolution of the governing body of each of the parties, (b) executed by a duly authorized official of each of the parties, (c) submitted to and approved by an Authorized Attorney of each of the parties, as required by Section 11-13-205.5, Utah Code, and (d) filed in the official records of each party.

Section 10. SEVERABILITY

If any term or provision of the Agreement or the application thereof shall to any extent be invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to circumstances other than those with respect to which it is invalid or unenforceable,

shall not be affected thereby, and shall be enforced to the extent permitted by law. To the extent permitted by applicable law, the parties hereby waive any provision of law which would render any of the terms of this Agreement unenforceable.

Section 11. NO PRESUMPTION

Should any provision of this Agreement require judicial interpretation, the Court interpreting or construing the same shall not apply a presumption that the terms hereof shall be more strictly construed against the party, by reason of the rule of construction that a document is to be construed more strictly against the person who himself or through his agents prepared the same, it being acknowledged that each of the parties have participated in the preparation hereof.

Section 12. HEADINGS

Headings herein are for convenience of reference only and shall not be considered any interpretation of the Agreement.

Section 13. BINDING AGREEMENT

This Agreement shall be binding upon the heirs, successors, administrators, and assigns of each of the parties hereto.

Section 14. NOTICES

All notices, demands and other communications required or permitted to be given hereunder shall be in writing and shall be deemed to have been properly given if delivered by hand or by certified mail, return receipt requested, postage paid, to the parties at the addresses of the City Manager or County Commission, or at such other addresses as may be designated by notice given hereunder.

Section 15. ASSIGNMENT

The parties to this Agreement shall not assign this Agreement, or any part hereof, without

the prior written consent of all other parties to this Agreement. No assignment shall relieve the original parties from any liability hereunder.

Section 16. GOVERNING LAW

All questions with respect to the construction of this Agreement, and the rights and liability of the parties hereto, shall be governed by the laws of the State of Utah.

IN WITNESS WHEREOF, the parties have signed and executed this Agreement, after resolutions duly and lawfully passed, on the dates listed below:

UTAH COUNTY

Authorized by Resolution No. 2021 -___, authorized and passed on the _____ day of

_____ 2021.

BOARD OF COUNTY COMMISSIONERS
UTAH COUNTY, UTAH

By:_____
WILLIAM C. LEE, Chairman

ATTEST: AMELIA A. POWERS
Utah County Clerk/Auditor

By:_____
Deputy

APPROVED AS TO FORM AND COMPATIBILITY
WITH THE LAWS OF THE STATE OF UTAH:
DAVID O. LEAVITT, Utah County Attorney

By:_____
Deputy County Attorney

CITY

Authorized by Resolution No. _____, authorized and passed on the _____ day of

_____ 2021.

_____
James P. Davidson, City Manager

ATTEST:

_____
JoD'Ann Bates, City of Orem Recorder

APPROVED AS TO FORM AND COMPATIBILITY
WITH THE LAWS OF THE STATE OF UTAH
CITY Attorney

By: _____

7

Exhibit A
2021 Municipal Elections
Scope of Work for Election Services

Revised 09 February 2021

Services the City will provide include, but are not limited to:

- All administrative functions related to candidate filing.
- All administrative functions related to financial disclosure required by state code and/or city code.
- Publish Public Notices required by law. The City may work with the County to publish notices jointly with other jurisdictions.
- Accept responsibility to keep candidates and the public up to date and informed on all legal requirements governing candidates and campaigns.
- Thoroughly examine and proof all election programming done for the 2021 City Municipal Elections. Final approval of ballots and programming will rest with the City. • Host on the official City web site: a link to or copy of the official reported results as hosted on the County Elections web page, the location of the county-owned ballot drop boxes, and a link to

the website for citizens to opt-in to receive ballot alert texts.

- City will not change the format or otherwise alter the official reported results, only displaying them in the form and format as provided by the County.
- City will canvas the final elections results.

Annexations or other boundary changes impacting the administration of the elections need to be submitted to the County by June 1, 2021. Annexation changes submitted after June 1 will not be incorporated into this election.

The City acknowledges that this Interlocal Agreement relates to a municipal ballot and election and as required by state statute, the City Clerk/Recorder is the Election Officer.

The City will provide the County Clerk with information, decisions, and resolutions and will take appropriate actions required for the conduct of the election in a timely manner. The City agrees to consolidate all elections administration functions and decisions in the office of the County Clerk to ensure the successful conduct of multiple, simultaneous municipal elections.

In a consolidated election, decisions made by the County regarding resources, procedures and policies are based upon providing the same scope and level of service to all the participating jurisdictions and the City recognizes that such decisions, made for the benefit of the whole, may not be subject to review by the City.

Services the County will perform for the City include, but are not limited to:

- Ballot layout and design
- Ballot printing
- Ballot mailings
- Return postage
- Ballot processing
- Printing optical scan ballots
- Program and test voting equipment
- Program electronic voter register
- Poll Worker recruitment, training, and supervision
- Compensate vote center poll workers
- Delivery of supplies and equipment
- Tabulate and report election results on county website
- Provisional ballot verification
- Update voter history database
- Conduct audits (as required)
- Conduct recounts (as needed)
- Election day administrative support
- Operation of county wide vote centers.
- Provide final, canvass report of Official Election Results. The City is responsible to canvass their municipal election on the date designated by the county. Such results will constitute the final Official Results of the Election.
- Election security
- Ballot drop box services – maintain, lock and unlock boxes, and collect ballots.

The County will provide a good faith estimate for budgeting purposes. Election costs are based upon the offices scheduled for election, the number of voters, and the number of jurisdictions participating.

The City will be invoiced for its share of the actual costs of the elections which will not exceed the estimated rate in Exhibit B.

In the event of a state or county special election being held in conjunction with a municipal election, the scope of services and associated costs, and the method of calculating those costs, will remain unchanged.

The City acknowledges that this Interlocal Agreement relates to a municipal ballot and election and as required by state statute, the City Clerk/Recorder is the Election Officer.

2021 Municipal Elections

Exhibit B

Active Voters for billing purposes, will be calculated 11 days before each Election Day

OREM

Election 1/4/2021 Not to exceed $2.25 per voter per election

Primary	48478	$ 109,075.50
General	48478	$ 109,075.50

Estimated Cost as of 2/22/2021	$ 218,151.00

Agenda Item No: 9.1

City Council Agenda Item Report

Meeting Date: March 23, 2021
Submitted by: Kena Mathews
Submitting Department: City Manager' s Office
Item Type: Public Hearing
Agenda Section:

Subject:
PUBLIC HEARING / RESOLUTION - The City will receive Public Comment on the Community Development Block Grant (CDBG) Projected Use of Funds for CARES ACT CDBG-CV funding and consider approval of a resolution for a substantial amendment to the 2019-2020 Annual Action Plan.

Suggested Action:
The Community Services Manager recommends that the City Council hold a public hearing to receive public comment on the projected uses of the funds for the CARES ACT CDBG-CV funding, adopt the recommendations of the CDBG Advisory Commission, and approve a resolution for a substantial amendment to the 2019-2020 Annual Action Plan.

Presenter:
Ken Ransom, CDBG Commission Chairperson, and Kena Jo Mathews, Community Services Manager

Background:
In response to the Coronavirus Pandemic (COVID-19), the U.S. Department of Housing and Urban Development Community Development Block Grant provided the City of Orem with a second CDBG allocation of $287,940 to be used to prevent, prepare for, and respond to COVID-19. Based on the recommendations from the CDBG Advisory Commission, the City of Orem would like to allocate funds from the previously allocated $258,049.16 in CDBG-CV funding for public service projects to the following projects: $24,000 to City of Orem Victim Services to pay a portion of the salary of one advocate to better help address increasing domestic violence rates, $5,000 to City of Orem Police Department’s Mental Health Response Team to help provide small resources to homeless and low to moderate mental health residents to better address growing homeless and mental health issues in the community, $1,650 to Sharon Park Elementary to pay for a bi-level water bottle filling station to help them prevent COVID and mitigate its impacts, $3,300 to Orem Junior High School to pay for two bi-level water bottle filling stations to help them prevent COVID and mitigate its impacts, and $30,000 ($27,000 in direct assistance, $3,000 for program operation costs) to Community Action Services and Food Bank for mortgage assistance for low to moderate homeowners living in the City of Orem struggling to help make mortgage payments due to the direct impact of COVID-19.

Potentially Affected Area:
Citywide

Attachments:
CDBG-CV RESOLUTION #7.pdf

RESOLUTION NO. _____

A RESOLUTION AUTHORIZING A PROJECT AND A SUBSTANTIAL AMENDMENT TO THE CITY OF OREM ANNUAL ACTION PLAN FOR FISCAL YEAR 2019-2020

WHEREAS, the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), signed in March 2020 authorized Community Development Block Grant Coronavirus (CDBG-CV) Funds made available from the United States Department of Housing and Urban Development (HUD) to be allocated to prevent, prepare for, and respond to the COVID-19 Pandemic; and

WHEREAS the City of Orem, a CDBG entitlement, has been allocated a second round of CDBG-CV funding in the amount of $287,940; and

WHEREAS, the City of Orem Community Services Manager proposed and the Orem City Council approved a Substantial Amendment to the City of Orem's Annual Action Plan and budget for FY 2019-2020 on January 12, 2021, Resolution No. 2021-0002; and

WHEREAS, the approved amendment allocated $258,049.16 of CDBG-CV Funds to public service projects; and

WHEREAS, the City of Orem Community Services Manager seeks approval to allocate $24,000 of the public services amount to the City of Orem Victim Services to pay a portion of the salary of one advocate for fully staffed program, $5,000 to the City of Orem Police Department's Mental Health Response for small resources for homeless and low to moderate income mental ill Orem residents, $30,000 to Community Action Services and Food Bank for mortgage assistance for low to moderate income homeowners living in the City of Orem, $3,300 to Orem Junior High for two bi-level water bottle filling stations, and $1,650 to Sharon Park Elementary for one bi-level water bottle filling station.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF OREM, UTAH, as follows:

1. That the City Council will authorize the use of CDBG-CV funds described above by adopting this Resolution and will approve the proposed Substantial Amendment to the City of Orem's Annual Action Plan.

2. This Resolution shall take effect immediately upon passage.

3. All other resolutions and policies in conflict herewith, either in whole or in part, are hereby repealed.

PASSED AND APPROVED this **23rd** day of **March** 2021.

_____

Richard F. Brunst, Jr., Mayor

ATTEST:

_____

JoD'Ann Bates, City Recorder

COUNCILMEMBER	AYE	NAY	ABSTAIN
Mayor Richard F. Brunst	□	□	□
Jeff Lambson	□	□	□
Debby Lauret	□	□	□
Tom Macdonald	□	□	□
Terry Peterson	□	□	□
David Spencer	□	□	□
Brent Sumner	□	□	□

Agenda Item No: 9.2

City Council Agenda Item Report

Meeting Date: March 23, 2021
Submitted by: Cheryl Vargas
Submitting Department: Development Services
Item Type: Variance
Agenda Section:

Subject:
FENCE MODIFICATION / RESOLUTION – Applicant requests approval for a six foot SimTek fence between their commercial property and two residential properties to the east of Sun River Gardens located at 312 West 1200 North in the C2 zone.

Suggested Action:
Staff recommends the City Council, by resolution, approve a six foot SimTek fence between their commercial property and two residential properties to the east of Sun River Gardens located at 312 West 1200 North in the C2 zone.

Presenter:
Jason Bench

Background:

Potentially Affected Area:

Attachments:
Vicinity Map.pdf

Map.pdf

Photos.pdf

20210309_1_MailerFront.pdf

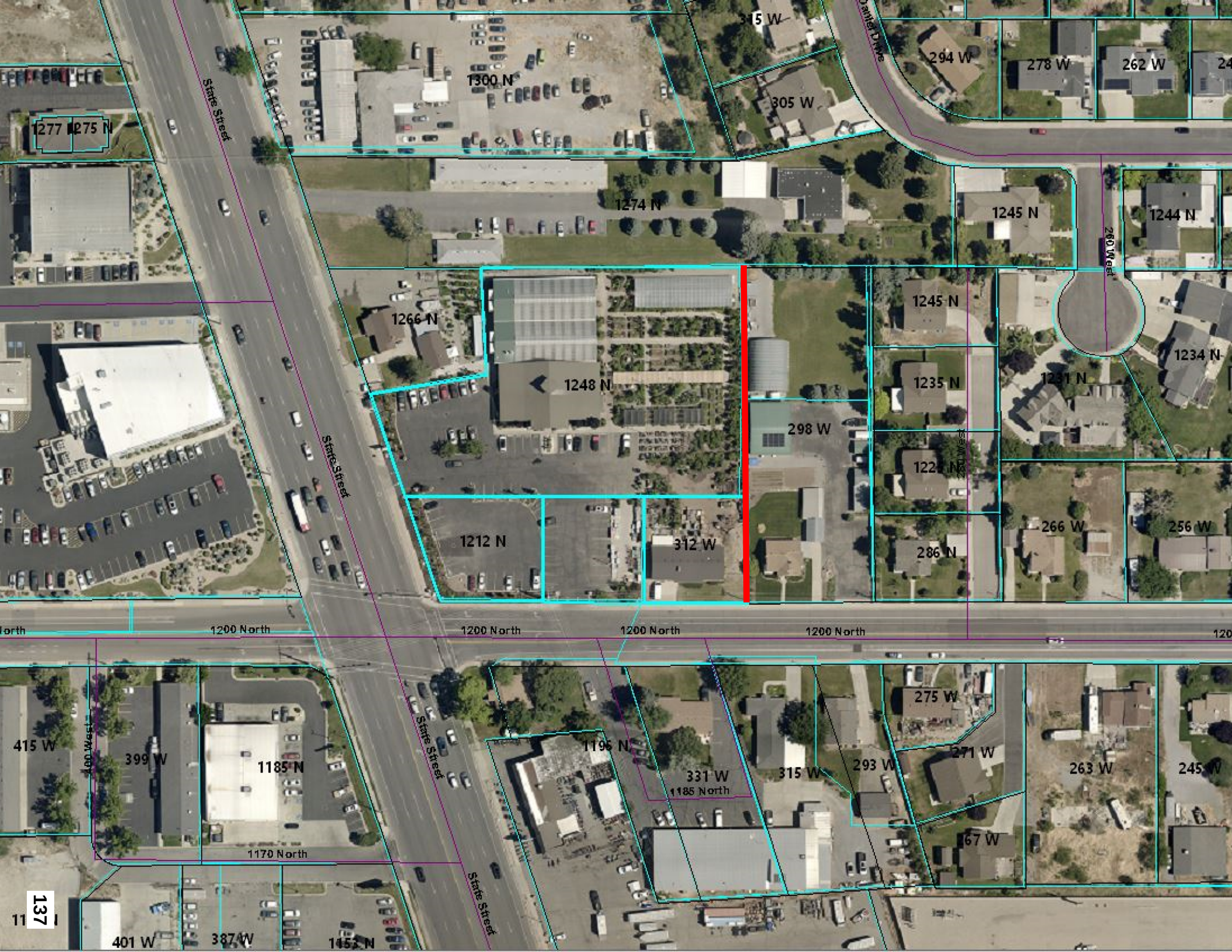
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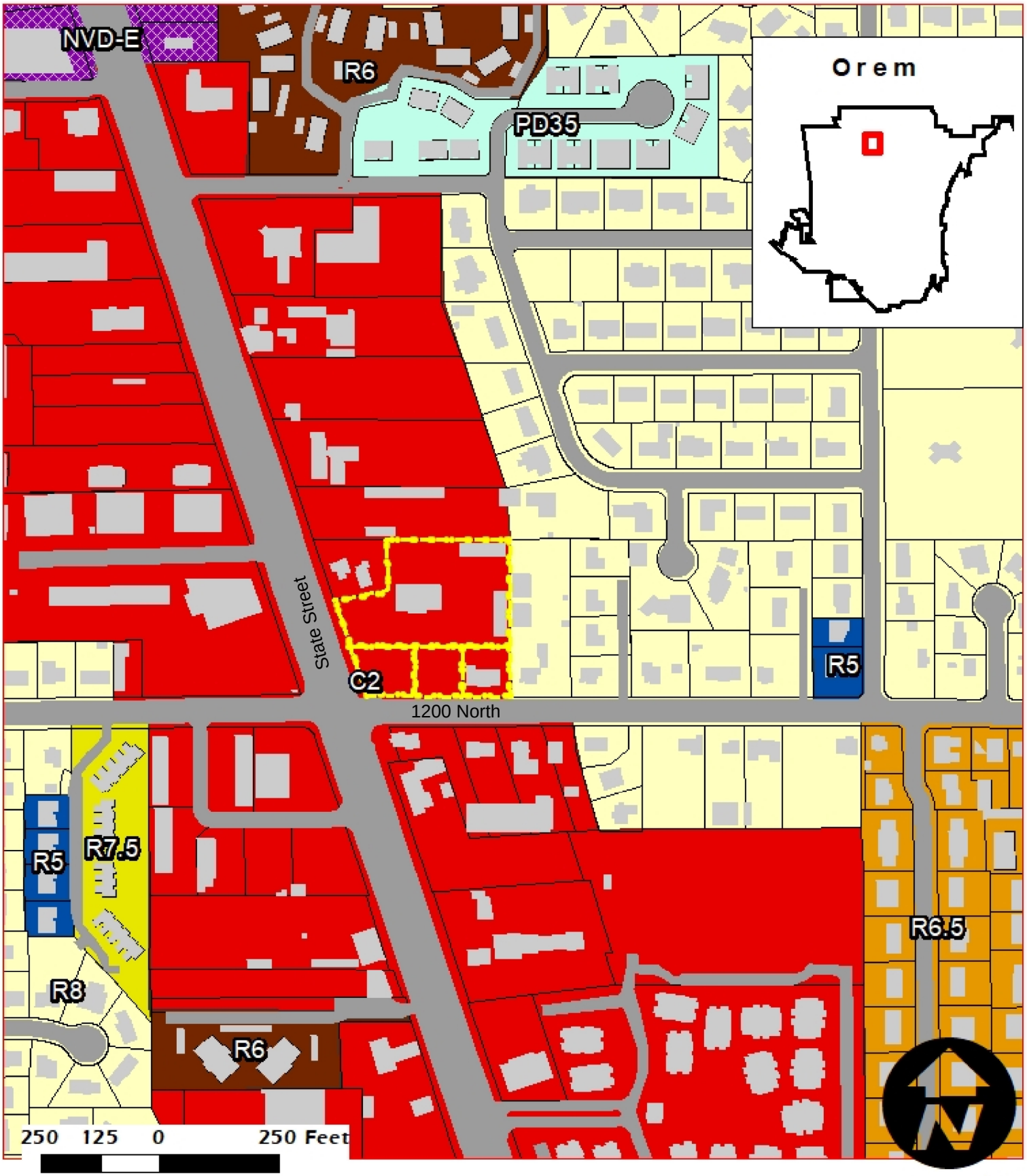
Agenda-FenceModification-312W1200N.docx

DRC Application and Letters from neighbors.pdf

Resolution-FenceModification-SimTeckFence.docx


1300 N
315 W
294 W
278 W
262 W
305 W
1277 N
1275 N
State Street
1274 N
1245 N
1244 N
260 West
1266 N
1248 N
298 W
1235 N
1231 N
1234 N
1212 N
312 W
266 W
256 W
286 N
1200 North
1200 North
1200 North
1200 North
415 W
399 W
1185 N
100 West
1170 North
1196 N
331 W
1185 North
315 W
293 W
275 W
271 W
263 W
245 W
401 W
387 W
1152 N
137

Sun River Gardens



Legend

Fence Modification
C2
2.39 Acres

NEIGHBORHOOD
Windsor

OREM.GIS."OREM\CLINT3766
Buildings
OREM.GIS."OREM\CLINT3766

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

FENCE MODIFICATION – The applicant requests the City approve a fence modification for a six foot SimTek fence that runs along the east side of their commercial property between them and two residential properties. They will also replace a current chain link fence with the six foot high SimTek fence located at Sun River Gardens at 312 West 1200 North in the C2 zone.

Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

CTO PROPERTIES LLC
1245 N 260 W
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

A&G JOHNSON FAMILY LC
--OR CURRENT RESIDENT--
298 W 1200 NORTH
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

JEFF LAMBSON
156 E 1060 N
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
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6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
312 W 1200 NORTH
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
322 W 1200 NORTH
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

JASON BENCH
1911 N MAIN STREET
OREM, UT 84057-2101

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

A&G JOHNSON FAMILY LC
%JOHNSON, JOHN A
739 CREST DR
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
1212 N STATE
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
1272 N STATE
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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CTO PROPERTIES LLC
--OR CURRENT RESIDENT--
1274 N STATE ST
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

SUN RIVER PROPERTIES LLC
1248 N STATE ST
OREM, UT 84057

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

FENCE MODIFICATION – The applicant requests the City approve a fence modification for a six foot SimTek fence that runs along the east side of their commercial property between them and two residential properties. They will also replace a current chain link fence with the six foot high SimTek fence located at Sun River Gardens at 312 West 1200 North in the C2 zone.

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BRENT SUMNER
744 WEST 550 SOUTH
OREM, UT 84058

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

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RYAN CLARK
1405 N. 1430 WEST
PLEASANT GROVE, UT 84062

For more information, contact
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or chvargas@orem.org

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

DEBBY LAURET
641 S 1920 W
OREM, UT 84059

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

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6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

DAVID SPENCER
899 NORTH 550 EAST
OREM, UT 84097

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

City Council
Tue, Mar 23, 2021
6:00 pm

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Additional information can be viewed on orem.org/planning under "Current Planning (Public Hearing Notices)" tab.

MAYOR RICHARD F. BRUNST, JR.
900 E HIGH COUNTRY DRIVE
OREM, UT 84097-2389

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

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Tue, Mar 23, 2021
6:00 pm

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THOMAS MACDONALD
489 NORTH PALISADES DR
OREM, UT 84097

For more information, contact
Cheryl Vargas at (801) 229-7183
or chvargas@orem.org

Electronic, 56 N State Street

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TERRY PETERSON
1125 LYNNWOOD DRIVE
OREM, UT 84097

NOTICE OF ALL ELECTRONIC MEETING AND OF OPPORTUITY FOR PUBLIC PARTICIPATION

The Orem City Council meeting on March 23, 2021 will be an all-electronic meeting. There will be no anchor location for the meeting. The City cannot ensure the recommended minimum of six feet of social distancing for meeting participants at the usual anchor location in the Orem City Council Chambers. Therefore, holding the meeting at the City Council Chambers would present a substantial risk to the health and safety of those who may be present at the meeting and may contribute to the spread of COVID- 19. There will be no public access to the Orem City Council chambers. Those desiring to view or participate in the meeting must do so electronically.

To view the meeting: Please go to orem.org/meetings.

To make a comment: Please submit your comment through: orem.org/comments

Comments will be accepted before and during the meeting. All comments received will be entered into the record and forwarded to each City Council member for review, Comments will also be read aloud during the 1ive meeting when required by law or when time permits. Once
an item has been voted on, that item will be closed to additional comments. Thank you for your cooperation

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KRISTIE SNYDER
56 N STATE STREET
OREM, UT 84057

JEFF LAMBSON
156 E 1060 N
OREM, UT 84057

A&G JOHNSON FAMILY LC
--OR CURRENT RESIDENT--
298 W 1200 NORTH
OREM, UT 84057

SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
312 W 1200 NORTH
OREM, UT 84057

SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
322 W 1200 NORTH
OREM, UT 84057

THOMAS MACDONALD
489 NORTH PALISADES DR
OREM, UT 84097

DEBBY LAURET
641 S 1920 W
OREM, UT 84059

A&G JOHNSON FAMILY LC
%JOHNSON, JOHN A
739 CREST DR
OREM, UT 84057

BRENT SUMNER
744 WEST 550 SOUTH
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1125 LYNNWOOD DRIVE
OREM, UT 84097

SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
1212 N STATE
OREM, UT 84057

CTO PROPERTIES LLC
1245 N 260 W
OREM, UT 84057

SUN RIVER PROPERTIES LLC
1248 N STATE ST
OREM, UT 84057

SUN RIVER PROPERTIES LLC
--OR CURRENT RESIDENT--
1272 N STATE
OREM, UT 84057

CTO PROPERTIES LLC
--OR CURRENT RESIDENT--
1274 N STATE ST
OREM, UT 84057

RYAN CLARK
1405 N. 1430 WEST
PLEASANT GROVE, UT 84062

JASON BENCH
1911 N MAIN STREET
OREM, UT 84057-2101

CITY OF OREM CITY COUNCIL MEETING MARCH 23, 2021	
REQUEST:	**6:00 P.M. SCHEDULED ITEM** FENCE MODIFICATION – The applicant requests approval for a six foot SimTek fence between the commercial property and two residential properties to the east of Sun River Gardens located at 312 West 1200 North in the C2 zone.
APPLICANT:	Scott Engh
FISCAL IMPACT:	None

NOTICES:
-Posted in 2 public places
-Posted on City webpage
-Posted on the State noticing website
-Faxed to newspapers
-Mailed 3 notices to the owner and east property owners.

SITE INFORMATION:
General Plan Designation: **Community Commercial**
Current Zone: **C2**
Acreage: **2.39**
Neighborhood: **Windsor**

PLANNING COMMISSION RECOMMENDATION
N/A

PREPARED BY:
Cheryl Vargas
Associate Planner

REQUEST: Scott Engh requests the City approve a six foot SimTek fence between the commercial property and two residential properties to the east of Sun River Gardens located at 312 West 1200 North in the C2 zone.

BACKGROUND: Sun River Gardens recently received site plan approval to build a new storage building on the property at 312 West 1200 North. One of the requirements of this approval was that a seven foot high masonry wall be built to separate their commercial property from the residential properties that are adjacent to their property.

The resident at 298 West 1200 North, which is directly to the east of Sun River Gardens, recently installed a SimTek fence between their property and Sun River Gardens. This SimTek fence is six feet high. It matches the fence on the other side of their property and they do not want to have it replaced.

The other property owner who borders Sun River Gardens on the northeast part of the lot, currently has a chain link fence which separates their property from Sun River Gardens. They are in favor of Sun River Gardens matching the six foot high SimTek fencing that currently exists along the southern property line.

Both of the neighbors who border Sun River Gardens prefer the current six foot SimTek fence to be the divider between the commercial property and their residential properties. They do not want a seven foot masonry fence.

The applicant requests the fence requirement be modified to leave the six foot SimTek fence in place and extend it to the north.

Pursuant to Section 22-14-19(F) of the City Code, the City Council may modify the fence requirement if it finds that:

1. The proposed fence provides an adequate buffer for the adjoining residential zone.
2. The appearance of the fence will not detract from uses in the residential zone.
3. The proposed fence will shield the residential use from noise, storage, traffic or any other characteristic of commercial or professional office uses that are incompatible with residential uses.

The adjoining residential property owners have indicated in writing that they support the proposed modification and their letters are included with this agenda summary.

Staff has reviewed the proposed fence modification and believes the request meets all of the requirements listed above.

RECOMMENDATION: Staff recommends the City Council, by resolution, approve a six foot SimTek fence between the commercial property and two residential properties to the east of Sun River Gardens located at 312 West 1200 North in the C2 zone.

13330

Orem City Development Review Committee (DRC) Application
Miscellaneous and Appeals

Development Services Department, 56 North State Street, Orem, Utah (801) 229-7183

www.orem.org

Applicant Information

Name: Scott Engh	**Phone:** 801-310-3300
Address: 1248 N. State St.	**Email:** scott@sunrivergardens.com
City: Orem	**State:** UT **Zip:** 84057

Project Information

Project Name	New Warehouse Building
Project Address	312 W 1200 N. Orem UT 84057

	Request	Fees	Total
	Temporary Site Plan Approval	$446	
	Concrete/Masonry Fence	$377	
	Daycare/Preschool Fence	$190	
	Conditional Use Permit	$1,203 + $689 sign fee + notice fee	
	Fence Modification/Waiver	$504 + notice fee	504.00 + .68
	Appeal to City Council	$1229 + notice fee	
	Appeal to Planning Commission	$1126+ notice fee	
	Appeal to Board of Adjustment	$906 + notice fee	
	Driveway Entrance Modification	$175	
	Annexation	$3,297 + $900 PC & CC newspaper notice + $689 sign fee	
	Street Vacation	$1,674 + $150 newspaper notice	
	Special Exception for Multi-family	$1,462 + notice fee	
	Total		504.68

Required Copies

A PDF and/or Word document of all applicable drawings and plans (paper copies are not required). Files may be emailed to Cheryl Vargas at chvargas@orem.org and/or Jake Harding at jrharding@orem.org. They may also be submitted on disc/flash drive prior to the deadline.

General Notes, Signature, and Contact Person

Planning Commission/City Council Meetings. Once the Development Review Committee determines your application is complete and complies with all applicable City ordinances, it shall be forwarded to the Planning Commission if required, and City Council, if required. The City Council is the final approving authority of conditional use permits, appeals, City Code amendments, General Plan amendments, fence modifications, and site plans in the following zones: PD-1, PD-4, PD-5, PD-15, PD-16, and PD-21.

Neighborhood Meeting. The applicant shall hold a neighborhood meeting in accordance with City Code for the following requests: General Plan amendments, Zoning Ordinance amendments, commercial developments adjacent to a residential zone, all non-residential uses in a residential zone.

DRC Application. The DRC application must be complete at the time of submittal or it may not be accepted.

Filing Fee Notice. Applications filed after July 1 are subject to fee changes regardless of the fee listed on the application used at the time of submittal.

Deadline. The deadline for filing a DRC application is Monday noon for first review the following Thursday. In the case of a Monday holiday, the deadline is Tuesday at noon. Contact information to inquire about the status of an application: 801-229-7183

Applicant's Signature: Scott Engh

Contact Person: Scott Engh **Phone:** 801-310-3300 **Email:** scott@sunrivergardens.com

Office Use Only

Date Filed: 2/22/21	**Fees Paid:** 504.68	**Received By:** CV	**Receipt #:** 2021.216528

15 July 2020

DRC Questionnaire

Department of Development Services

Please briefly describe your project. What are you proposing to do?

Complete the fencing requirement along east property line with both neighbors.

What is the existing square footage of your building(s)?	6,187 sq.' under construction
Are you proposing to add additional square footage to the building(s)? If so, how much?	No

Are you making changes to a parking lot or any covered parking stalls? If so, please describe below. No

Are you making changes to any utilities? If so, please describe below.

No

Are you changing the exterior of any buildings? If so, please describe below.

No

What impact on traffic do you believe your project will have?

No Impact

February 22, 2021

To the City of Orem Planners and members of the City Council:

This letter is regarding the fencing requirement for Sun River Gardens and the adjoining property line for our home at 298 West 1200 North. Currently we have a 6' tall SimTek fence that we installed several years ago. We discussed the fencing requirement of Orem City as it affects this existing fence with Scott Engh. He indicated that the city requires a one foot concrete curbwall with the 6' fence constructed on top.

We are in favor of leaving the current fencing we have in place and agree to not require that a 7' fence is necessary between the two properties. We discussed with Scott the requirement that he will have to submit a Fence Modification Application for approval by the Orem City Council. As part of this, we asked that he not store materials or items along the fence that would be considered unsightly. Scott agreed to this request.

The purpose of this letter is to relay to whomever that the current fencing in place is agreeable to both parties and to allow Scott to proceed with the fence modification agreement.

Respectfully,

John A Johnson

Candyce Johnson

Letter for Neighbors: Okolowitz Property and Sun River Gardens/Scott Engh

February 20, 2021

Drafted by:

Scott Engh

1248 N. State St.

Orem, UT 84057

To the City of Orem Planners and members of the City Council:

Pertaining to Fencing requirement for Sun River Gardens that is property line between the Sun River Gardens/Sun River Properties, Llc., and the Okolowitz property east of Sun River Gardens.

Currently along the Okolowitz property line there is a chain link fence. Per the city requirement of a 7' SimTek fence, we are in favor of Sun River Gardens matching the SimTek fencing the Johnson's have in place along their property line with Sun River Gardens. The SimTek fence along Johnson's is 6' tall running North and South. This fence starts at North corner of Sun River Gardens property and heads south toward 1200 N. where it will meet the corner of Johnson's fence. The difference being 1' in height in total as is called out for requirement of a 6' SimTek fence constructed on top of a 1' concrete curb wall spanning the distance of property line between the two properties.

We are in favor of a newly constructed 6' SimTek fence to replace the fence that is chain link now. We discussed with Scott the requirement he will have to submit for a Fence Modification application and is submitted for approval by Orem City Council as a modified fence height.

The purpose of this letter is to relay to City Planners that a newly constructed 6' SimTek fence is agreeable between both parties as sufficient and to proceed with the Fence modification agreement needed from the Orem City Council.

Respectfully,



Carlo Okolowitz

D R A F T

RESOLUTION NO. _____

A RESOLUTION BY THE OREM CITY COUNCIL APPROVING A FENCE MODIFICATION FOR THE SUN RIVER GARDENS PROPERTY LOCATED AT 312 WEST 1200 NORTH IN THE C2 ZONE

WHEREAS on February 22, 2021, Scott Engh filed an application with the City of Orem to request a fence modification for the Sun River Gardens property located at 312 West 1200 North in the C2 zone; and

WHEREAS the applicant proposes to keep the existing six foot SimTek fence and replace the existing chain link fence on the property boundary to the northeast with the same six foot SimTek fence in place of the masonry fence requirement along the shared property boundary with the two residential properties that it adjoins on the east; and

WHERAS the adjoining residential properties to the east either have an existing fence along the boundary with the applicant's property or want to replace a chain link fence with a six foot SimTeck fence which both residential property owners desire to keep in place; and

WHEREAS the City council, pursuant to Section 22-14-19(F) of the Orem City Code, may modify the fence requirement for a commercial development adjacent to a residential zone if it finds that the requirements for such a modification are met; and

WHEREAS a public meeting considering the subject application was held by the City Council on March 23, 2021; and

WHEREAS notice of the public meeting to be held by the City Council on the subject application was mailed to both residents and property owners adjacent to the subject property; and

WHEREAS the matter having been submitted and the City Council having fully considered the request as it relates to the health, safety and general welfare of the City; the orderly development of land in the City; the effect upon surrounding neighborhoods; the compliance of the request with all applicable City ordinances; and the special conditions applicable to the request.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF OREM, UTAH, as follows:

1. The City Council finds that the requirements for a fence modification as set forth in Orem City Code section 22-14-19(F) and as described below have been met:
    a. The existing SimTek fence provides an adequate buffer for the residential property to the east of the applicant's property, and replacing the existing chain

DRAFT

link fence to the northeast with a similar SimTek fence will also provide an adequate buffer for the residential property to the northeast;

b. The appearance of the proposed SimTek fence will not detract from uses in the adjacent residential zone; and

c. The SimTek fence will adequately shield residents of the adjoining residential properties to the east and northeast from noise, storage, traffic, or other characteristics of the commercial use on the property at 312 West 1200 North.

2. The City Council hereby approves the request of Scott Engh for a fence modification to waive the seven foot masonry fence requirement along the east boundary with the adjoining residential lots provided the applicant maintains a six foot high SimTek fence along the east boundary of Sun River Gardens as shown in Exhibit "A" which is attached hereto and incorporated herein by reference.

3. This resolution shall take effect immediately upon passage.

PASSED, APPROVED and ORDERED PUBLISHED this **23rd** day of **March 2021**.

_____
Richard F. Brunst, Jr., Mayor

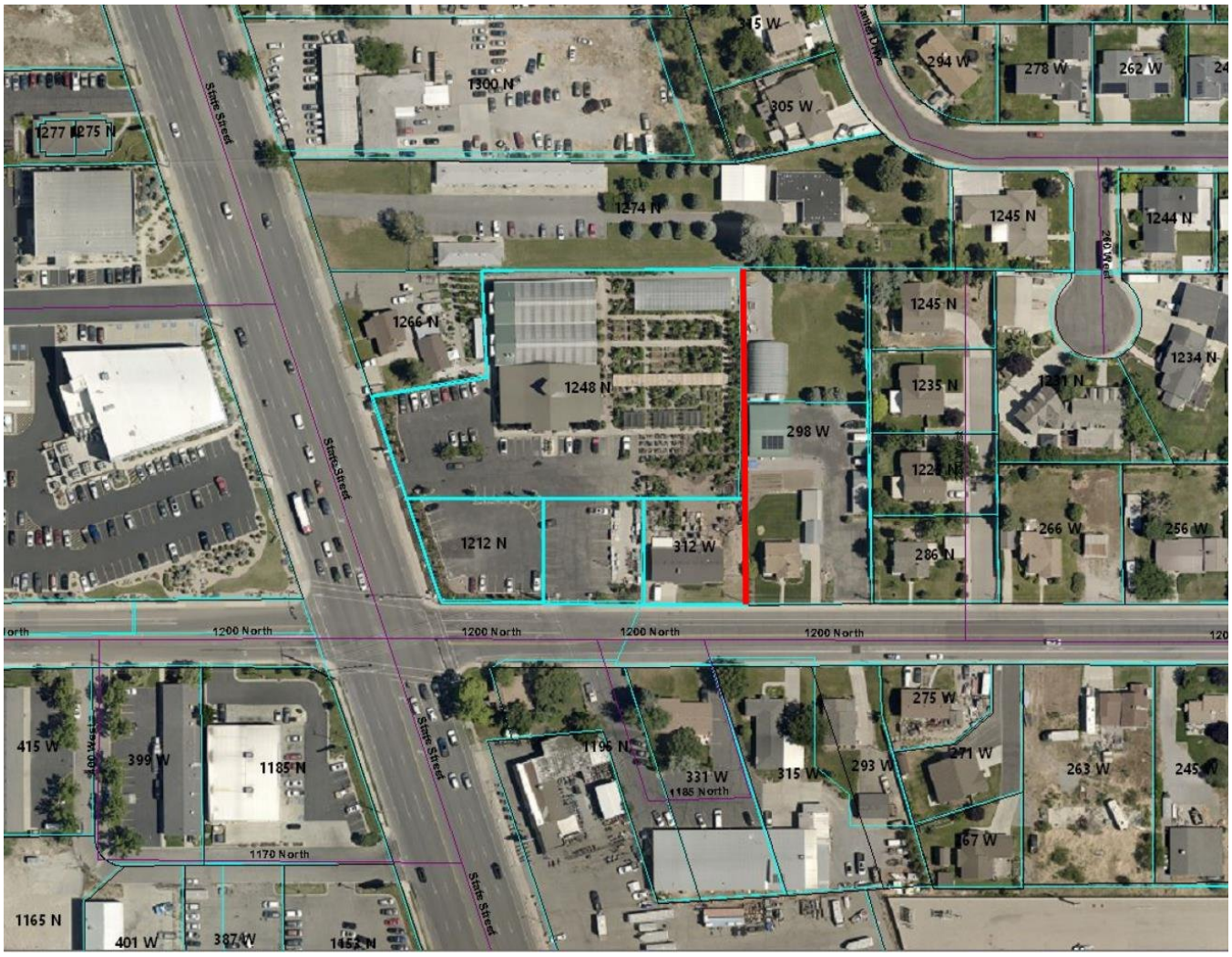
ATTEST:

_____
JoD'Ann Bates, City Recorder

COUNCILMEMBER	AYE	NAY	ABSTAIN
Mayor Richard F. Brunst	□	□	□
Jeff Lambson	□	□	□
Debby Lauret	□	□	□
Tom Macdonald	□	□	□
Terry Peterson	□	□	□
David Spencer	□	□	□
Brent Sumner	□	□	□

D R A F T

EXHIBIT A



DRAFT





CITY OF OREM
BUDGET REPORT FOR THE MONTH ENDED FEBRUARY 2021

Percent of Year Expired: 67%

Fund	Current Appropriation	Monthly Total	Year-To-Date Total	Encumbrances	Balance	% To Date FY 2021	% To Date FY 2020	Notes
10 GENERAL FUND								
Revenues	51,779,707	4,727,752	32,125,158			62%	64%	
CARES Grant	6,978,967		6,978,967			100%		
Appr. Surplus - Current	2,627,923		2,627,923			100%		
Appr. Surplus - Prior Year	2,977,715		2,977,715			100%		
Std. Interfund Transactions	5,263,888		5,263,888			100%		
Total Resources	69,628,200	4,727,752	49,973,651		19,654,549	72%	69%	
Expenditures	69,628,200	3,708,105	40,285,680	977,241	28,365,279	59%	65%	
20 ROAD FUND								
Revenues	2,960,000	1,609	1,598,856			54%	51%	
Appr. Surplus - Prior Year	1,840,664		1,840,664			100%		
Total Resources	4,800,664	1,609	3,439,520		1,361,144	72%	71%	
Expenditures	4,800,664	115,181	2,104,317	345,104	2,351,243	51%	53%	
21 CARE TAX FUND								
Revenues	2,045,000	262,240	1,343,107			66%	54%	
Appr. Surplus - Current	346,958		346,958			100%		
Appr. Surplus - Prior Year	3,153,116		3,153,116			100%		
Total Resources	5,545,074	262,240	4,843,181		701,893	87%	83%	
Expenditures	5,545,074	155,309	1,331,024	3,824,712	389,338	93%	47%	1
24 TRANSPORTATION SALES TAX FUND								
Revenues	1,915,000	235,119	1,211,889			63%		
Appr. Surplus - Prior Year	1,829,730		1,829,730			100%		
Total Resources	3,744,730	235,119	3,041,619		703,111	81%		
Expenditures	3,744,730	1,516	1,077,624	383,543	2,283,563	39%		
30 DEBT SERVICE FUND								
Revenues	5,723,144	508	3,463,307			61%	62%	
Appr. Surplus - Current	807,917		807,917			100%		
Total Resources	6,531,061	508	4,271,224		2,259,837	65%	67%	
Expenditures	6,531,061	48,730	2,031,012		4,500,049	31%	36%	
45 CIP FUND								
Revenues	4,407,888	21,329	4,311,420			98%	54%	
Appr. Surplus - Prior Year	18,629,954		18,629,954			100%		
Total Resources	23,037,842	21,329	22,941,374		96,468	100%	95%	
Expenditures	23,037,842	-220,086	6,301,203	1,298,861	15,437,778	33%	31%	
51 WATER FUND								
Revenues	20,837,606	922,490	14,891,263			71%	68%	
Appr. Surplus - Current Year	725,000		725,000			100%		
Appr. Surplus - Prior Year	20,064,667		20,064,667			100%		
Total Resources	41,627,273	922,490	35,680,930		5,946,343	86%	82%	
Expenditures	41,627,273	363,446	8,376,926	886,115	32,364,232	22%	31%	
52 WATER RECLAMATION FUND								
Revenues	12,033,694	1,068,264	8,617,130			72%	74%	
Appr. Surplus - Current Year	1,420,000		1,420,000			100%		
Appr. Surplus - Prior Year	10,190,642		10,190,642			100%		
Total Resources	23,644,336	1,068,264	20,227,772		3,416,564	86%	84%	
Expenditures	23,644,336	385,530	4,653,316	2,651,735	16,339,285	31%	38%	
55 STORM WATER FUND								
Revenues	5,199,195	451,172	3,787,574			73%	71%	
Appr. Surplus - Current Year	500,000		500,000			100%		
Appr. Surplus - Prior Year	5,648,098		5,648,098			100%		
Total Resources	11,347,293	451,172	9,935,672		1,411,621	88%	85%	
Expenditures	11,347,293	413,684	3,311,842	657,351	7,378,100	35%	29%	
56 RECREATION FUND								
Revenues	1,897,220	129,781	518,153			27%	42%	
Appr. Surplus - Current Year	97,000		97,000			100%		
Appr. Surplus - Prior Year	4,135		4,135			100%		
Total Resources	1,998,355	129,781	619,288		1,379,067	31%	42%	
Expenditures	1,998,355	129,415	1,282,295	169,192	546,868	73%	68%	

CITY OF OREM
BUDGET REPORT FOR THE MONTH ENDED FEBRUARY 2021

Percent of Year Expired: 67%

Fund	Current Appropriation	Monthly Total	Year-To-Date Total	Encumbrances	Balance	% To Date FY 2021	% To Date FY 2020	Notes
57 SOLID WASTE FUND								
Revenues	4,250,000	336,180	2,858,843			67%	67%	
Appr. Surplus - Prior Year	55,814		55,814			100%		
Total Resources	4,305,814	336,180	2,914,657		1,391,157	68%	68%	
Expenditures	4,305,814	243,181	2,778,380	224,599	1,302,835	70%	60%	
58 STREET LIGHTING FUND								
Revenues	951,000	73,733	623,671			66%	80%	
Appr. Surplus - Prior Year	1,400,335		1,400,335			100%		
Total Resources	2,351,335	73,733	2,024,006		327,329	86%	86%	
Expenditures	2,351,335	8,498	600,469	59,977	1,690,889	28%	41%	2
61 FLEET MAINTENANCE FUND								
Appr. Surplus - Current	30,000		30,000			100%		
Appr. Surplus - Prior Year	357		357			100%		
Std. Interfund Transactions	830,000		830,000			100%		
Total Resources	860,357		860,357			100%	100%	
Expenditures	860,357	42,015	602,896	3,056	254,405	70%	70%	
62 PURCHASING/WAREHOUSING FUND								
Revenues			53			100%		
Appr. Surplus - Prior Year	43		43			100%		
Std. Interfund Transactions	380,000		380,000			100%		
Total Resources	380,043		380,096		-53	100%	100%	
Expenditures	380,043	19,296	249,818	4,511	125,714	67%	68%	
63 SELF INSURANCE FUND								
Revenues	735,000	48,833	449,646			61%	55%	
Std. Interfund Transactions	1,390,000		1,390,000			100%		
Total Resources	2,125,000	48,833	1,839,646		285,354	87%	84%	
Expenditures	2,125,000	100,810	1,846,645	9,486	268,869	87%	68%	3
64 INFORMATION TECH FUND								
Revenues	6,136	678	4,746			100%		
Appr. Surplus - Prior Year	402,355		402,355			100%		
Std. Interfund Transactions	2,432,000		2,432,000			100%		
Total Resources	2,840,491	678	2,839,101		1,390	100%	100%	
Expenditures	2,840,491	154,725	1,559,626	182,396	1,098,469	61%	64%	
65 FACILITIES MAINTENANCE FUND								
Std. Interfund Transactions	1,732,000		1,732,000			100%		
Total Resources	1,732,000		1,732,000			100%		
Expenditures	1,732,000	124,193	919,472	206,914	605,614	65%		
74 CDBG FUND								
Revenues	1,426,283	83,417	513,270			36%	47%	
Appr. Surplus - Prior Year	254,625		254,625			100%		
Total Resources	1,680,908	83,417	767,895			46%	59%	
Expenditures	1,680,908	38,986	549,544	3,856	1,127,508	33%	41%	
CITY TOTAL RESOURCES	208,180,776	8,363,105	168,331,989		38,935,774	81%	78%	
CITY TOTAL EXPENDITURES	208,180,776	5,832,534	79,862,089	11,888,649	116,430,038	44%	47%	

CITY OF OREM
BUDGET REPORT FOR THE MONTH ENDED FEBRUARY 2021

Percent of Year Expired: 67%

Fund	Current Appropriation	Monthly Total	Year-To-Date Total	Encumbrances	Balance	% To Date FY 2021	% To Date FY 2020	Notes

NOTES TO THE BUDGET REPORT FOR THE MONTH ENDED FEBRUARY 2021:

1) The current year expenditures are higher in comparison to the prior year due to the current year encumbrances ($3,824,712) being significantly higher than in the prior fiscal year ($173,021) at this date in time. Primarily due to the Fitness Center & Library Hall construction projects.

2) The current year expenditures are lower in comparison to the prior year due to the current year encumbrances ($59,977) being significantly lower than in the prior fiscal year ($404,916) at this date in time.

3) The current year expenditures are higher in comparison to the prior year due to receiving a large reimbursement from our insurance carrier for the Stentzel workers compensation claim in the prior year but no such reimbursement in the current year.

Note: In earlier parts of a fiscal year, expenditures may be greater than the collected revenues in a fund. The City has accumulated sufficient reserves to service all obligations during such periods and does not need to issue tax anticipation notes or obtain funds in any similar manner. If you have questions about this report, please contact Brandon Nelson (229-7010).

DRAFT

REDEVELOPMENT AGENCY
of the
CITY OF OREM
December 8, 2020

CONDUCTING	Chair Richard F. Brunst, Jr.
BOARD OF DIRECTORS	Richard F. Brunst, Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner
APPOINTED STAFF	Jamie Davidson, Brenn Bybee, Greg Stephens, Brandon Nelson, and Jackie Lambert

The Redevelopment Agency (RDA) Meeting convened at 7:37 p.m.

CONSENT ITEMS

- Approval of June 16, 2020 Redevelopment Agency Meeting Minutes

Chair Brunst moved to approve the Consent Agenda as listed. **Mrs. Lauret seconded** the motion. Those voting aye: Richard F. Brunst, Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner. The motion **passed.**

SCHEDULED ITEMS

RESOLUTION - Authorizing the transfer of $1,292,485.00 from Redevelopment Project Area #85-03-A to the City of Orem to assist with the purchase of the Hillcrest Elementary property

Mr. Davidson presented a recommendation that the RDA, by resolution, authorize the transfer of $1.292,485.00 from Redevelopment Project Area #85-03-A to the City of Orem to assist with the City of Orem's purchase of the Hillcrest Elementary property from Alpine School District.

The former Hillcrest Elementary School property was located within Redevelopment Project Area #85-03-A. The City of Orem had contracted to purchase the Hillcrest Elementary property from Alpine School District. Because the City's purchase and development of the Hillcrest Elementary property would benefit Redevelopment Project Area #85-03-A, it was proposed that the Redevelopment Agency of the City of Orem ("RDA") transfer $1,292,485.00 from Redevelopment Project Area #85-03-A to assist with the City's purchase of the Hillcrest Elementary property. In the proposed resolution, the RDA (1) finds that the City of Orem's proposed purchase and development of the Hillcrest Elementary property benefits Redevelopment Project Area #85-03-

DRAFT

A and (2) authorizes the transfer of $1,292,485.00 from the RDA to the City of Orem for the purchase of the Hillcrest Elementary property.

Mr. Davidson said one of the approved uses was to go toward this kind of purchase.

Chair Brunst moved, by resolution, to authorize the transfer of $1,292,485.00 from Redevelopment Project Area #85-03-A to the City of Orem to assist with the purchase of the Hillcrest Elementary property. **Mr. Peterson seconded** the motion. Those voting aye: Richard F. Brunst, Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner. The motion **passed.**

ADJOURNMENT

Chair Brunst moved to adjourn the meeting. **Mr. Spencer seconded** the motion. Those voting aye: Richard F. Brunst, Jeff Lambson, Debby Lauret, Tom Macdonald, Terry Peterson, David Spencer, and Brent Sumner. The motion **passed.**

The meeting adjourned at 7:41 p.m.

Agenda Item No: 14.1

City Council Agenda Item Report

Meeting Date: March 23, 2021
Submitted by: Heather Schriever
Submitting Department: Legal
Item Type: Action Item
Agenda Section:

Subject:
RESOLUTION - Amendment to the participation agreement with University Shopping Center, L.C.

Suggested Action:
Staff recommends the RDA approval of the University Place CDA Amendment

Presenter:
Jamie Davidson, City Manager and Heather Schriever, City Attorney

Background:
In August 2020, the Utah State Legislature passed and the governor signed SB 6001 amending the Utah Community Development and Renewal Agencies Act ("Act") permitting redevelopment agencies to extend collection of tax increment under certain circumstances due to COVID-19 (the "Emergency Extension). The Emergency Extension specifically authorizes the Agency to extend the tax increment collection period in a project area, by up to two years as an impacted project area if (1) the Agency determines the conditions resulting from the COVID-19 emergency will likely delay the Agency's implementation of the Project Area Plan; (2) or cause the Agency to receive an amount of tax increment from the project area that is less than the amount of tax increment the Agency expected the Agency would receive from the project area. The Developer has represented to the Agency that its construction costs have increased during the pandemic, construction has slowed or stalled thereby delaying the implementation of the Project Area Plan for the University Place Project Area. The Developer has also represented that the demand for mixed-use has flagged and that an extension of an additional two years will allow these markets to rebound and the Agency to recapture any tax increment lost to the loss in demand. The University Place Project Area has a tax increment collection period of 20 years. Staff and Woodbury jointly recommend that the Agency extend the tax increment collection period from 20 to 22 years. Staff also recommends that the RDA amend the Participation Agreement between the Agency and Developer to reflect this extension.

Potentially Affected Area:

Attachments:
RDA Resolution Authorizing the Chair to Sign Amendment to Participation Agreement.FINAL.3.21.2021 (1).pdf

RESOLUTION NO. RDA_____

A RESOLUTION OF THE REDEVELOPMENT AGENCY OF THE CITY OF OREM, UTAH APPROVING AN AMENDMENT TO THE PARTICIPATION AGREEMENT WITH UNIVERSITY SHOPPING CENTER, L.C.

WHEREAS, the Redevelopment Agency of the City of Orem, Utah (the "Agency") and University Shopping Center, L.C. entered into the Participation Agreement RDA-2015-0001 on or about April 14, 2015 (the "Agreement"); and

WHEREAS, the Agreement sets forth the terms under which the Agency will assist the Developer in developing University Place Community Development Project Area (the "Project Area"); and

WHEREAS, the Utah Legislature, in the Sixth 2020 Special Session, through Senate Bill 6001, amended the Utah Community Development and Renewal Agencies Act (the "Act"), specifically enacting Utah Code Annotated ("UCA") § 17C-1-416 ("The COVID-19 Emergency Extension") on August 31, 2020 which authorized Community Development and Renewal Agencies such as the Agency to extend the collection of "Tax Increment" (as defined in UCA § 17C-1-403) under certain circumstances due to the Covid-19 Emergency; and

WHEREAS, the COVID-19 Emergency Extension was signed by the Governor of Utah and became law, effective August 31, 2020; and

WHEREAS, Developer has requested the Agency consider implementing the COVID-19 Emergency Extension and extend for an additional two (2) years the Tax Increment Term outlined in the Agreement; and

WHEREAS, the Agency Board has considered the situation and has found that the conditions resulting from the COVID-19 Emergency will likely delay the implementation of the Project Area Plan or reduce the amount of Tax Increment that the Agency received from the impacted Project Area; and

WHEREAS, the parties wish to amend the Agreement to provide for this change in circumstances.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE REDEVELOPMENT AGENCY OF THE CITY OF OREM, UTAH AS FOLLOWS:

1. The Agency authorizes and approves the amendment to the Agreement attached hereto as Exhibit A.

PASSED AND APPROVED this 23rd day of March 2021.

_____
Richard F. Brunst, Jr., Chair

ATTEST:

_____

JoD'Ann Bates, Secretary

BOARD MEMBER	AYE	NAY	ABSTAIN
Richard F. Brunst	□	□	□
Jeff Lambson	□	□	□
Debby Lauret	□	□	□
Tom Macdonald	□	□	□
Terry Peterson	□	□	□
David Spencer	□	□	□
Brent Sumner	□	□	□

EXHIBIT A

RDA Agreement No. _____

AMENDMENT TO PARTICIPATION AGREEMENT
RDA-A-2015-0001

This Amendment to the Participation Agreement (University Place Community Development Project Area RDA-A-2015-0001 (the "Amendment") is executed by and between the Redevelopment Agency for the **City of Orem**, Utah a community development and renewal agency and political subdivision of the State of Utah, with its principal offices located at 56 North State Street, Orem, Utah 84057 (referred to herein as the "Agency"); and **University Shopping Center, L.C., a Utah limited liability company**, with its principal office located at 2733 East Parleys Way, #300, Salt Lake City, Utah 84109 (hereinafter referred to as "Developer").

RECITALS

WHEREAS, the parties entered into the Participation Agreement RDA-2015-0001 on or about April 14, 2015 (the "Agreement"); and

WHEREAS, the Agreement sets forth the terms under which the Agency will assist the Developer in developing University Place Community Development Project Area (the "Project Area"); and

WHEREAS, the Utah Legislature, in the Sixth 2020 Special Session, through Senate Bill 6001, amended the Utah Community Development and Renewal Agencies Act (the "Act"), specifically enacting Utah Code Annotated ("UCA") § 17C-1-416 ("The COVID-19 Emergency Extension") on August 31, 2020 which authorized Community Development and Renewal Agencies such as the Agency to extend the collection of "Tax Increment" (as defined in UCA § 17C-1-403) under certain circumstances due to the Covid-19 Emergency; and

WHEREAS, the COVID-19 Emergency Extension was signed by the Governor of Utah and became law, effective August 31, 2020; and

WHEREAS, Developer has requested the Agency consider implementing the COVID-19 Emergency Extension and extend for an additional two (2) years the Tax Increment Term outlined in the Agreement; and

WHEREAS, the Agency Board has considered the situation and has found that the conditions resulting from the COVID-19 Emergency will likely delay the implementation of the Project Area Plan or reduce the amount of Tax Increment that the Agency received from the impacted Project Area; and

WHEREAS, the parties wish to amend the Agreement to provide for this change in circumstances.

COVENANTS

NOW, THEREFORE, in consideration of the mutual covenants of the parties as set forth

herein and for other good and valuable consideration, the receipt of which is hereby acknowledged, the Agency and Developer mutually agree as follows:

1. **AMENDMENT**. Pursuant to Section 8.9 of the Agreement, the parties amend the Agreement as follows:

   1.1. Section 5.1.3. The first year that the Agency receives Tax Increment revenue from the Project Area ("Year One") shall be determined by the Agency and the Developer. In no event shall Year One be later than 2018. The Agency will receive Tax Increment Revenues from the Project Area for ~~twenty (20)~~ twenty-two (22) years, beginning with Year One (the "Tax Increment Term"). Each subsequent year after Year One shall be designated as Year Two through ~~Year Twenty~~ Year Twenty-Two.

2. All other provisions of the Agreement shall remain in full force and effect and are not affected by this Amendment.

SIGNED and ENTERED INTO as set forth below.

REDEVELOPMENT AGENCY FOR THE
CITY OF OREM, UTAH

_____
By: Richard F. Brunst, Jr., Chairman

Date:_____

ATTEST:

_____
JoD'Ann Bates, Secretary

UNIVERSITY MALL SHOPPING CENTER, L.C.

_____
(Signed)
Date:_____

STATE OF UTAH)
:ss
COUNTY OF _____)

On the _____ day of _____, 2021, before me personally appeared _____, to me personally known to be

the _____ of the entity that executed the within instrument, known to me to be the person who executed the within instrument on behalf of said entity therein named, and acknowledged to me that such company executed the within instrument pursuant its promulgating documents.

_____

NOTARY PUBLIC

(Seal)
My commission expires:_____
Residing at:_____

Agenda Item No: 14.2

City Council Agenda Item Report

Meeting Date: March 23, 2021
Submitted by: Jody Bates
Submitting Department: City Manager' s Office
Item Type: Resolution
Agenda Section:

Subject:
RESOLUTION - Authorizing the Extension of the collection of the Tax Increment for two years in the University Place Community Development Project area due to the Covid-19 Pandemic Emergency.

Suggested Action:
Staff recommends the RDA approval of the University Place CDA Amendment

Presenter:
Jamie Davidson, City Manager and Heather Schriever, City Attorney

Background:
In August 2020, the Utah State Legislature passed and the governor signed SB 6001 amending the Utah Community Development and Renewal Agencies Act ("Act") permitting redevelopment agencies to extend collection of tax increment under certain circumstances due to COVID-19 (the "Emergency Extension). The Emergency Extension specifically authorizes the Agency to extend the tax increment collection period in a project area, by up to two years as an impacted project area if (1) the Agency determines the conditions resulting from the COVID-19 emergency will likely delay the Agency's implementation of the Project Area Plan; (2) or cause the Agency to receive an amount of tax increment from the project area that is less than the amount of tax increment the Agency expected the Agency would receive from the project area. The Developer has represented to the Agency that its construction costs have increased during the pandemic, construction has slowed or stalled thereby delaying the implementation of the Project Area Plan for the University Place Project Area. The Developer has also represented that the demand for mixed-use has flagged and that an extension of an additional two years will allow these markets to rebound and the Agency to recapture any tax increment lost to the loss in demand. The University Place Project Area has a tax increment collection period of 20 years. Staff and Woodbury jointly recommend that the Agency extend the tax increment collection period from 20 to 22 years. Staff also recommends that the RDA amend the Participation Agreement between the Agency and Developer to reflect this extension.

Potentially Affected Area:

Attachments:
RDA Covid-19 Determination Resolution.FINAL.3.21.2021 (1).pdf

RESOLUTION NO. RDA_____

A RESOLUTION OF THE REDEVELOPMENT AGENCY OF THE CITY OF OREM, UTAH AUTHORIZING THE EXTENSION OF COLLECTION OF TAX INCREMENT FOR TWO YEARS IN THE UNIVERSITY PLACE COMMUNITY DEVELOPMENT PROJECT AREA DUE TO THE COVID-19 PANDEMIC EMERGENCY

WHEREAS, the Utah Legislature, in the Sixth 2020 Special Session, through Senate Bill 6001, amended the Utah Community Development and Renewal Agencies Act (the "Act"), specifically enacting Utah Code Annotated ("UCA") § 17C-1-416 ("The COVID-19 Emergency Extension") on August 31, 2020 which authorized Community Development and Renewal Agencies such as the Redevelopment Agency of the City of Orem, Utah (the "Agency") to extend the collection of "Tax Increment" (as defined in UCA § 17C-1-403) under certain circumstances due to the Covid-19 Emergency; and

WHEREAS, the COVID-19 Emergency Extension was signed by the Governor of Utah and became law, effective August 31, 2020; and

WHEREAS, the Agency adopted the Final Project Area Plan ("Project Area Plan") establishing the University Place Community Development Project Area ("Project Area") on September 23, 2014; and approved and adopted a Project Area Budget "Budget") for the Project Area on December 9, 2014; and

WHEREAS, the COVID-19 Emergency Extension specifically authorizes the Agency to extend the Tax Increment collection period in the Project Area, by up to two years as an impacted project area if the Agency determines the conditions resulting from the COVID-19 emergency will likely delay the Agency's implementation of the Project Area Plan; or cause the Agency to receive an amount of Tax Increment from the Project Area that is less than the amount of Tax Increment the Agency expected the Agency would receive from the Project Area;

WHEREAS, the Agency has carefully considered the facts and information available to the Agency on whether the Covid-19 emergency will likely delay the Agency's implementation of the Plan for the Project Area; or cause the Agency to receive an amount of Tax Increment from the Project Area that is less than the amount of Tax Increment the Agency expected the Agency would receive from the Project Area; and

WHEREAS, the Agency after carefully considering all of the facts and information is prepared to make its determinations, findings and conclusions as set forth below.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE REDEVELOPMENT AGENCY OF THE CITY OF OREM, UTAH AS FOLLOWS:

1. The Agency Board does hereby find and determine the Project Area is an "impacted project area" as defined in UCA § 17C-1-416(1)(c) as the Agency expects to receive Tax Increment from the Project Area; the Project Area is subject to a project area funds collection period; the Plan for the Project Area was adopted on September 23, 2014; and the Agency has determined the conditions resulting from the COVID-19 Emergency will likely either delay the Agency's implementation of the Project Area Plan or cause the Agency to receive an amount of Tax Increment from the Project Area that is less than the amount of Tax Increment the Agency expected would receive from the Project Area.

2. Certain findings and determinations in Paragraph 1 above are supported by the following specific facts:

   a. The adopted Project Area Budget, attached hereto as **Exhibit A**, supports the determination by the Agency under UCA § 17C-1-416(1)(c)(i) that the Agency expects to receive Tax Increment from the Project Area and the determination by the Agency Board under UCA § 17C-1-416(1)(c)(ii) that the Project Area is subject to a project area funds collection period.

   b. The adopted Project Area Plan, attached hereto as **Exhibit B**, supports the determination by the Agency under UCA § 17C-1-416(1)(c)(iii) that the Project Area Plan was adopted on September 23, 2014 which is prior to December 31, 2019.

3. The Agency finding and determination that conditions resulting from the COVID-19 Emergency will likely delay the Agency's implementation of the Project Area Plan is supported by the Project Area Plan, attached as Exhibit B, and the following specific facts:

   a. COVID-19 has had a significant impact on construction costs related to the Project Area Plan increasing the cost of construction and delaying construction/increasing lead time. A sampling of cost increases and lead time increases provided by Woodbury Corporation/University Mall Shopping Center, L.C. the primary developer of the Project Area are included here:

      1) PVC pipe prices increased 98.7% with an increased lead time of 6-8 weeks.

      2) Lumber prices increased 25-30% with lead time increase of 2-3 weeks for certain lumber.

      3) Bus duct prices increased 20% with a lead time increase of 2 months.

      4) HVAC mechanical equipment lead time increased by 6 weeks.

5) Electrical panels and breakers lead time increased by 4 weeks.

6) Glass lead time increased by 4 weeks.

7) Copper prices increased 20%.

8) Steel prices increased 4%.

These price increases and delays in construction lead time have delayed the construction and implementation of the Project Area Plan and it is expected delays will continue for the foreseeable future. *See* Exhibit C December 18, 2020 Letter Request.

b. The demand for mixed-use product types has flagged. For example, demand for office space leases has decreased sharply as some businesses have transitioned to work-at-home options. Retail and hospitality leases have also faced negative economic impacts from prolonged periods of consumers staying at home. The extension of the Project Area Plan for an additional two years will allow these markets time to rebound and the Agency time to recapture any reduction in Tax Increment experienced as a result of the COVID-19 Emergency. *See* Exhibit C December 18, 2020 Letter Request.

4. The date on which the extension period will end is 2040.

5. Agency staff is hereby authorized and directed to mail or electronically submit a copy of this Resolution after adoption to:

   a. the Utah State Tax Commission;
   b. the Utah State Board of Education;
   c. the Utah State Auditor;
   d. the Utah County Auditor;
   e. each taxing entity affected by the Agency's collection of Tax Increment from the Project Area.

6. Agency staff are hereby authorized to take all other actions necessary, including those actions required to carry out the purposes of this Resolution.

9 This Resolution shall be effective upon adoption.

PASSED AND APPROVED by the governing board of the Redevelopment Agency of the City of Orem, Utah dated this 23rd day of March, 2021.

Richard F. Brunst Jr.
Agency Chairman

ATTEST:

_____

JoD'Ann Bates, Secretary

BOARD MEMBER	AYE	NAY	ABSTAIN
Richard F. Brunst	□	□	□
Jeff Lambson	□	□	□
Debby Lauret	□	□	□
Tom Macdonald	□	□	□
Terry Peterson	□	□	□
David Spencer	□	□	□
Brent Sumner	□	□	□

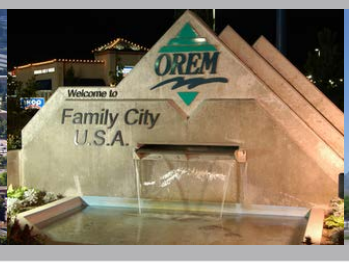
EXHIBIT A

Project Area Budget

PROJECT AREA BUDGET
UNIVERSITY PLACE
COMMUNITY DEVELOPMENT AREA (CDA)

OREM REDEVELOPMENT AGENCY, UTAH







ADOPTED DECEMBER 9, 2014

LEWIS YOUNG
ROBERTSON & BURNINGHAM, INC.
GATEWAY PLAZA BUILDING - 41 N. RIO GRANDE, STE 101 - SALT LAKE CITY, UT 84101
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Section 1: Introduction

The Redevelopment Agency of the City of Orem, Utah (the "Agency"), following thorough consideration of the needs and desires of The City of Orem (the "City") and its residents, as well as understanding the City's capacity for new development, has carefully crafted the Project Area Plan (the "Plan") for the University Place Community Development Project Area (the "Project Area"). The Plan and Project Area Budget (the "Budget") are the end result of a comprehensive evaluation of the types of appropriate land-uses and economic development opportunities for the property within the Project Area which is located on the northeast corner of State Street and University Parkway.

This is predicated upon certain elements, objectives and conditions outlined in the Plan and is intended to be used as a financing tool to assist the Agency in meeting Plan objectives discussed herein and more specifically referenced and identified in the Plan. The Budget outlines the proposed sources and uses of funds needed to make the Plan successful.

The Project is being undertaken as a community development project pursuant to certain provisions of Chapters 1 and 4 of the Utah Community Development and Renewal Agencies Act (the "Act", Utah Code Annotated ("UCA") Title 17C). The requirements of the Act, including notice and hearing obligations, have been observed at all times throughout the establishment of the Project Area.

Terms defined in the Plan will have the same definition applied where said terms are used in this Budget.

Section 2: Description of Community Development Project Area

The Project Area is located on the northeast corner of State Street and University Parkway. Most of the Project Area will be a master planned development surrounding the University Mall with intention to revitalize the area. The planned development includes residential, office, retail, and civic uses. The Project Area is comprised of 133.6 acres total, including approximately 85 affected parcels, equaling 129.6 acres of property (4.0 acres are rights of way and other variances in acreage associated with County records of individual parcels).

TABLE 2.1: DESCRIPTION OF PROJECT AREA

Existing Land Uses	% of Area
Commercial	93%
Residential	2%
Agricultural	1%
Other	4%

The Project Area encompasses all of the parcels detailed in APPENDIX A.

A map and legal description of the Project Area are attached hereto in APPENDIX B.

Section 3: General Overview of project area budget

The purpose of this Budget is to provide the financial framework necessary to implement the Plan. The following information will detail the sources and uses of tax increment and other necessary details needed for public officials, interested parties, and the public in general to understand the mechanics of this Budget.

Base Year Value

The Agency has determined that the base year property tax value for the Budget will be the total taxable value (including real and personal property) for the 2013 tax year which is currently estimated to be $129,187,998. Using the 2013 tax rates established within the Project Area the property taxes levied equate to $1,590,821 annually. Accordingly, this amount will continue to flow thru to each taxing entity proportional to the amount of the tax rate being levied.

Payment Trigger

This Budget will have a twenty (20) year duration from the date of the first tax increment receipt. The collection of tax increment will be triggered at the discretion of the Agency prior to March 1 of the tax year in which they intend to begin the collection of increment. The following year in which this increment will be remitted to the Agency will be Year 1. In no case will the Agency trigger increment collection after March 1, 2018.

Projected Tax Increment Revenue – Total Generation

Development within the Project Area will commence upon favorable market conditions which will include both horizontal and vertical infrastructure and development. The Agency anticipates that development will begin in the Project Area in 2014. The contemplated development will generate significant additional property and sales and use tax above what is currently generated within the Project Area.

Property Tax Increment will begin to be generated in the tax year (ending Dec 31st) following construction completion and Tax Increment will actually be paid to the Agency in March or April after collection. It is projected that property Tax Increment generation within the Project Area could begin as early as tax year 2015 or as late as 2018. It is currently estimated that during the 20-year life of the Budget, property Tax Increment could be generated within the Project Area in the approximate amount of $84.3 million or $50.2 million in terms of net present value (NPV).[1] This amount is over and above the $31.8 million of base taxes that the property would generate over 20 years at the $1,590,821 annual amount it currently generates.

[1] Net Present Value of future cash flows assumes a 4% discount rate. The same 4% discount rate is used in all remaining NPV calculations. This total is prior to accounting for the flow-through of tax increment to the respective taxing entities.

Section 4: Property Tax Increment

Property Tax Increment Shared with RDA

While property Tax Increment generated within the Project Area is expected to be approximately $84.3 million over 20 years, only a portion of this increment will be shared with the Agency. It is anticipated that all taxing entities that receive property tax generated within the Project Area, as detailed above, will share at least a portion of that increment generation with the Agency. All taxing entities, except Alpine School District, will contribute 75% of their respective tax increment for 20 years during the project life. Alpine School District will contribute 65% of their tax increment for 20 years during the project life up to a cap of $38.5 million. The City, County and the State will ***not*** contribute any portion of their incremental sales tax to implement the Project Area Plan. Table 4.1 shows the amount of tax increment shared with the Agency assuming the participation levels discussed above.

The tax increment will be calculated using the current year's tax rate adopted by each taxing entity, as adjusted by the County in accordance with applicable state law.

TABLE 4.1: SOURCES OF TAX INCREMENT FUNDS

Entity	Percentage	Length	Total	NPV at 4%
Utah County	75%	20 Years	$6,465,039	$3,848,291
Alpine School District (Cap of $38,500,000)	65%	20 Years	$38,500,000	$22,954,048
City of Orem	75%	20 Years	$9,607,695	$5,718,945
Orem Metropolitan Water District	75%	20 Years	$200,267	$119,208
Central Utah Water Conservancy District	75%	20 Years	$2,290,236	$1,363,255
Total Sources of Tax Increment Funds			**$57,063,237**	**$34,003,747**

Uses of Tax Increment

The majority of the tax increment collected by the Agency will be used to offset certain public infrastructure costs necessary to accommodate development in the Project Area. Approximately 5% will be used to offset the administration costs of the Agency, with the remaining funds to be used for development incentives, infrastructure and improvements. Public infrastructure costs will include improvements to transportation, parking, culinary water, sanitary sewer, storm drain systems, and park/open space areas.

TABLE 4.2: USES OF TAX INCREMENT

Uses	Total	NPV at 4%
CDA Administration @ 5%	$2,863,162	$1,700,187
RDA Development Incentive Fund @ 5%	$2,863,162	$1,700,187
Project Area Infrastructure and Improvements @ 90%	$51,356,913	$30,603,372
Total Uses of Tax Increment Funds	**$57,063,237**	**$37,003,747**

Projected Tax Increment Remaining with Taxing Entities

It is anticipated that all taxing entities, except Alpine School District, will receive 25% of their respective property tax increment generated within the Project Area during the duration of the Budget and all tax increment thereafter. Alpine School District will receive 35% of their property tax increment generated within the Project Area during the life of the project and all tax increment thereafter. The City, County and the State will retain their entire portion of incremental sales tax. The table below describes the forecasted property tax benefit that each taxing entity will retain during the duration of the Project Area Budget. This is in addition to the base taxes currently being generated within the Project Area.

TABLE 4.3: RETAINED PROPERTY TAX INCREMENT

Entity	Total	NPV at 4%
Utah County	$2,155,013	$1,282,764
Alpine School District	$21,059,834	$12,498,723
City of Orem	$3,202,565	$1,906,315
Orem Metropolitan Water District	$66,756	$39,736
Central Utah Water Conservancy District	$763,412	$454,418
Total Revenue	**$27,247,580**	**$16,181,956**

A multi-year projection of tax increment along with development assumptions is including in APPENDIX C.

Base Year Property Tax Revenue

The taxing entities are currently receiving, and will continue to receive, property tax revenue from the current assessed value of the property within the Project Area ("Base Taxes"). The current assessed value is estimated to be $129,187,998. Based upon the 2013 tax rates in the area, the collective taxing entities are receiving $1,590,821 in property tax annually from this Project Area. This equates to approximately $31.8 million over the 20 year life of the Project Area. In addition to the Base Taxes received by the taxing entities, an additional $27.2 million of property tax increment is expected to be retained by the taxing entities over 20 years, totaling approximately $59.1 million of property tax revenue.

TABLE 4.4: TOTAL BASE YEAR AND PROPERTY TAX INCREMENT TO TAXING ENTITIES (OVER 20 YEARS)

Entity	Total Base Year Property Tax	Total Retained Tax Increment	Total Base and Retained Taxes
Utah County	$3,252,954	$2,155,013	$5,407,967
Alpine School District	$22,476,128	$21,059,834	$43,535,962
City of Orem	$4,834,215	$3,202,565	$8,036,780
Orem Metropolitan Water District	$100,767	$66,756	$167,522
Central Utah Water Conservancy District	$1,152,357	$763,412	$1,915,769
Total Revenue	**$31,816,420**	**$27,247,580**	**$59,064,000**

Total Annual Property Tax Revenue for Taxing Entities at Conclusion of Project

As described above, the collective taxing entities are currently receiving approximately $1,590,821 in property taxes annually from this Project Area. At the end of the life of the project area, the taxing entities will receive all of their respective tax increment thereafter. At the end of 20 years an additional $4,920,089 in property taxes annually is anticipated, totaling approximately $6,510,910 in property taxes annually for the area. But for the assistance provided by the RDA through tax increment revenues, this increase of approximately 309 percent in property taxes generated for the taxing entities would not be possible.

TABLE 4.5: TOTAL BASE YEAR AND END OF PROJECT LIFE ANNUAL PROPERTY TAXES

Entity	Annual Base Year Property Taxes	Annual Property Tax Increment at Conclusion of Project	Total Annual Property Taxes
Utah County	$162,648	$503,037	$665,684
Alpine School District	$1,123,806	$3,475,707	$4,599,513
City of Orem	$241,711	$747,563	$989,273
Orem Metropolitan Water District	$5,038	$15,583	$20,621
Central Utah Water Conservancy District	$57,618	$178,200	$235,818
Total Revenue	**$1,590,821**	**$4,920,089**	**$6,510,910**

Section 5: Cost/Benefit Analysis

Additional Revenues

Sales tax

Incremental sales and use tax will flow more quickly to the Agency considering sales tax is generated as soon as an entity begins transacting business. In addition, the sales and use tax is paid either monthly or quarterly to the City, County, and State. It is estimated that incremental sales tax would begin flowing to the City, County, and State as early as 2015 and as late as 2018. The estimated new incremental sales tax generated within the project[2] for the 20-year life of this Master Budget for the City, County and State is approximately $28.7 million. The sales tax benefit to the City over the life of the project is approximately $11.4 million or $6.5 million NPV.

Other Tax Revenues

The development within the Project Area will also generate energy sales and use taxes for natural gas and electric.

Table 5.1 shows the total revenues generated by the project. This total includes the anticipated property tax increment shared with the Agency by the taxing entities, the City's portion of incremental property tax, and the City's portion of sales tax, and energy sales and use tax.

TABLE 5.1: TOTAL REVENUES

Entity	Incremental Revenues (above Base)				
	Property Tax	Sales Tax	Franchise Taxes	Transient Room Taxes	Total
Utah County	$8,620,052	$3,979,367	$0	$2,875,756	$15,475,175
Alpine School District	$59,559,834	$0	$0	$0	$59,559,834
City of Orem	$12,810,260	$11,369,619	$8,237,640	$676,649	$33,094,167
Orem Metropolitan Water District	$267,023	$0	$0	$0	$267,023
Central Utah WCD	$3,053,648	$0	$0	$0	$3,053,648
State of Utah	$0	$13,359,302	$0	$0	$13,359,302
Total Revenue	**$84,310,817**	**$28,708,288**	**$8,237,640**	**$3,552,405**	**$124,809,149**

Additional Costs

The development anticipated within the Project Area will also likely result in additional costs to general government operations. These costs, along with the estimated budget to implement the Project Area Plan are identified below. These estimates are calculated by apportioning the taxing entity's variable costs per assessed value served and then using this ratio to estimate the additional costs which would be associated with the new assessed value produced as a result of development in the project area.

[2] Includes only the estimated new sales to the City, County, and State, respectively.

TABLE 5.2: TOTAL EXPENDITURES

Entity	Incremental Expenditures (above Base)			Net Incremental Benefit
	CDA Budget	General Government Operations	Total	
Utah County	$6,465,039	$1,205,564	$7,670,603	$7,804,572
Alpine School District	$38,500,000	$1,706,223	$40,206,223	$19,353,611
City of Orem	$9,607,695	$19,005,187	$28,612,882	$4,481,285
Orem Metropolitan Water District	$200,267	$35,487	$235,755	$31,268
Central Utah WCD	$2,290,236	$44,243	$2,334,480	$719,169
State of Utah	$0	$0	$0	$13,359,302
Total Revenue	**$57,063,237**	**$21,996,705**	**$79,059,942**	**$45,749,207**

The total net benefit to the taxing entities of implementing the project area is approximately $45.7 million.

Appendix A: Parcel List

Parcel Number	Owner	Acres
180560007	University Mall Shopping Center	0.195
180560008	University Mall Shopping Center	0.220
180560009	University Mall Shopping Center	0.030
180560016	City of Orem	0.300
180560017	Mercer, Amron L	0.290
180560018	Housing Authority of Utah County	0.300
180560019	Catania SFH LLC	0.310
180560020	University Mall Shopping Center	0.283
180560022	Catania SFH LLC	0.270
180560023	Catania SFH LLC	0.260
180560026	City of Orem	0.270
180560028	Gulati, Chaithawee	0.270
180560029	Woodbury Corporation	0.260
180560033	City of Orem	0.210
180560037	City of Orem	0.280
180560038	Catania SFH LLC	0.290
180560055	Larry and Lynn Campground Management	0.300
180560099	Avans, Gulavadee	0.648
180560102	Gaks Enterprises LLC	0.415
180560103	Catania SFH LLC	0.270
180560104	City of Orem	0.197
180560106	City of Orem	0.274
180560109	University Mall Shopping Center	1.263
180560110	City of Orem	0.148
180560111	City of Orem	0.168
180560112	City of Orem	0.230
180560113	University Mall Shopping Center	0.262
180560115	University Mall Shopping Center	0.571
180560117	City of Orem	0.146
180560118	City of Orem	0.270
180560119	University Mall Shopping Center	0.399
180560121	University Mall Shopping Center	0.527
180560123	City of Orem	0.096
180560132	City of Orem	0.002
180560133	University Mall Shopping Center	0.306
180560134	University Mall Shopping Center	0.926
180560135	University Mall Shopping Center	0.931
180570033	First Security Bank of Utah	0.600
180570117	KC Propco LLC	0.450
180570127	Cordner, Raymond G & Colleen F	0.063
180570129	Washburn Management LC	0.517
180570132	City of Orem	0.099
180570133	City of Orem	0.013
180570134	City of Orem	0.143
180570135	City of Orem	0.077
180570136	City of Orem	0.300
180570137	City of Orem	0.096
180570138	Glazier Properties LLC	0.882
180570141	Cordner, Colleen F	1.136

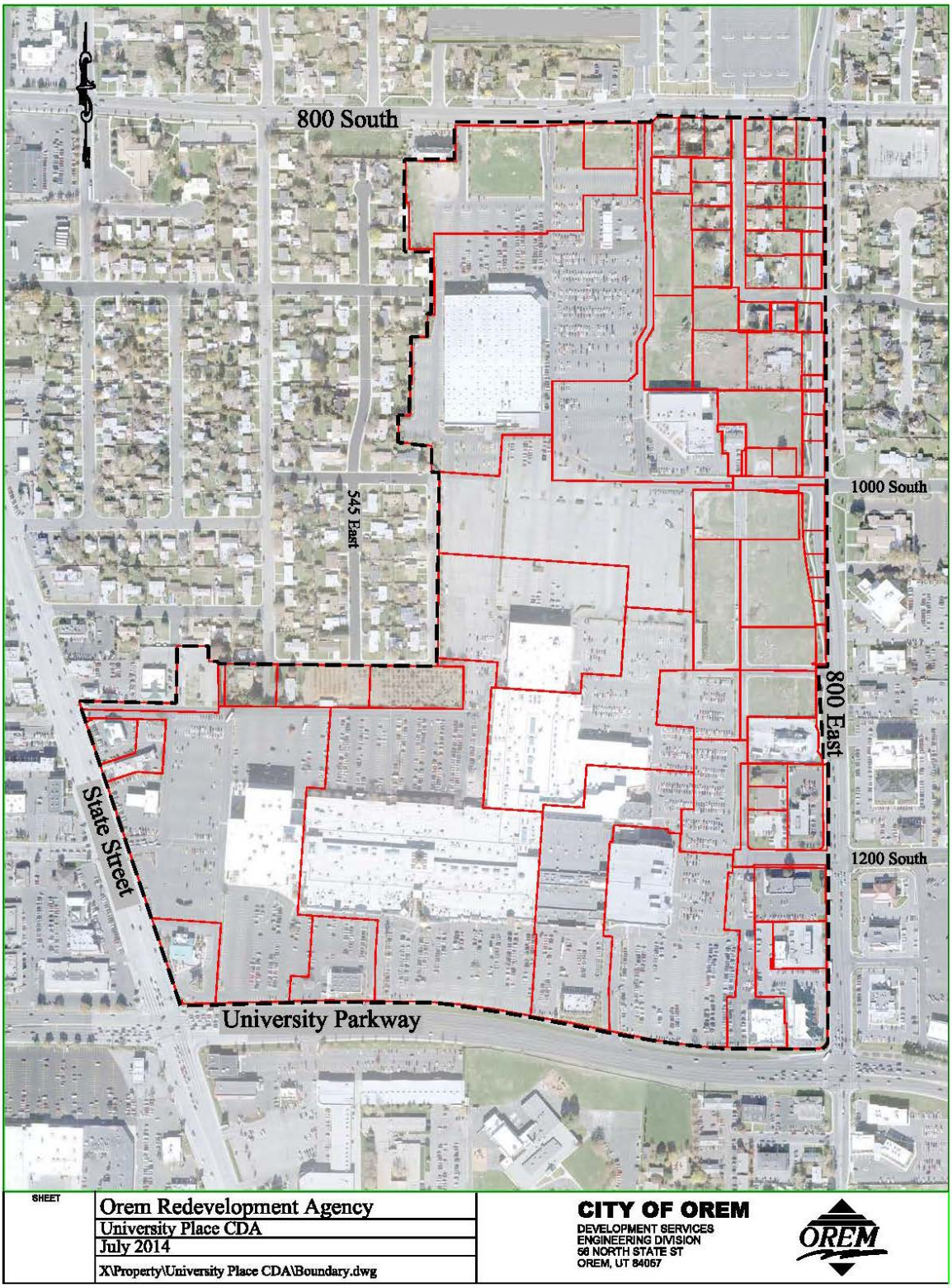
Parcel Number	Owner	Acres
180570142	University Mall Shopping Center	1.143
180570147	Orem City Corporation	0.017
180570502	Utah Department of Transportation	0.006
190180502	Utah Department of Transportation	0.003
190190017	Zions First National Bank	0.030
190190019	Zions First National Bank	0.030
352540001	Bank of American Fork	1.427
352540002	Maverik Country Stores Inc	0.722
352540003	Circle K Properties Inc	0.008
360860015	KC Propco LLC	0.260
360860016	KC Propco LLC	0.260
360860019	City of Orem	0.114
450610001	University Mall Shopping Center	0.210
551760001	Zions First National Bank	1.110
570310001	Utah Transit Authority	0.956
570430001	University Mall Shopping Center	5.494
570430002	University Mall Shopping Center	0.983
570430003	University Mall Shopping Center	12.745
570430004	University Mall Shopping Center	1.238
570430005	University Mall Shopping Center	1.697
570430006	University Mall Shopping Center	16.639
570430007	University Mall Shopping Center	6.140
570430008	University Mall Shopping Center	7.140
570430009	UNMN LLC	1.700
570430013	University Mall Shopping Center	6.331
570430014	University Mall Shopping Center	7.580
570430015	University Mall Shopping Center	5.285
570430016	University Mall Shopping Center	1.209
570430017	University Mall Shopping Center	13.170
570430018	University Mall Shopping Center	1.157
570430019	University Mall Shopping Center	0.707
570680010	University Mall Village	1.731
570680011	University Mall Village	7.035
570680012	University Mall Village	1.758
570680020	University Mall Village	1.477
570680021	University Mall Village	1.805
570680022	University Mall Village	0.947
570680023	University Mall Village	1.067
570680024	University Mall Village	1.498
Total		**129.591**

Appendix B: Map and Legal Description

An area of real property located in the NE Quarter of Section 26 and the SE Quarter of Section 23, T. 6 S. R 2 E. S.L.B. & M., more particularly described as follows:

Commencing at a point which is S. 89°18'03" E. 142.38 feet along the Section Line and from the North 1/4 Corner of Section 26, T. 6 S., R. 2 E., S.L.B. & M. to the point of beginning, (which point is +/- on the Westerly Right of Way Line of State Street); thence along said Westerly Right of Way Line S. 18°29'52" E, 582.92 feet to the Northerly Right of Way Line +/- of University Parkway; thence along said Northerly Right of Way Line for the next eight calls, N. 88°20'55" E. 489.31 feet; thence S 89°21'02" E. 315.94 feet; thence along a Curve to the Right, the Radius is 766.62 feet, the Arc Length is 177.24 feet, the Chord Bearing is S. 86°40'38" E. the Chord Length is 176.85 feet; thence along a Compound Curve to the Right, the Radius is 10889.46 feet, the Arc Length is 265.96 feet, the Chord Bearing is S. 81°07'54" E. the Chord Length is 265.95 feet; thence S. 78°55'57" E. 202.90 feet; thence along a Curve to the Left, the Radius is 3599.59 feet, the Arc Length is 484.04 feet, the Chord Bearing is S. 81°28'08" E. the Chord Length is 483.68 feet; thence S. 89°37'22" E. 339.25 feet; thence along a curve to the Left, the Radius is 33.72 feet, the Arc Length is 51.39 feet, the Chord Bearing is N. 43°36'28" E. the Chord Length is 46.56 feet; thence along the Westerly side of 800 East Street for the next five calls, N. 0°02'59" E. 981.25 feet; thence West 15.02 feet; thence N. 3°35'49" W. 339.03 feet; thence East 35.20 feet; thence N. 0°23'52" W. 1938.15 feet; thence along the Southerly Right of Way Line +/- of 800 South for the next three calls, N. 88°49'10" W. 602.03 feet; thence S. 30°13'24" W. 25.21 feet; thence West 696.26 feet; thence South 133.07 feet; thence West 176.56 feet; thence South 326.41 feet; thence East 95.74 feet; thence South 219.18 feet; thence West 14.74 feet; thence South 81.45 feet; thence West 56.34 feet; thence S. 1°34'18" W. 277.32 feet; thence West 38.62 feet; thence South 97.40 feet; thence S. 83°14'59" E. 119.41 feet; thence South 90.25 feet; thence S. 85°48'17" E. 26.30 feet; thence S. 0°45'03" W. 685.85 feet; thence N. 89°17'31" W. 773.46 feet; thence N. 0°27'31" W. 7.77 feet; thence N. 88°59'39" W. 33.40 feet; thence N. 0°44'23" W. 53.42 feet; thence N. 89°22'23" W. 111.23 feet; thence S. 0°58'02" W. 203.19 feet; thence N. 88°44'39" W. 344.36 feet to the Easterly Right of Way Line +/- of State Street; thence S. 18°25'51" E. 554.20 feet along said Right of Way Line to the point of beginning.

Containing 133.6 Acres more or less.


800 South
545 East
1000 South
800 East
State Street
1200 South
University Parkway
SHEET
Orem Redevelopment Agency
University Place CDA
July 2014
X\Property\University Place CDA\Boundary.dwg
CITY OF OREM
DEVELOPMENT SERVICES
ENGINEERING DIVISION
56 NORTH STATE ST
OREM, UT 84057
OREM

Appendix C: Multi-Year Budget and Development Assumptions

Orem Redevelopment Agency

University Place CDA

20 Year Project Area Budget

Table A.3: Multi-Year Tax Increment Budget (Project Area Forecast)

INCREMENTAL PROPERTY TAX ANALYSIS:	Payment Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
	Tax Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Cumulative Taxable Value	Year	Year	Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
1A Exisiting Mall and Project Area Base Value		-	-	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998	129,187,998
CDA Triggered? (0=No, 1=Yes)		0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
1B North Mall (Bldgs H, L, &J)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1C Mervyns Bldg		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3 B RCW Expansion		5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500	5,347,500
4 A Anchor		-	-	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000	29,624,000
4 B Parking Structure (1 level underground)		-	-	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000	8,976,000
5 A-B Grocery and Restaurant Pad		-	891,250	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750	6,238,750
5 D Demolish/Relocate Existing Retail		-	-	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)	(1,823,095)
9 A&D Retail		-	401,063	401,063	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875	1,336,875
9 B-C Band Shell/Civic/Central Park		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9 E Demolish Existing Retail		-	-	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)	(6,313,270)
11&12 A Office		-	-	-	41,400,000	41,400,000	41,400,000	41,400,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000	62,100,000
11&12 Office Ground Floor Retail		-	-	-	3,312,000	3,312,000	3,312,000	3,312,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000	6,624,000
13 A Hotel		-	-	-	-	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400	13,082,400
13 B Parking Structure		-	-	-	-	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000	5,460,000
13 C & 14 A&B Retail		-	4,456,250	5,436,625	5,436,625	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561	7,056,561
15 A Tennis & Pool Club		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
15 B Parking Deck (3 Lvl, Shared with 11A)		-	-	-	-	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000	5,040,000
15 C Liner Flats (3 Story, 95 Units)		-	-	-	-	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000	3,245,000
15 D Clubhouse		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16 A Apartments (148)		-	-	-	-	-	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000	13,024,000
16 B Neighborhood Office/Retail		-	-	-	-	-	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750	695,750
16 C Parking Deck (Shared w/ 12A Office & Hotel)		-	-	-	-	-	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000	15,528,000
16 D Park		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16 E Office		-	-	-	-	-	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000	20,700,000
17 B Cinema Expansion		-	-	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200	1,481,200
23 OTHER/ROADS/ETC.		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CDA Triggered? (0=No, 1=Yes)		0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
10 A Townhouses		-	-	-	-	-	-	-	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000	5,841,000
18 A&B Multifamily Residential		-	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842	24,433,842
18 C&D Multifamily Residential		-	-	-	-	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851	17,371,851
18 E Demolition (Loss of Commercial Land to Residental Land)		-	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)	(10,604,533)
19 A&B Multifamily Residential		-	-	-	-	-	4,125,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000	8,250,000
19 C Future Non-Zoned Residential		-	-	-	-	-	-	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570	26,871,570
20 A Costco		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21 A Retail Pad		-	-	-	-	-	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200	1,711,200
22 A Senior Housing		-	-	-	-	-	-	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000	10,296,000
CDA Triggered? (0=No, 1=Yes)		0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2 A-D Macy's and Add'l Retail Pads		855,600	855,600	2,245,950	2,245,950	2,245,950	2,245,950	2,245,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950	2,958,950
6 A New Retail Pad		-	-	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500	1,069,500
6 C Parking Deck		-	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000	5,604,000
6 D & 7 B Office Building		-	22,149,000	22,149,000	22,149,000	22,149,000	22,149,000	22,149,000	22,149,000	22,149,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000	63,549,000
6 D & 7 B Office Ground Floor Retail		-	5,382,000	5,382,000	5,382,000	5,382,000	5,382,000	5,382,000	5,382,000	5,382,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000	8,694,000
7 C Parking Deck (4 Story)		-	-	-	-	-	-	-	-	-	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000	10,356,000
7 D-E Retail/Restaurant		-	-	-	-	-	-	-	-	-	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000	6,417,000
7 E Demolish Big O Tires and Texas Road House		-	-	-	-	-	-	-	-	-	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)	(2,637,985)
8 A Parking Deck		-	-	-	-	-	-	-	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000	20,664,000
8 B Retail		-	-	-	-	-	-	-	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400	1,283,400
Total Assessed Value:		6,203,100	58,915,971	228,836,529	274,484,342	320,303,529	376,087,479	417,380,049	469,893,449	469,893,449	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464	528,740,464
LESS BASE YEAR VALUE (2013):		-	-	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)	(129,187,998)
LESS UNTRIGGERED YEARS		(6,203,100)	(58,915,971)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCREMENTAL VALUE:		-	-	99,648,531	145,296,344	191,115,531	246,899,481	288,192,051	340,705,451	340,705,451	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466	399,552,466

TAX RATE & INCREMENT ANALYSIS:	2013 RATES																					TOTALS	NPV
Utah County	0.001259	-	-	125,458	182,928	240,614	310,846	362,834	428,948	428,948	503,037	503,037	503,037	503,037	503,037	503,037	503,037	503,037	503,037	503,037	503,037	503,037	8,620,052	5,131,054
Alpine School District	0.008699	-	-	866,843	1,263,933	1,662,514	2,147,779	2,506,983	2,963,797	2,963,797	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	3,475,707	59,559,834	35,452,771
Orem City	0.001871	-	-	186,442	271,849	357,577	461,949	539,207	637,460	637,460	747,563	747,563	747,563	747,563	747,563	747,563	747,563	747,563	747,563	747,563	747,563	747,563	12,810,260	7,625,260
Orem Metropolitan Water District	0.000039	-	-	3,886	5,667	7,454	9,629	11,239	13,288	13,288	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	15,583	267,023	158,944
Central Utah Water Conservancy District	0.000446	-	-	44,443	64,802	85,238	110,117	128,534	151,955	151,955	178,200	178,200	178,200	178,200	178,200	178,200	178,200	178,200	178,200	178,200	178,200	178,200	3,053,648	1,817,673
Totals:	0.012314	-	-	1,227,072	1,789,179	2,353,397	3,040,320	3,548,797	4,195,447	4,195,447	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	84,310,817	50,185,702
TOTAL INCREMENTAL REVENUE WITHIN CDA:		-	-	1,227,072	1,789,179	2,353,397	3,040,320	3,548,797	4,195,447	4,195,447	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	4,920,089	84,310,817	50,185,702
TOTAL REVENUE FROM BASE YEAR VALUE:		-	-	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	1,590,821	31,816,420	20,788,247

CDA PROJECT AREA BUDGET	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037		
Sources of Funds:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036		
Property Tax Participation Rate for Budget																								
Utah County	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%		
Alpine School District	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	59%		
Orem City	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%		
Orem Metropolitan Water District	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%		
Central Utah Water Conservancy District	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%		
Property Tax Increment for Budget																							TOTALS	NPV
Utah County	-	-	94,093	137,196	180,461	233,135	272,125	321,711	321,711	377,277	377,277	377,277	377,277	377,277	377,277	377,277	377,277	377,277	377,277	377,277	377,277	377,277	6,465,039	3,848,291
Alpine School District	-	-	563,448	821,556	1,080,634	1,396,056	1,629,539	1,926,468	1,926,468	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,259,209	2,045,317	38,500,000	22,954,048
Orem City	-	-	139,832	203,887	268,183	346,462	404,405	478,095	478,095	560,672	560,672	560,672	560,672	560,672	560,672	560,672	560,672	560,672	560,672	560,672	560,672	560,672	9,607,695	5,718,945
Orem Metropolitan Water District	-	-	2,915	4,250	5,590	7,222	8,430	9,966	9,966	11,687	11,687	11,687	11,687	11,687	11,687	11,687	11,687	11,687	11,687	11,687	11,687	11,687	200,267	119,208
Central Utah Water Conservancy District	-	-	33,332	48,602	63,928	82,588	96,400	113,966	113,966	133,650	133,650	133,650	133,650	133,650	133,650	133,650	133,650	133,650	133,650	133,650	133,650	133,650	2,290,236	1,363,255
Total Property Tax Increment for Budget:	-	-	833,620	1,215,491	1,598,796	2,065,462	2,410,899	2,850,206	2,850,206	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,128,604	57,063,237	34,003,747
Total Sources	-	-	833,620	1,215,491	1,598,796	2,065,462	2,410,899	2,850,206	2,850,206	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,128,604	57,063,237	34,003,747

Uses of Tax Increment Funds:		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTALS	NPV
RDA Development Incentive Fund	5.0%	-	-	41,681	60,775	79,940	103,273	120,545	142,510	142,510	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	156,430	2,853,162	1,700,187
CDA Administration @ 5%	5.0%	-	-	41,681	60,775	79,940	103,273	120,545	142,510	142,510	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	167,125	156,430	2,853,162	1,700,187
Public Infrastructure (Roads, Utilities, etc)	90.0%	-	-	750,258	1,093,942	1,438,916	1,858,916	2,169,809	2,565,185	2,565,185	3,008,246	3,008,246	3,008,246	3,008,246	3,008,246	3,008,246	3,008,246	3,008,246	3,008,246	3,008,246	3,008,246	2,815,744	51,356,913	30,603,372
Other Projects	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Uses	100%	-	-	833,620	1,215,491	1,598,796	2,065,462	2,410,899	2,850,206	2,850,206	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,342,496	3,128,604	57,063,236	34,003,747

REMAINING PROPERTY TAX INCREMENTAL REVENUES FOR TAXING ENTI	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	TOTALS	NPV
Utah County	-	-	31,364	45,732	60,154	77,712	90,708	107,237	107,237	125,759	125,759	125,759	125,759	125,759	125,759	125,759	125,759	125,759	125,759	125,759	125,759	125,759	2,155,013	1,282,764
Alpine School District	-	-	303,395	442,377	581,880	751,723	877,444	1,037,329	1,037,329	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,216,497	1,430,389	21,059,834	12,498,723
Orem City	-	-	46,611	67,962	89,394	115,487	134,802	159,365	159,365	186,891	186,891	186,891	186,891	186,891	186,891	186,891	186,891	186,891	186,891	186,891	186,891	186,891	3,202,565	1,906,315
Orem Metropolitan Water District	-	-	972	1,417	1,863	2,407	2,810	3,322	3,322	3,896	3,896	3,896	3,896	3,896	3,896	3,896	3,896	3,896	3,896	3,896	3,896	3,896	66,756	39,736
Central Utah Water Conservancy District	-	-	11,111	16,201	21,309	27,529	32,133	37,989	37,989	44,550	44,550	44,550	44,550	44,550	44,550	44,550	44,550	44,550	44,550	44,550	44,550	44,550	763,412	454,418
Total:	-	-	393,452	573,688	754,601	974,858	1,137,897	1,345,241	1,345,241	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,577,593	1,791,485	27,247,580	16,181,956

Assumptions	
Discount Rate	4.0%
Inflation Rate	3.0%
Sales Tax Rate	0.5%

Orem Redevelopment Agency

University Place CDA

Table A.4.1: Development Absorption Schedule and Assumptions

SF Conversion 43560

Land Value Assumptions	Acreage	Per SF Land Value	Base Land Value	Total Finished Land Value	Unit	Property Tax Exemption
Block 1-22 Phases						
1A Exisiting Mall and Project Area Base Value	129.59	22.89	129,187,998	129,187,998	per square foot	0%
1B North Mall (Bldgs H, L, &J)			-	-	per square foot	0%
1C Mervyns Bldg			-	-	per square foot	0%
2 A-D Macy's and Add'l Retail Pads			-	-	per square foot	0%
3 B RCW Expansion			-	-	per square foot	0%
4 A Anchor			-	-	per square foot	0%
4 B Parking Structure (1 level underground)			-	-	per square foot	0%
5 A-B Grocery and Restaurant Pad			-	-	per square foot	0%
5 D Demolish/Relocate Existing Retail			-	-	per square foot	0%
6 A New Retail Pad			-	-	per square foot	0%
6 C Parking Deck			-	-	per square foot	0%
6 D & 7 B Office Building			-	-	per square foot	0%
6 D & 7 B Office Ground Floor Retail			-	-	per square foot	0%
7 C Parking Deck (4 Story)			-	-	per square foot	0%
7 D-E Retail/Restaurant			-	-	per square foot	0%
7 E Demolish Big O Tires and Texas Road House			-	-	per square foot	0%
8 A Parking Deck			-	-	per square foot	0%
8 B Retail			-	-	per square foot	0%
9 A&D Retail			-	-	per square foot	0%
9 B-C Band Shell/Civic/Central Park			-	-	per square foot	100%
9 E Demolish Existing Retail			-	-	per square foot	0%
10 A Townhouses			-	-	per square foot	45%
11&12 A Office			-	-	per square foot	0%
11&12 Office Ground Floor Retail			-	-	per square foot	0%
13 A Hotel			-	-	per square foot	0%
13 B Parking Structure			-	-	per square foot	0%
13 C & 14 A&B Retail			-	-	per square foot	0%
15 A Tennis & Pool Club			-	-	per square foot	100%
15 B Parking Deck (3 Lvl, Shared with 11A)			-	-	per square foot	0%
15 C Liner Flats (3 Story, 95 Units)			-	-	per square foot	45%
15 D Clubhouse			-	-	per square foot	100%
16 A Apartments (148)			-	-	per square foot	45%
16 B Neighborhood Office/Retail			-	-	per square foot	0%
16 C Parking Deck (Shared w/ 12A Office & Hotel)			-	-	per square foot	0%
16 D Park			-	-	per square foot	100%
16 E Office			-	-	per square foot	0%
17 B Cinema Expansion			-	-	per square foot	0%
18 A&B Multifamily Residential	21.13	14.00	-	12,885,971	per square foot	45%
18 C&D Multifamily Residential			-	-	per square foot	45%
18 E Demolition (Loss of Commercial Land to Residental Land)	(21.13)	11.52	-	(10,604,533)	per square foot	0%
19 A&B Multifamily Residential			-	-	per square foot	45%
19 C Future Non-Zoned Residential			-	-	per square foot	45%
20 A Costco			-	-	per square foot	0%
21 A Retail Pad			-	-	per square foot	0%
22 A Senior Housing			-	-	per square foot	45%
23 OTHER/ROADS/ETC.				-		0%
TOTAL	129.59		129,187,998	131,469,436		

Orem Redevelopment Agency

University Place CDA

Building Value Assumptions	Units or Building SF	Woodbury Value Per Unit or Per SF to Build	Total Finished Value
Block 1-22 Phases			
1A Exisiting Mall and Project Area Base Value			-
1B North Mall (Bldgs H, L, &J)			-
1C Mervyns Bldg			-
2 A-D Macy's and Add'l Retail Pads	16,600	155.00	2,573,000
3 B RCW Expansion	30,000	155.00	4,650,000
4 A Anchor	140,000	184.00	25,760,000
4 B Parking Structure (1 level underground)	748	12,000.00	8,976,000
5 A-B Grocery and Restaurant Pad	35,000	155.00	5,425,000
5 D Demolish/Relocate Existing Retail	(15,354)	103.25	(1,585,300)
6 A New Retail Pad	6,000	155.00	930,000
6 C Parking Deck	467	12,000.00	5,604,000
6 D & 7 B Office Building	307,000	180.00	55,260,000
6 D & 7 B Office Ground Floor Retail	42,000	180.00	7,560,000
7 C Parking Deck (4 Story)	863	12,000.00	10,356,000
7 D-E Retail/Restaurant	36,000	155.00	5,580,000
7 E Demolish Big O Tires and Texas Road House	(18,595)	123.36	(2,293,900)
8 A Parking Deck	1,722	12,000.00	20,664,000
8 B Retail	7,200	155.00	1,116,000
9 A&D Retail	7,500	155.00	1,162,500
9 B-C Band Shell/Civic/Central Park	170,500	75.81	12,925,653
9 E Demolish Existing Retail	(140,226)	39.15	(5,489,800)
10 A Townhouses	90,000	118.00	10,620,000
11&12 A Office	300,000	180.00	54,000,000
11&12 Office Ground Floor Retail	32,000	180.00	5,760,000
13 A Hotel	72,000	158.00	11,376,000
13 B Parking Structure	455	12,000.00	5,460,000
13 C & 14 A&B Retail	39,588	155.00	6,136,140
15 A Tennis & Pool Club	102,000	60.00	6,120,000
15 B Parking Deck (3 Lvl, Shared with 11A)	420	12,000.00	5,040,000
15 C Liner Flats (3 Story, 95 Units)	50,000	118.00	5,900,000
15 D Clubhouse	30,000	155.00	4,650,000
16 A Apartments (148)	148,000	160.00	23,680,000
16 B Neighborhood Office/Retail	5,000	121.00	605,000
16 C Parking Deck (Shared w/ 12A Office & Hotel)	1,294	12,000.00	15,528,000
16 D Park	30,000	25.18	755,367
16 E Office	100,000	180.00	18,000,000
17 B Cinema Expansion	7,000	184.00	1,288,000
18 A&B Multifamily Residential	193,492	163.00	31,539,196
18 C&D Multifamily Residential	232,224	136.00	31,582,464
18 E Demolition (Loss of Commercial Land to Residental Land)			-
19 A&B Multifamily Residential	100,000	150.00	15,000,000
19 C Future Non-Zoned Residential	325,716	150.00	48,857,400
20 A Costco			-
21 A Retail Pad	9,600	155.00	1,488,000
22 A Senior Housing	124,800	150.00	18,720,000
23 OTHER/ROADS/ETC.			
TOTAL			481,278,720

Additional Assumptions			
Annual Inflation	3%	Personal Property Rate	
Discount Rate	4%	Office	22.0%
Personal Property Rate	15.0%	Industrial	15.0%
Sales Tax Rate	0.50%	Average	18.5%

Summary	
Type	SF
Retail	413,488
Lost Retail	(174,175)
Net Retail	239,313
Hotel	72,000
Residential	1,396,232
Office	707,000
Civic/Other	200,500
Total	**2,615,045**
Parking Stalls	5,969
Res Common Space	132,000

Orem Redevelopment Agency

University Place CDA

Absorption Schedule (SF)	Year	Year	Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
1A Exisiting Mall and Project Area Base Value										
1B North Mall (Bldgs H, L, &J)										
1C Mervyns Bldg										
2 A-D Macy's and Add'l Retail Pads	4,800		7,800					4,000		
3 B RCW Expansion	30,000									
4 A Anchor			140,000							
4 B Parking Structure (1 level underground)			748							
5 A-B Grocery and Restaurant Pad		5,000	30,000							
5 D Demolish/Relocate Existing Retail			(15,354)							
6 A New Retail Pad			6,000							
6 C Parking Deck		467								
6 D & 7 B Office Building		107,000								200,000
6 D & 7 B Office Ground Floor Retail		26,000								16,000
7 C Parking Deck (4 Story)										863
7 D-E Retail/Restaurant										36,000
7 E Demolish Big O Tires and Texas Road House										(18,595)
8 A Parking Deck								1,722		
8 B Retail								7,200		
9 A&D Retail		2,250		5,250						
9 B-C Band Shell/Civic/Central Park		119,500		51,000						
9 E Demolish Existing Retail			(140,226)							
10 A Townhouses								90,000		
11&12 A Office				200,000				100,000		
11&12 Office Ground Floor Retail				16,000				16,000		
13 A Hotel					72,000					
13 B Parking Structure					455					
13 C & 14 A&B Retail		25,000	5,500		9,088					
15 A Tennis & Pool Club					102,000					
15 B Parking Deck (3 Lvl, Shared with 11A)					420					
15 C Liner Flats (3 Story, 95 Units)					50,000					
15 D Clubhouse					30,000					
16 A Apartments (148)						148,000				
16 B Neighborhood Office/Retail						5,000				
16 C Parking Deck (Shared w/ 12A Office & Hotel)						1,294				
16 D Park						30,000				
16 E Office						100,000				
17 B Cinema Expansion			7,000							
18 A&B Multifamily Residential		193,492								
18 C&D Multifamily Residential					232,244					
18 E Demolition (Loss of Commercial Land to Residental Land)										
19 A&B Multifamily Residential						50,000	50,000			
19 C Future Non-Zoned Residential							325,716			
20 A Costco										
21 A Retail Pad						9,600				
22 A Senior Housing							124,800			

Orem Redevelopment Agency

University Place CDA

Table A.11: Infrastructure Cost Estimates

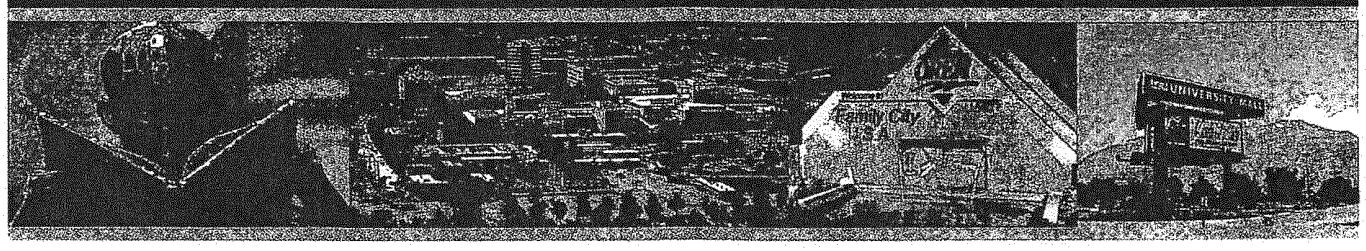
Infrastructure Cost Estimates			
Category	Phase	Description	Est. Cost
Demolition	Phase 5	Demolition/Existing Retail to be Relocated	$48,365
Demolition	Phase 7	Demo Big O Tires, Jared's, and Texas Road House	$55,785
Demolition	Phase 9	Demolish Existing Retail	$580,102
Demolition	Phase 18	Demolish Existing Residential	$95,880
Parking Structure	Phase 4	700 Stall Parking Deck	$8,976,000
Parking Structure	Phase 6C	467 Stall Parking Deck	$5,604,000
Parking Structure	Phase 7C	863 Stall Parking Deck (4 Story)	$10,356,000
Parking Structure	Phase 8A	1722 Stall Parking Deck	$20,664,000
Parking Structure	Phase 13B	455 Stall Parking Deck	$5,460,000
Parking Structure	Phase 15B	420 Stall Parking Deck (3 Story)	$5,040,000
Parking Structure	Phase 16C	1294 Stall Parking Deck (Shared with Office and Hotel)	$15,528,000
Infrastructure	Phases 3-7, 13, 14	Road and Utility Infrastructure	$5,435,568
Infrastructure	Phases 7, 8, 9, 13, 14	Main Street Construction	$3,910,567
Recreation Amenities	Phases 7, 9, 18	Parks	$6,999,909
Total			$88,754,176

EXHIBIT B

Project Area Plan

FINAL PROJECT AREA PLAN
UNIVERSITY PLACE
COMMUNITY DEVELOPMENT AREA (CDA)

OREM REDEVELOPMENT AGENCY, UTAH



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ADOPTED SEPTEMBER 23, 2014

LEWIS YOUNG
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Introduction

The Redevelopment Agency of the City of Orem, Utah (the "Agency"), following thorough consideration of the needs and desires of The City of Orem (the "City") and its residents, as well as the City's capacity for new development, has carefully crafted this draft Project Area Plan (the "Plan") for the University Place Community Development Project Area (the "Project Area"). This Plan is the end result of a comprehensive evaluation of the types of appropriate land-uses and economic development for the land encompassed by the Project Area which is located on the northeast corner of State Street and University Parkway. The Plan is envisioned to define the method and means of development for the Project Area from its current state to a higher and better use. The City and Agency have determined that it is in the best interest of its residents to assist in the development of the Project Area. It is the purpose of this Plan to clearly set forth the aims and objectives of this development, its scope, its mechanism, and its value to the residents of the City and other taxing districts.

The Project is being undertaken as a community development project pursuant to certain provisions of Chapters 1 and 4 of the Utah Community Development and Renewal Agencies Act (the "Act", Utah Code Annotated ("UCA") Title 17C). The requirements of the Act, including notice and hearing obligations, have been scrupulously observed at all times throughout the establishment of the Project Area.

UTAH CODE §17C-4-101

Resolution Authorizing the Preparation of a Draft Community Development Project Area Plan

Pursuant to the provisions of §17C-4-101 of the Community Development and Renewal Agencies Act ("Act"), the governing body of the Agency adopted a resolution authorizing the preparation of a draft community development project area plan on **July 22, 2014**.

Utah Code §17C-4-102

Recitals of Prerequisites for Adopting a Community Development Project Area Plan

In order to adopt a community development project area plan, the agency shall;

- Pursuant to the provisions of §17C-4-102(2)(a) and (b) of the Act, the City has a planning commission and general plan as required by law; and
- Pursuant to the provisions of §17C-4-102 of the Act, the Agency has conducted one or more public hearings for the purpose of informing the public about the Project Area, and allowing public input into the Agency's deliberations and considerations regarding the Project Area; and.
- Pursuant to the provisions of §17C-4-102 of the Act, the Agency has allowed opportunity for input on the draft Project Area plan and has made a draft Project Area plan available to the public at the Agency's offices during normal business hours, provided notice of the plan hearing, sent copies of the draft Project Area Plan to all required entities prior to the hearing, and provided opportunities for affected entities to provide feedback. The Agency will hold a public hearing on the draft plan on **September 23, 2014**.

Definitions

As used in this Community Development Project Area Plan:

The term "**Act**" shall mean and include the Limited Purpose Local Government Entities – Community Development and Renewal Agencies Act in Title 17C, Chapters 1 through 4, Utah Code Annotated 1953, as amended, or such other amendments as shall from time to time be enacted or any successor or replacement law or act.

The term **"Agency"** shall mean the Redevelopment Agency of the City of Orem, which is a separate body corporate and politic created by the City pursuant to the Act.

The term "**Base Taxable Value**" shall mean the agreed value specified in a resolution or interlocal agreement under Subsection 17C-4-201(2) from which tax increment will be collected.

The terms **"City" or "Community"** shall mean The City of Orem.

The term **"Legislative Body"** shall mean the City Council of Orem which is the legislative body for the City.

The term **"Plan Hearing"** shall mean the public hearing on the draft Project Area Plan required under Subsection 17C-4-102.

The term **"Project Area"** shall mean the geographic area described in the Project Area Plan or draft Project Area Plan where the community development set forth in this Project Area Plan or draft Project Area Plan takes place or is proposed to take place (Exhibit A & B).

The term **"Project Area Budget"** shall mean the multi-year projection of annual or cumulative revenues, other expenses and other fiscal matters pertaining to the Project Area that includes:

- the base taxable value of property in the Project Area;
- the projected Tax Increment expected to be generated within the Project Area;
- the amount of Tax Increment expected to be shared with other Taxing Entities;
- the amount of Tax Increment expected to be used to implement the Project Area plan;
- the Tax Increment expected to be used to cover the cost of administering the Project Area plan;
- if the area from which Tax Increment is to be collected is less than the entire Project Area:
  - the tax identification number of the parcels from which Tax Increment will be collected; or
  - a legal description of the portion of the Project Area from which Tax Increment will be collected; and
- for property that the Agency owns and expects to sell, the expected total cost of the property to the Agency and the expected selling price.

The term **"Project Area Plan"** shall mean the written plan that, after its effective date, guides and controls the community development activities within the Project Area. Project Area Plan refers to this document and all of the attachments to this document, which attachments are incorporated by this reference.

The term **"Taxes"** includes all levies on an ad valorem basis upon land, real property, personal property, or any other property, tangible or intangible.

The term **"Taxing Entity"** shall mean any public entity that levies a tax on any property within the Project Area.

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The term **"Tax Increment"** shall mean the difference between the amount of property tax revenues generated each tax year by all Taxing Entities from the Project Area designated in the Project Area Budget as the area from which Tax Increment is to be collected, using the current assessed value of the property and the amount of property tax revenues that would be generated from the same area using the Base Taxable Value of the property.

UTAH CODE §17C-4-103(1)

Description of the Boundaries of the Proposed Project Area

A legal description of the Project Area along with a detailed map of the Project Area is attached as, respectively, **Exhibit "A"** and **Exhibit "B"** and incorporated herein. The Project Area is located on the northeast corner of State Street and University Parkway. Most of the Project Area will be a master planned development surrounding the University Mall with intention to revitalize the area. The planned development includes residential, office, retail, and civic uses. The Project Area is comprised of 133.6 acres total, including approximately 85 affected parcels, equaling 129.6 acres of property (4.0 acres are rights of way and other variances in acreage associated with County records of individual parcels).

As delineated in the office of the Utah County Recorder, the Project Area encompasses all of the parcels detailed in **Exhibit "C."**

UTAH CODE §17C-4-103(2)

General Statement of Land Uses, Layout of Principal Streets, Population Densities, Building Intensities and How They Will be Affected by the Community Development

General Land Uses

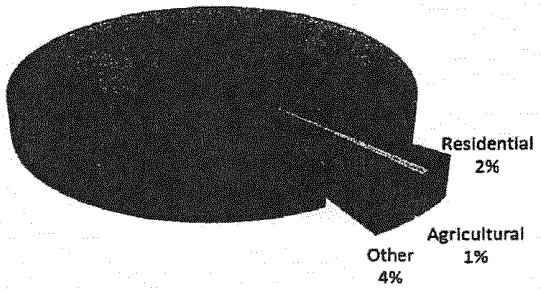
A significant amount of property within the Project Area consists of land associated with the University Mall which is aging and in need of revitalization. Additional land has also been included in the Project Area which could be redeveloped into a higher and better use in connection with the University Place revitalization plans. Table 1 and Figure 1 summarize the approximate acreage of existing land uses by land use type.

TABLE 1: EXISTING LAND USES

Type	Acres	% of Area
Commercial	120.55	93%
Residential	3.19	2%
Agricultural	1.14	1%
Other*	4.70	4%
Total	**129.58**	**100%**

*Other includes land currently owned by The City of Orem and other government entities.

FIGURE 1: EXISTING LAND USES



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Current zoning in the Project Area is primarily P-D and C-2, with a few parcels of R-8 included. These zones allow for general commercial and residential uses. The P-D zoning recently approved for the mall site allows the contemplated uses which include office and hotel buildings, retail, and residential uses. This Plan is consistent with the General Plan of the City and promotes economic activity by virtue of the land uses contemplated. Any zoning change, amendment or conditional use permit necessary to the successful development contemplated by this Plan shall be undertaken in accordance with the requirements of the City's Code and all other applicable laws including the goals and objectives in the City's General Plan.

Layout of Principal Streets

The principal streets are State Street (going northwest to southeast), 800 East (going north to south), and University Parkway (going east to west). The Project Area map, provided in **Exhibit "A"**, shows the principal streets in the area.

Population Densities

Currently, there is limited residential development within the Project Area which mostly consists of older homes on third-acre lots which have already been purchased and assembled by commercial entities for redevelopment into other uses. There is a significant day time population from the retail outlets in the mall.

Building Intensities

Buildings in the area are generally commercial and retail structures. The largest parcels are owned by the Woodbury Corporation in connection with the existing University Mall. Costco also leases a large parcel. No change is anticipated to the Costco building, but it was included in the Project Area because minor changes to the lot lines and outlying parking areas may be made in connection with the University Place redevelopment.

UTAH CODE §17C-4-103(2)

Impact of Community Development on Land Use, Layout of Principal Streets, Population Densities and Building Intensities

Community development activities within the Project Area will mostly consist of revitalization of the University Mall and development of new office and residential areas. The types of land uses will include: commercial/retail, office, hotel, and residential. In order to redevelop the Project Area the Agency along with property owners, developers, and/or businesses will need to construct infrastructure improvements that enhance transportation and create better utilization of land.

General Land Uses

A majority of the land in the Project Area is owned by Woodbury Corporation and is planned to develop as a multi-use project around the existing University Mall. It is estimated that the following development will be constructed as part of the University Place revitalization project:

- 400,000 SF new retail (Less 175,000 SF of existing retail to be demolished)
- 700,000 SF new office
- 1,250,000 SF new multifamily residential, and
- 70,000 SF new hotel.

It is believed that this development will spark investment and renovation in the surrounding business community.

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Layout of Principal Streets

The Agency anticipates that the development will require new roadways within the development to facilitate local and business traffic, but the roads will likely be owned and maintained by the Woodbury Corporation.

Population Densities

The Project Area will include additional residential development, thus the population density is anticipated to increase. Approximately 1200 units are planned within the Project Area, although zoning will allow for up to about 1500. Most of the housing (approximately 92 percent) is planned to be one- and two-bedroom units for working professionals and empty-nesters. The remaining eight percent is planned to be three-bedroom units. This daytime population will likely increase and diversify as office, retail, lodging and open space are expanded.

Building Densities

Building densities will increase as some of the planned development will be multi-story structures. Also, the intent of this plan is to promote higher occupancy levels within current buildings and greater economic utilization of the land area.

UTAH CODE §17C-4-103(3)

Standards Guiding the Community Development

In order to provide maximum flexibility in the development and redevelopment of the Project Area, and to encourage and obtain the highest quality in development and design, specific development controls for the uses indentified above are not set forth herein. Development proposals in the Project Area will be subject to appropriate elements of the City's General Plan; the Land Use Ordinances of the City, including adopted Design Guidelines pertaining to the area; institutional controls, deed restrictions if the property is acquired and resold by the RDA, other applicable building codes and ordinances of the City; and, as required by ordinance or agreement, review and recommendation of the Planning Commission and approval by the Agency.

Each development proposal by an owner, tenant, participant or developer shall be accompanied by site plans, development data and other appropriate material that clearly describes the extent of proposed development, including land coverage, setbacks, height and massing of buildings, off-street parking and loading, use of public transportation, and any other data determined to be necessary or requested by the Agency or the City.

The general standards that will guide community development within the Project Area, adopted from the City's proposed General Plan are as follows:

Business attraction and expansion.
Orem City staff and community leaders should focus their marketing and recruitment efforts on a few "high yield" targets that will make a significant difference to the local economy.

Recruit, retain and expand employers.
Orem encourages existing firms to grow and expand their business operations, and focus business attraction efforts on established firms within the region that may need larger facilities or a new location within the region.

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Spur revitalization.
It is anticipated that development within the Project Area will be the catalyst to future development and re-investment in the surrounding area.

UTAH CODE §17C-4-103(4)

How the Purposes of this Title Will Be Attained By Community Development

It is the intent of the Agency, with the assistance and participation of private developers and property owners, to facilitate new quality development and improve existing private and public structures and spaces. This enhancement to the overall living environment and the restoration of economic vitality to the Project Area will benefit the community, the City, the County and the State.

The purposes of the Act will be attained as a result of the proposed Project Area by accomplishing the following items:

Provision for Commercial, Industrial, Public, Residential or Any Combination of These Uses
The Project Area Plan allows for commercial, retail, office, and residential uses. Increased employment in the Project Area will create new jobs that will benefit residents throughout the City and the County.

Provision of Private or Public Infrastructure
The proposed Project Area will provide infrastructure to support significant development in the area, to include street, culinary water, sanitary sewer, and storm water infrastructure, and property acquisition. Furthermore, the parking decks will provide for the necessary parking while accommodating a higher density development which will benefit the local taxing entities. Community parks and open space are also planned within the development.

UTAH CODE §17C-4-103(5)

Conformance of the Proposed development to the Community's General Plan

This Plan and the development contemplated thereby conform to the City's General Plan and City Code in the following respects:

Zoning Ordinances

Any development contemplated within the Project Area shall conform to the City's land use ordinances, including "Chapter 22: Zoning" of the City of Orem Code and applicable requirements associated with the PD-34 zone. Additionally, any development must be in harmony with the City's General Plan, including "Chapter 2 : Land Use." The current designation for the Project Area on the General Plan's Future Land Use Map is Community Commercial. Moreover, the Project Area Plan, and all proposed development conforms thereto.

Building Codes

The Project will conform to all building codes that are currently imposed by the City including "Chapter 7: Building, Construction and Safety Codes and Regulations" of the City Code.

Planning Commission

The Planning Commission will review any future development proposals contemplated in the Project Area and make such recommendation thereon to the City Council as may be needed to facilitate development in the Project Area.

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UTAH CODE §17C-4-103(6)

Describe any Specific Project or Projects that are the object of the Proposed Community Development

The primary objectives of the community development include: 1) provide public infrastructure and parking deck capacity needed to redevelop and revitalize the University Mall area and 2) create jobs.

UTAH CODE §17C-4-103(7)

Method of Selection of Private Developers to undertake the Community Development and Identification of Developers Currently Involved in the Process

Qualified Owners

This Project Area plan provides reasonable opportunities for owners of property in the Project Area to participate in the development and/or redevelopment of property in the Project Area through tax increment if they enter into a participation agreement with the Agency. The following general guidelines, which are all subject to final review, modification, and approval by the Agency, will apply in the Project Area:

- Owners may retain, maintain, and if necessary rehabilitate, all or portions of their properties;
- Owners may acquire adjacent or other properties in the Project Area;
- Owners may sell all or portions of their improvements to the Agency, but may also retain the land, and develop their properties;
- Owners may sell all or portions of their properties to the Agency and purchase other properties in the Project Area;
- Tenants may have opportunities to become owners of property in the Project Area, subject to the opportunities provided by owners of property in the Project Area; and
- Other methods as may be approved by the Agency.

Developers Currently Involved

Most of the Project Area is owned by the Woodbury Corporation or its subsidiary, University Mall Shopping Center L.C. (575 East University Parkway, Orem, Utah 84097). Woodtusk, L.L.C., is a Woodbury partnership corporation and is also involved with the development (2733 E Parleys Way, Suite 300, Salt Lake City, Utah 84109).

Other Parties

If no owner or tenant in the Project Area, as described above, who possesses the skill, experience and financial resources necessary to become a developer in the Project Area, is willing to become a developer, the Agency may identify other persons who may be interested in developing all or part of the Project Area. Potential developers will be identified by one or more of the following processes: public solicitation, requests for proposal (RFP) and requests for qualifications (RFQ), private negotiation, or some other method of identification approved by the Agency. All developers which are selected to develop within the Project Area will be subject to an Agreement for the Disposition of Land (ADL), Development Agreement, Participation Agreement, or any combination of these performance agreements and obligations.

Persons Expressing an Interest to Become a Developer

The Agency has not entered, nor does it intend to enter into any owner participation agreement or agreements with developers to develop all or part of the Project Area until after the Agency and the City have approved this Project Area plan.

ENT 71814:2014 PG 14 of 21

UTAH CODE §17C-4-103(8)

Reason for Selection of the Project Area

Currently, the University Mall is aging and is in need of revitalization. Financial assistance is needed to incentivize the installation of infrastructure and the use of parking decks in order to achieve a higher and better use for the property. Higher density parking structures will allow for additional office, business, and residential density in the area. Furthermore, it is anticipated that the development of this area will encourage re-investment and revitalization in the surrounding businesses along State Street and University Parkway.

UTAH CODE §17C-4-103(9)

Description of Physical, Social and Economic Conditions Existing in the Project Area

Physical Conditions

The Project Area consists of approximately 129.6 parcel acres (133.6 total acres) of relatively flat, publicly and privately owned land as shown on the Project Area map. The majority of the property is in need of revitalization.

Social Conditions

The Project Area suffers from decreasing social connectivity and vitality. There are very few residential units. There are currently no parks, libraries, or other social gathering places in the Project Area.

Economic Conditions

The area has suffered from a lack of reinvestment related to: 1) physical deterioration of existing structures; 2) lack of cohesiveness; 3) the need for additional and adequate infrastructure in the area; and 4) lack of economic density and land utilization.

ENT 71814:2014 PG 15 of 21

UTAH CODE §17C-4-103(10)

Description of any Tax Incentives Offered Private Entities for Facilities Located in the Project Area

Tax Increment arising from the development of the Project may be used for public infrastructure improvements, Agency requested improvements and upgrades, both off-site and on-site improvements, land incentives, desirable Project Area improvements, and other items as approved by the Agency. Subject to provisions of the Act, the Agency may agree to pay for eligible costs and other items from taxes for any period of time the Agency may deem to be appropriate under the circumstances.

In general, tax incentives may be offered to achieve the community development goals and objectives of this plan, specifically to:

- Foster and accelerate economic development;
- Stimulate job development;
- Promote the use of transit and the walkability of the area;
- Make needed infrastructure improvements to roads, street lighting, water, storm water, sewer, and parks and open space;
- Promote an urban environment where residents can live, work, and play;
- Assist with property acquisition and/or land assembly; and
- Provide attractive development for high-quality commercial/light industrial tenants.

The Project Area Budget will include specific participation percentages and timeframes for each taxing entity. Furthermore, a resolution and Interlocal Agreement will formally establish the participation percentage and timeframe for each taxing entity. With this understanding, the following represents an estimate of the total sources and uses of tax increment based on initial development assumptions.

TABLE 3: SOURCES OF TAX INCREMENT FUNDS

Entity	Percentage	Length	Amount
Utah County	75%	20 Years	$6,465,039
Alpine School District	75%	20 Years	$44,669,875
City of Orem	75%	20 Years	$9,607,695
Orem Metropolitan Water District	75%	20 Years	$200,267
Central Utah Water Conservancy District	75%	20 Years	$2,290,236
Total Sources of Tax Increment Funds			**$63,233,113**

TABLE 4: USES OF TAX INCREMENT

Uses	Amount
CDA Administration @ 5%	$3,161,656
RDA Development Incentive Fund @ 5%	$3,161,656
Project Area Infrastructure and Improvements @ 90%	$56,909,801
Total Uses of Tax Increment Funds	**$63,233,113**

UTAH CODE §17C-4-103(11)

Anticipated Public Benefit to be Derived from the Community Development

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UTAH CODE §17C-4-103(11)(a)

The Beneficial Influences Upon the Tax Base of the Community

The beneficial influences upon the tax base of the City and the other Taxing Entities will include increased property tax revenues and job growth. The increased revenues will come from the property values associated with new construction in the area, as well as increased land values that may occur, over time, in the area generally. Property values include land, buildings and personal property (machines, equipment, etc.).

It is estimated that the development of the area will result in approximately 2,500 to 4,600 new jobs. These jobs will likely result in an average annual wage of approximately $54,383.[1] Job growth in the Project Area will result in increased wages, increasing local purchases and benefiting existing businesses in the area. Job growth will also result in increased income taxes paid. Business growth will generate corporate income taxes.

There will also be a beneficial impact on the community through increased construction activity in the area. Positive impacts will be felt through construction wages paid, as well as construction supplies purchased locally.

UTAH CODE §17C-4-103(11)(b)

The Associated Business and Economic Activity Likely to be Stimulated

Other business and economic activity likely to be stimulated includes increased spending by new and existing residents within the City and employees in the Project Area and in surrounding areas. This includes both direct and indirect purchases that are stimulated by the spending of the additional employees in the area.

Businesses will likely make purchases that may eventually result in increased employment opportunities in areas such as the following: office equipment, furniture and furnishings, office supplies, computer equipment, communication, security, transportation and delivery services, maintenance, repair and janitorial services, packaging supplies, and office and printing services.

Employees may make some purchases in the local area, such as convenience shopping for personal services (haircuts, banking, dry cleaning, etc.). The employees will not make all of their convenience or personal services purchases near their workplace and each employee's purchasing patterns will be different. However, it is reasonable to assume that a percentage of these annual purchases will occur within close proximity of the workplace (assuming the services are available).

[1] Based on Utah Department of Workforce Services, Occupational Employment and Wage Estimates,Provo-Orem Metro, May 2013

UTAH CODE §17C-4-103(12)

Other Information that the Agency Determines to be Necessary or Advisable

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Cost/Benefit Analysis

Based on the land use assumptions, current economic and market demand factors, Tax Increment participation levels, as well as public infrastructure, land assemblage and incentive needs, the following table outlines the benefits (revenues) and costs (expenditures) anticipated within the Project Area. These estimates are calculated by apportioning the taxing entity's variable costs per assessed value served and then using this ratio to estimate the additional costs which would be associated with the new assessed value produced as a result of development in the project area. This does not factor in the benefit of other multipliers such as job creation, disposable income for retail consumption, etc. As shown below, the proposed Project Area will create a net benefit for The City of Orem.

TABLE 5: COST/BENEFIT ANALYSIS

REVENUES	Total	NPV @ 4%
Property Tax	$12,810,260	$7,625,260
Sales Tax	$11,369,619	$6,799,451
Energy Sales & Use Tax (Natural Gas and Electric)	$8,237,640	$4,649,463
Transient Room Tax	$676,649	$385,814
TOTAL REVENUES	$33,094,167	$19,459,988

EXPENDITURES	Total	NPV @ 4%
Estimated CDA Budget	$9,608,695	$5,498,985
General Government	$6,266,304	$3,660,108
Public Safety	$6,944,675	$4,056,340
Highways & Public Improvements	$2,439,930	$1,425,147
Parks, Recreation & Arts	$2,921,010	$1,706,143
Economic Development and Redevelopment	$433,269	$263,192
TOTAL EXPENDITURES	$28,612,882	$16,609,917

TOTAL REVENUE *minus* TOTAL EXPENDITURES	$4,481,285	$2,850,071

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EXHIBIT A

Legal Description of Project Area: University Place CDA

An area of real property located in the NE Quarter of Section 26 and the SE Quarter of Section 23, T. 6 S. R 2 E. S.L.B. & M., more particularly described as follows:

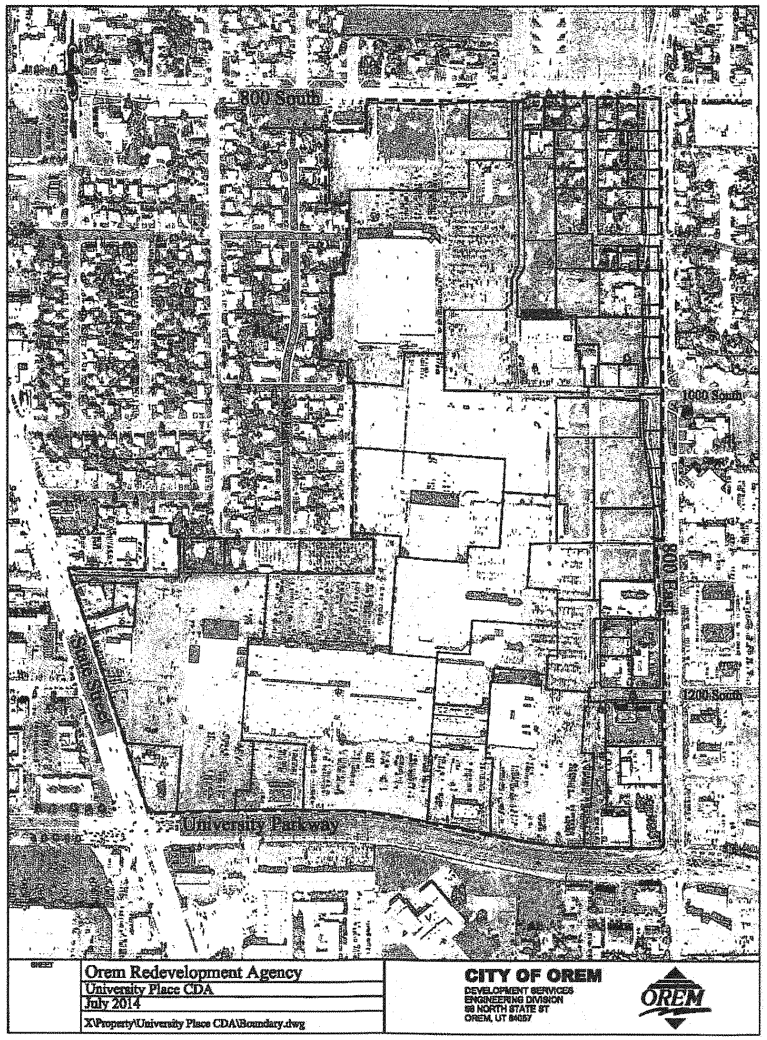
Commencing at a point which is S. 89°18'03" E. 142.38 feet along the Section Line and from the North 1/4 Corner of Section 26, T. 6 S., R. 2 E., S.L.B. & M. to the point of beginning, (which point is +/- on the Westerly Right of Way Line of State Street); thence along said Westerly Right of Way Line S. 18°29'52" E, 582.92 feet to the Northerly Right of Way Line +/- of University Parkway; thence along said Northerly Right of Way Line for the next eight calls, N. 88°20'55" E. 489.31 feet; thence S 89°21'02" E. 315.94 feet; thence along a Curve to the Right, the Radius is 766.62 feet, the Arc Length is 177.24 feet, the Chord Bearing is S. 86°40'38" E. the Chord Length is 176.85 feet; thence along a Compound Curve to the Right, the Radius is 10889.46 feet, the Arc Length is 265.96 feet, the Chord Bearing is S. 81°07'54" E. the Chord Length is 265.95 feet; thence S. 78°55'57" E. 202.90 feet; thence along a Curve to the Left, the Radius is 3599.59 feet, the Arc Length is 484.04 feet, the Chord Bearing is S. 81°28'08" E. the Chord Length is 483.68 feet; thence S. 89°37'22" E. 339.25 feet; thence along a curve to the Left, the Radius is 33.72 feet, the Arc Length is 51.39 feet, the Chord Bearing is N. 43°36'28" E. the Chord Length is 46.56 feet; thence along the Westerly side of 800 East Street for the next five calls, N. 0°02'59" E. 981.25 feet; thence West 15.02 feet; thence N. 3°35'49" W. 339.03 feet; thence East 35.20 feet; thence N. 0°23'52" W. 1938.15 feet; thence along the Southerly Right of Way Line +/- of 800 South for the next three calls, N. 88°49'10" W. 602.03 feet; thence S. 30°13'24" W. 25.21 feet; thence West 696.26 feet; thence South 133.07 feet; thence West 176.56 feet; thence South 326.41 feet; thence East 95.74 feet; thence South 219.18 feet; thence West 14.74 feet; thence South 81.45 feet; thence West 56.34 feet; thence S. 1°34'18" W. 277.32 feet; thence West 38.62 feet; thence South 97.40 feet; thence S. 83°14'59" E. 119.41 feet; thence South 90.25 feet; thence S. 85°48'17" E. 26.30 feet; thence S. 0°45'03" W. 685.85 feet; thence N. 89°17'31" W. 773.46 feet; thence N. 0°27'31" W. 7.77 feet; thence N. 88°59'39" W. 33.40 feet; thence N. 0°44'23" W. 53.42 feet; thence N. 89°22'23" W. 111.23 feet; thence S. 0°58'02" W. 203.19 feet; thence N. 88°44'39" W. 344.36 feet to the Easterly Right of Way Line +/- of State Street; thence S. 18°25'51" E. 554.20 feet along said Right of Way Line to the point of beginning.

Containing 133.6 Acres more or less.

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EXHIBIT B

Project Area Map



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EXHIBIT C

Parcel List

Parcel Number	Owner	Acres
180560007	University Mall Shopping Center	0.195
180560008	University Mall Shopping Center	0.220
180560009	University Mall Shopping Center	0.030
180560016	City of Orem	0.300
180560017	Mercer, Amron L	0.290
180560018	Housing Authority of Utah County	0.300
180560019	Catania SFH LLC	0.310
180560020	University Mall Shopping Center	0.283
180560022	Catania SFH LLC	0.270
180560023	Catania SFH LLC	0.260
180560026	City of Orem	0.270
180560028	Gulati, Chaithawee	0.270
180560029	Woodbury Corporation	0.260
180560033	City of Orem	0.210
180560037	City of Orem	0.280
180560038	Catania SFH LLC	0.290
180560055	Larry and Lynn Campground Management	0.300
180560099	Avans, Gulavadee	0.648
180560102	Gaks Enterprises LLC	0.415
180560103	Catania SFH LLC	0.270
180560104	City of Orem	0.197
180560106	City of Orem	0.274
180560109	University Mall Shopping Center	1.263
180560110	City of Orem	0.148
180560111	City of Orem	0.168
180560112	City of Orem	0.230
180560113	University Mall Shopping Center	0.262
180560115	University Mall Shopping Center	0.571
180560117	City of Orem	0.146
180560118	City of Orem	0.270
180560119	University Mall Shopping Center	0.399
180560121	University Mall Shopping Center	0.527
180560123	City of Orem	0.096
180560132	City of Orem	0.002
180560133	University Mall Shopping Center	0.306
180560134	University Mall Shopping Center	0.926
180560135	University Mall Shopping Center	0.931
180570033	First Security Bank of Utah	0.600
180570117	KC Propco LLC	0.450
180570127	Cordner, Raymond G & Colleen F	0.063
180570129	Washburn Management LC	0.517
180570132	City of Orem	0.099
180570133	City of Orem	0.013
180570134	City of Orem	0.143
180570135	City of Orem	0.077
180570136	City of Orem	0.300
180570137	City of Orem	0.096
180570138	Glazier Properties LLC	0.882

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Parcel Number	Owner	Acres
180570141	Cordner, Colleen F	1.136
180570142	University Mall Shopping Center	1.143
180570147	Orem City Corporation	0.017
180570502	Utah Department of Transportation	0.006
190180502	Utah Department of Transportation	0.003
190190017	Zions First National Bank	0.030
190190019	Zions First National Bank	0.030
352540001	Bank of American Fork	1.427
352540002	Maverik Country Stores Inc	0.722
352540003	Circle K Properties Inc	0.008
360860015	KC Propco LLC	0.260
360860016	KC Propco LLC	0.260
360860019	City of Orem	0.114
450610001	University Mall Shopping Center	0.210
551760001	Zions First National Bank	1.110
570310001	Utah Transit Authority	0.956
570430001	University Mall Shopping Center	5.494
570430002	University Mall Shopping Center	0.983
570430003	University Mall Shopping Center	12.745
570430004	University Mall Shopping Center	1.238
570430005	University Mall Shopping Center	1.697
570430006	University Mall Shopping Center	16.639
570430007	University Mall Shopping Center	6.140
570430008	University Mall Shopping Center	7.140
570430009	UNMN LLC	1.700
570430013	University Mall Shopping Center	6.331
570430014	University Mall Shopping Center	7.580
570430015	University Mall Shopping Center	5.285
570430016	University Mall Shopping Center	1.209
570430017	University Mall Shopping Center	13.170
570430018	University Mall Shopping Center	1.157
570430019	University Mall Shopping Center	0.707
570680010	University Mall Village	1.731
570680011	University Mall Village	7.035
570680012	University Mall Village	1.758
570680020	University Mall Village	1.477
570680021	University Mall Village	1.805
570680022	University Mall Village	0.947
570680023	University Mall Village	1.067
570680024	University Mall Village	1.498
Total		129.591

4770 S. 5600 W.
P.O. BOX 704005
WEST VALLEY CITY, UTAH 84170
FED.TAX I.D.# 87-0217663
801-204-6910

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PROOF OF PUBLICATION CUSTOMER'S COPY

CUSTOMER NAME AND ADDRESS	ACCOUNT NUMBER	DATE
CITY OF OREM, 56 NORTH STATE STREET OREM UT 84057	9001355319	9/29/2014

ACCOUNT NAME	
CITY OF OREM,	
TELEPHONE	**ADORDER# / INVOICE NUMBER**
8012297037	0000984951 /
SCHEDULE	
Start 09/27/2014	End 09/27/2014
CUST. REF. NO.	
#O-2014-0034	
CAPTION	
CITY OF OREM LEGAL NOTICE Summary of Ordinance No. O-2014-0034 Approved by the C	
SIZE	
36 Lines	1.00 COLUMN
TIMES	**RATE**
3	
MISC. CHARGES	**AD CHARGES**
	TOTAL COST
	65.48

CITY OF OREM
LEGAL NOTICE

Summary of Ordinance No. O-2014-0034 Approved by the City Council on September 23, 2014

The Orem City Council adopted Ordinance #O-2014-0034 which approves and adopts the University Place Community Development Project Area Plan, as approved by the Redevelopment Agency of the City of Orem, Utah, as the official Community Development Project Area Plan for the University Place Community Development Project Area and directing notice of said adoption be given as required by statute.

A full and complete copy of the ordinance is available at the office of the Orem City Recorder, 56 North State Street, Suite 101, Orem, Utah, during regular office hours, Monday through Thursday between the hours of 7:30 a.m. and 5:30 p.m. and Friday between 8:00 a.m. and 5:00 p.m.

9/29/14

UPAXLP

AFFIDAVIT OF PUBLICATION

AS NEWSPAPER AGENCY COMPANY, LLC dba MEDIAONE OF UTAH LEGAL BOOKER, I CERTIFY THAT THE ATTACHED ADVERTISEMENT OF **CITY OF OREM LEGAL NOTICE Summary of Ordinance No. O-2014-0034 Approved by the City Council on September 23, 2014 The Orem City Council adopted Ordinance #O-** FOR **CITY OF OREM,** WAS PUBLISHED BY THE NEWSPAPER AGENCY COMPANY, LLC dba MEDIAONE OF UTAH, AGENT FOR THE SALT LAKE TRIBUNE AND DESERET NEWS, DAILY NEWSPAPERS PRINTED IN THE ENGLISH LANGUAGE WITH GENERAL CIRCULATION IN UTAH, AND PUBLISHED IN SALT LAKE CITY, SALT LAKE COUNTY IN THE STATE OF UTAH. NOTICE IS ALSO POSTED ON UTAHLEGALS.COM ON THE SAME DAY AS THE FIRST NEWSPAPER PUBLICATION DATE AND REMAINS ON UTAHLEGALS.COM INDEFINATELY. COMPLIES WITH UTAH DIGITAL SIGNATURE ACT UTAH CODE 46-2-101; 46-3-104.

PUBLISHED ON Start 09/27/2014 End 09/27/2014

SIGNATURE

DATE 9/29/2014

VIRGINIA CRAFT
NOTARY PUBLIC - STATE OF UTAH
My Comm. Exp. 01/12/2018
Commission # 672963

NOTARY SIGNATURE

THIS IS NOT A STATEMENT BUT A "PROOF OF PUBLICATION"
PLEASE PAY FROM BILLING STATEMENT

EXHIBIT C

December 18, 2020 Letter Request

100 YEARS WOODBURY CORPORATION

Realtors / Brokers / Managers
Developers / Consultants / Architects

2733 East Parleys Way, Suite 300 / Salt Lake City, Utah 84109-1662

(801) 485-7770
Fax (801) 994-3873

December 18, 2020

Redevelopment Agency of the City of Orem
56 North State Street
Orem, UT 84057

RE: Extension request

Dear Board Members and Executive Director:

This letter requests an extension of the "Tax Increment Term", as that term is defined in Participation Agreement (University Place Community Development Project Area) dated April 14, 2015 by and between the Redevelopment Agency of the City of Orem, Utah ("Agency") and University Mall Shopping Center, L.C. (the "Participation Agreement"). This request is made pursuant Section 8.9 of the Participation Agreement and the recently enacted law known as S.B. 6001.

By way of background, on August 20, 2020 the legislature passed S.B. 6001. The governor signed it a few days later. This law allows a redevelopment agency such as Orem's Agency to determine whether Covid-19 has impacted a community development project area within its city and to extend the "collection period" for tax increment from an existing project area for up to two years. *See* Utah Code § 17C-1-416(2)(a). This new law is designed to benefit cities and helps cities to adjust to the interruption that Covid-19 is having on not only construction costs but also revenue collection.

The collection period for the University Place project is scheduled for twenty years from when the increment was triggered. Based on this new law, we request that this term be extended for an additional two years. There are many reasons that support this request.

As you are aware, the Covid-19 pandemic crippled the global economy and dramatically changed many industries. These changes have significantly impacted, and will continue for some time impact, the University Place project. From a cost perspective, general contractor groups have been tracking Covid-19's impacts on pricing and lead time for construction materials and report that:

- PVC pipe prices increased 98.7% with a much longer lead time increase of 6-8 weeks;
- Lumber prices increased 25-30% with a lead time increase of 2-3 weeks for certain lumber;
- Bus duct prices increased 20% with a lead time increase of 2 months;
- HVAC mechanical equipment lead time increased by 6 weeks;
- Electrical panels and breakers lead time increased by 4 weeks;
- Glass lead time increased by 4 weeks;
- Copper prices increased 20%; and

- Steel prices increased 4%.[1]

These increased costs and longer lead times provide the Agency with a sufficient basis for extending the collection period but they are not the only basis for extending it. A separate and significant additional reason is that demand for many of the project's mixed-use product types has been impacted too. For instance, demand for office space leases has sharply decreased as businesses have transitioned to work-at-home environments. Retail and hospitality leases also have faced serious impacts as consumers have had long periods of staying home. Commercial real estate experts for the Utah market have reported that:

- Year over year retail leasing rates have dramatically decreased by over $4 per foot in Utah County;
- Year over year absorption rates have decreased in Utah County, down from 370,943 square feet in 2019 to 128,027 square feet in 2020[2];
- Office vacancy rates in direct space had a significant jump from 9.31 percent to a current rate of 12 percent year over year;
- A total of 656,194 square feet of sublease was reported in the 3rd quarter, a 42-percent increase from the same time last year; and
- Class B & C office space have seen a negative YTD absorption and there is over 1.2 million square feet of new office space currently under construction.[3]

The Covid-19 pandemic's disruptive economic side effects will increase the cost and construction time for the University Place project and have chilled demand for leased space. This will impact the national, state and local economies, including the University Place project, for years, not months.

For these reasons, we respectfully request that the Agency extend the funds collection period for this project area by two years. Doing so will allow the Agency to direct increment for an additional two years consistent with the Participation Agreement and in a way designed to support the creation and operation of a best-in-class project in Orem. It will also allow the Agency to maximize its collection from the areas that surround the University Place project. These revenues can support other city identified priorities and will benefit the larger Orem community.

If the Agency agrees with our request, we would ask that the Agency pass a resolution acknowledging the impact of the Covid-19 pandemic on the community, including the University Place project. The resolution should also extend the collection period for tax increment for an additional two years. Importantly, the Agency is not required to obtain participating government approval for this extension. *See* Utah Code § 17C-1-416(2)(b).

---

[1] *See* Report by Denis Cigana, *Utah Construction Economic Report 3rd Quarter 2020*, attached hereto as Exhibit A.

[2] *See* Report by Colliers International, Inc., *Research & Forecast Report Utah County-Retail 3rd Quarter 2020*, at 1, attached hereto as Exhibit B.

[3] *See* Report by Colliers International, Inc., *Research & Forecast Report Salt Lake County-Office Mid-Year 2020*, at 1, attached hereto as Exhibit C.

If the Agency has any questions or concerns related to this request, we welcome the opportunity to discuss those in more detail at your earliest convenience.

UNIVERSITY PLACE SPE L.L.C., a Utah limited liability company

By: WOODBURY MANAGEMENT COMPANY, L.C., a Utah limited liability company, Its Manager

By: WOODBURY CORPORATION, a Utah corporation, Its Manager

By: _____
O. Randall Woodbury, President

By: _____
W. Richards Woodbury, Chairman

EXHIBIT A

Utah Construction Economic Report

3RD QU ARTE R 2020

Utah's strong growth projections and the opportunity zone continue to attract interest from out-of-state developers. The pandemic has created new ways of doing business, and construction sites have remained open as we've implemented enhanced protection measures for onsite employees. New project developments have eased in progressing to market and groundbreakings have been pushed off as many have taken a wait-and-see attitude due to the pandemic and are keeping projects in the design process for longer periods.



PREPA RED BY
DENNIS CIGAN
A E. V. P.,
PRECONSTRU
C TION &
BU SINESS DE
VE LOPME N T

We continue to see projects in the bidding stage as public and private markets continue to push forward (including those funded by the state of Utah). However, project types have changed from hospitality and offices to warehouse and distribution centers.

Jacobsen does not expect hospitality or offices to rebound any time soon as only 25% of office workers have returned to the office and the hospitality industry has been battered due to Covid-19. However, new office designs or existing tenants may be looking to add more space per employee which may boost the tenant improvement sector. Larger projects that take up to a year to design and several years to build continue to move forward in the design phase with developers banking on a rebound in our economy by the time their project hits the market.

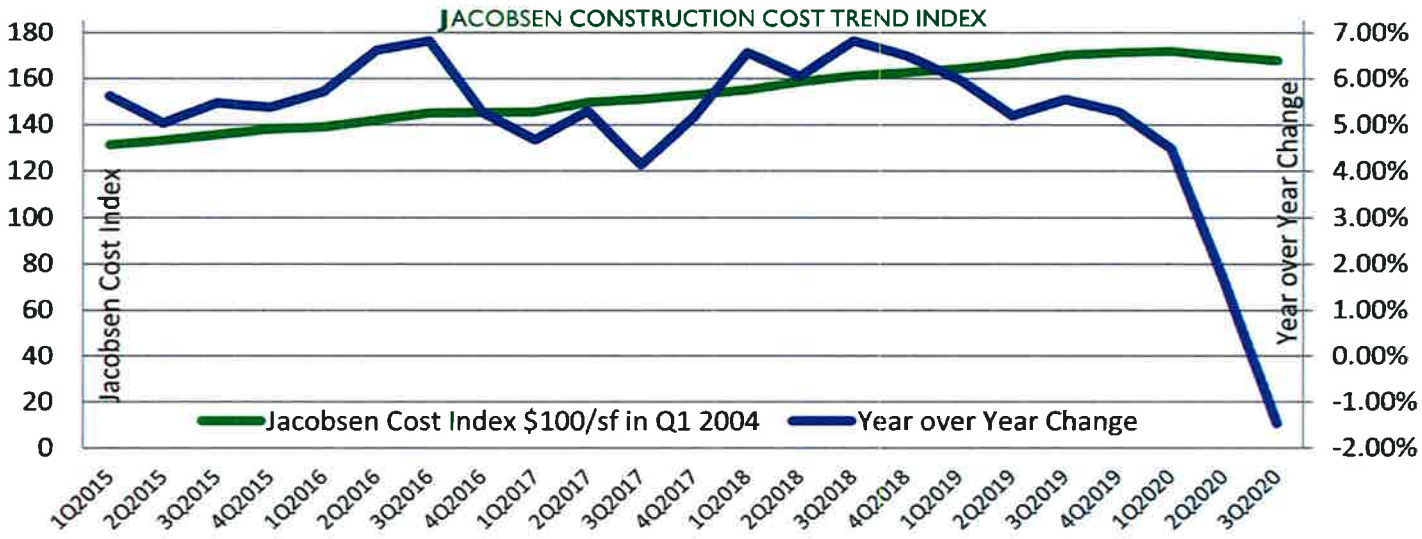
Subcontractor interest and coverage has increased with the decline in the number of projects bidding, resulting in more subcontractor bids per project, a larger variance from low to high cost and more aggressive bidding in many of the scopes. Manpower has become more readily available for certain trades as the first phase of the airport project has come to a completion and fewer project starts have materialized. This should benefit projects currently under construction in a favorable way. Jacobsen expects this trend to continue until the volume of projects gets back to pre-pandemic levels.

Material costs have not increased much, with the exception of lumber and products with PVC resins. Lumber prices caught everyone off guard, spiking to $950/ MBDFT in September and trending down closer to $840/MBDFT at the time of this report, with futures trading at around $580/MBDFT. To put this in perspective, lumber costs were in the mid-$300s/MBDFT through the summer months in 2019. The drastic increase in lumber costs was attributable to Covid-19 as plants closed down in Canada and the U.S. while market demand continued to be strong in the housing sector and construction continued to progress. As of September, the mills were reporting they were two to three months in arrears as they have geared back up to full production. Based on the current futures market, we believe that lumber costs should retreat to $430-450/MBDFT by the summer of 2021, a range that will not impact developer proformas.

PVC resins have been in heavy demand, with insufficient supplies caused by lingering production disruptions due to Hurricane Laura in late August. PVC resins are utilized in the manufacture of pipes and conduits, with impacts to mechanical, electrical, and utility trades. Costs of PVC materials have increased substantially; however, every project will be impacted differently based on whether the project type and design requires the use of PVC conduits/pipe versus alternate materials.

The Architectural Billing Index (ABI) helps us understand the volume of work in the pipeline. The ABI for August was 40.0, unchanged for the past three months however up from 32.0 in May (above 50 is positive). Although this is a national index, our local market has followed the same trend; however, Jacobsen remains cautiously optimistic that we will see more projects by mid-2021 with a stronger recovery compared to the rest of the nation.

PROJECTED CONSTRUCTION COST TRENDS (2020 Q4 FORECAST)	
Highest Growth	
Slight Growth	
Stable	Concrete/Formwork/Flatwork • Masonry • Insulation and Firestop • Millwork/Finish Carpentry • Tile (Ceramic and Stone) • Conveying Systems (Elevators) • Deep Foundations/Ground Improvement • Structural and Miscellaneous Steel • Steel Erection • Roofing and Waterproofing • Doors and Hardware • Flooring (Carpet and Resilient) • Specialties and Equipment
Declining	Earthwork and Utilities • Reinforcing Steel • Rough Carpentry (Lumber/Sheathing') • Aluminum Glazing Systems and Metal Panels • Mechanical • Electrical • Gypsum Board Assemblies (framing/gypsum board) • Painting • Asphalt Paving • Fire Protection



THE COST INDEX IS C ALCULATED QUAR TERLY, BASED ON REPRESENTATIVE COMMERCIAL PROJECTS IN THE GREATER SALT LAKE CITY AREA (PROVO TO OGDEN); PROJECTS IN LOGAN, PARK CITY AND RURAL TOWNS MAY NOT BE AS REPRESENTED ABOVE DUE TO REGIONAL FACTORS IMPACTING COSTS. (WOOD FRAME STRUCTURES HAVE NOT BEEN CONSIDERED IN THIS TABLE.)

[1] Note this decline is due to the increase experienced in the 3rd Quarter and lumber futures.

JACOBSEN

EXHIBIT B



Retail Snapshot

The retail market in Utah County experienced a slow start due to the challenges of the COVID-19 crisis forcing the temporary closure of all non-essential businesses during the first part of the year. Retailers who were able to keep their drive-thru open, offer delivery, or parking lot pick-up managed to maintain and, in some cases, increase business. Grocery retailers, quick-service restaurants (QSRs) experienced an uptick in business. Despite uncertainty about the short-term prospects, mid-sized retailers are becoming more optimistic as Utah continues to be recognized for its low unemployment rates and well-positioned for an economic recovery compared to other states.

Although the market experienced positive absorption, activity has slowed. Some retailers have faced declining foot traffic for years and the pandemic has only amplified some of those struggles. Absorption rates at 370,942 square feet in 2019 are currently at 128,027 square feet; an example of that is with Gordmans who announced bankruptcy and has closed its doors in American Fork.

Overall asking lease rates have decreased dramatically from $22.55 to $18.29 NNN year-over-year. The decline in asking rates are predicted to continue throughout the remainder of the year as landlords look to fill their vacant space.

In Saratoga Springs, the Costco reached completion during the third quarter with 160,000 square feet. Riverview Plaza, also in the same city, is still under construction with 30,000 square feet. Retail demands in the West quadrant continue to grow as the amount of new residential developments reach completion.

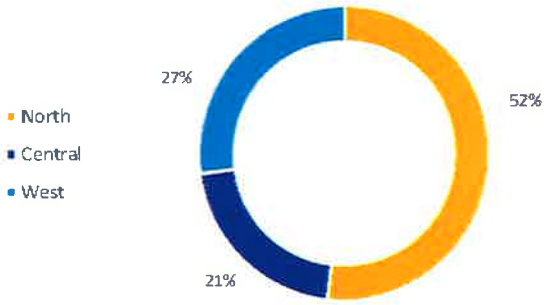
Market Indicators

Relative to prior period	Current	Year Over Year
VACANCY	5.03 %	↓
YTD ABSORPTION	+ 128,027 SF	↓
CONSTRUCTION* 70.42% Preleased	110,620 SF	↓
RENTAL RATE**	$18.29 NNN	↓

*Current Under Construction
**For existing product — does not include asking rents currently under construction

Under Construction

110,620 Total Square Feet



Historical Vacancy Rates

By Quadrant



Research & Forecast Report

UTAH COUNTY | RETAIL

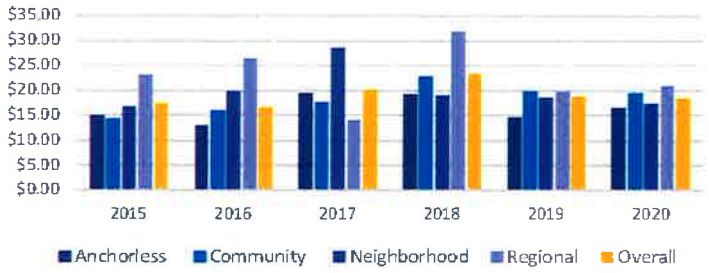
3rd Quarter 2020

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Historical Lease Rates

By Center Type



Market View*

By Product Type

CENTRAL	INVENTORY	AVAILABLE SF	SUBLEASE SF	VACANCY	YTD ABSORPTION	ASKING LEASE RATE
Anchorless	2,257,784	124,478	0	5.29%	(22,991)	$14.83
Community	3,067,922	243,965	0	7.80%	(47,980)	$15.02
Neighborhood	1,966,374	189,525	31,101	7.12%	43,878	$17.48
Regional	467,512	23,253	0	4.97%	21,561	$16.49
TOTAL	7,759,592	581,221	31,101	6.73%	(5,532)	$15.84
NORTH	INVENTORY	AVAILABLE SF	SUBLEASE SF	VACANCY	YTD ABSORPTION	ASKING LEASE RATE
Anchorless	1,081,557	36,391	0	3.53%	36,256	$21.07
Community	2,000,167	59,104	0	2.72%	43,699	$30.94
Neighborhood	1,456,413	34,821	3,745	2.33%	(24,883)	$28.29
Regional	843,430	36,608	0	4.34%	1,663	$23.56
TOTAL	5,331,567	166,924	3,745	2.97%	56,735	$26.70
SOUTH	INVENTORY	AVAILABLE SF	SUBLEASE SF	VACANCY	YTD ABSORPTION	ASKING LEASE RATE
Anchorless	716,100	5,716	0	0.80%	2,606	$20.80
Community	1,212,041	12,584	0	1.04%	26,513	$28.34
Neighborhood	539,383	73,937	0	13.49%	(70,000)	$11.37
Regional	600,000	0	0	0.00%	0	-
TOTAL	3,067,524	92,237	0	2.97%	(40,881)	$14.27
WEST	INVENTORY	AVAILABLE SF	SUBLEASE SF	VACANCY	YTD ABSORPTION	ASKING LEASE RATE
Anchorless	136,957	1,200	0	0.88%	(1,200)	$30.00
Community	639,640	83,202	0	13.01%	118,905	$23.00
Neighborhood	94,435	0	0	0.00%	0	-
Regional	0	0	0	-	0	-
TOTAL	871,032	84,402	0	9.69%	117,705	$23.10
OVERALL	INVENTORY	AVAILABLE SF	SUBLEASE SF	VACANCY	YTD ABSORPTION	ASKING LEASE RATE
Anchorless	4,142,398	167,785	0	3.93%	14,671	$16.45
Community	6,919,770	398,855	0	5.63%	141,137	$19.47
Neighborhood	4,056,605	298,283	34,846	6.01%	(51,005)	$17.23
Regional	1,910,942	59,861	0	3.13%	23,224	$20.82
TOTAL	17,029,715	924,784	34,846	5.03%	128,027	$18.29

*For existing product — does not include asking rents currently under construction

Market View Map

By Submarket



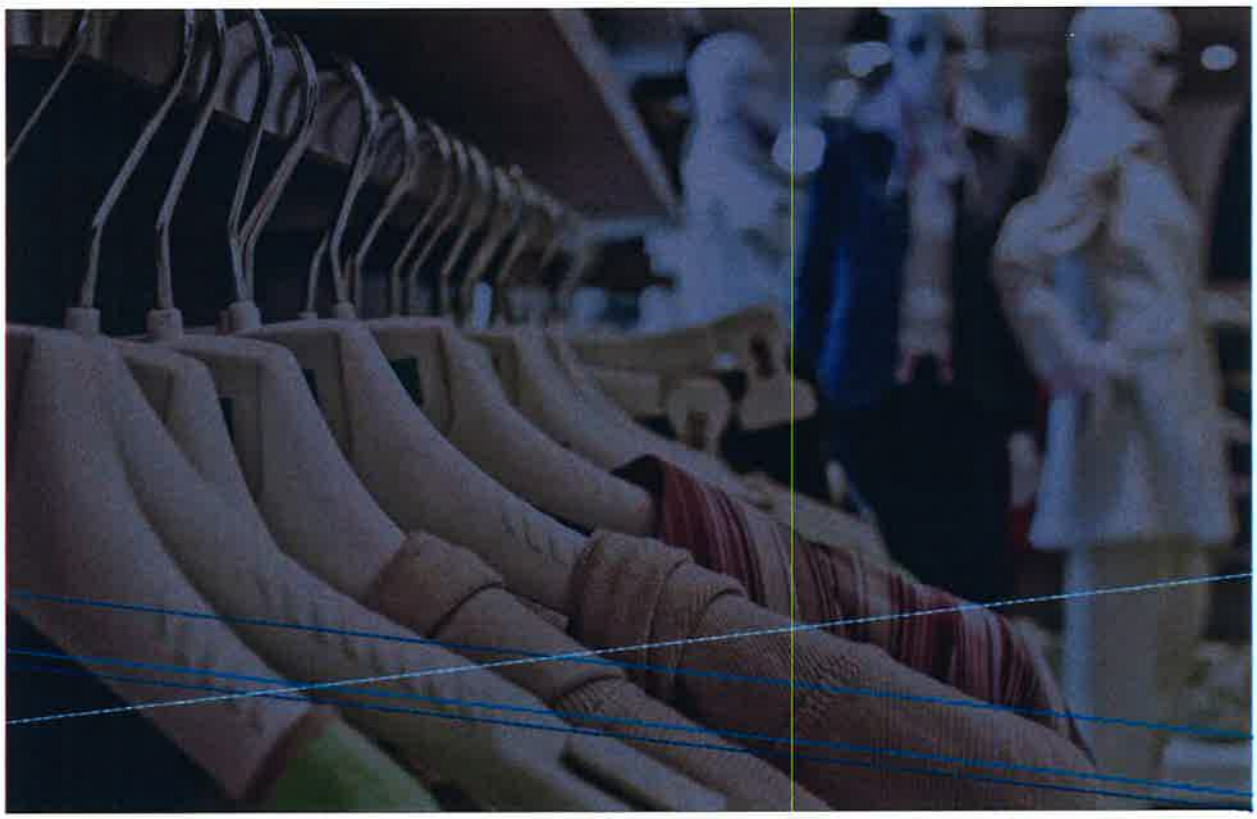
Product Type

Anchorless
(0 – 50K SF)

Neighborhood
(50,001 – 100K SF)

Community
(100,001 – 350K SF)

Regional
(350,001 SF or greater)



Economic Overview

According to the Bureau of Economic Analysis, September reported that Utah saw a 7.3 percent increase in personal consumption expenditures (PCE) on goods and services on behalf of people living in the state.
Utah's economic recovery continues to lead the nation.

While Utah remains below their 2019 employment levels after experiencing a 2.0 percent change in unemployment, the state still stands with the lowest unemployment rate in the nation at 4.5 percent. Additionally, Utah holds the rank of the 2nd closest state to full economic recovery following the shut down due to the pandemic.

Source: Zions Bank, Bureau of labor statistics

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In the midst of the COVID-19 outbreak, information and data is emerging at a rapid and unprecedented rate. The information contained herein has been obtained from sources deemed reliable at the time the report was written. While every reasonable effort has been made to ensure its accuracy, we cannot guarantee it. No responsibility is assumed for any inaccuracies. Readers are encouraged to consult their professional advisers prior to acting on any of the material contained in this report.

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EXHIBIT C

Research & Forecast Report

UTAH COUNTY | OFFICE

3rd Quarter 2020

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Office Snapshot

The Utah County Office market experienced a hit in market activity due to the harsh effects of the pandemic that was initiated in the second quarter of the year. With mandated closures and work-from-home demands, companies had to adjust to the disruption quickly. A total of 656,194 square feet of sublease space was reported in the third quarter, a 42 percent increase from this same time last year. Additionally, vacancy rates in direct space went from 9.31 percent to a current rate of 12 percent (year over year). The majority of increased vacancy was found in the South quadrant with a rate of 32.77 percent. With many economic unknowns, most landlords still have not altered their asking rental rates.

Currently, the overall average lease rate in Utah County is at $22.52 Full Service (FS). Landlords offer other incentives to tenants, such as more favorable concessions and free rent for longer lease terms. Over 1.2 million square feet of new office space under construction, most of that falls in the North quadrant. Notably, Utah Valley Tower (150,000 SF), Mountain Tech South buildings 1 & 2 (both 150,000 SF) and innovation Pointe 3 (142,000 SF). Over 761,000 square feet reached completion this year, and during the 3rd quarter, the Adobe expansion, Lehi Spectrum, and Grove Technology center.

The Utah County Office market's expectations of returning to the pre-pandemic are very likely due to Utah's strong fundamentals. The urgent quest on is, when that will be? Utah continues to have a skilled workforce, business-friendly environment, and low unemployment compared to the rest of the nation.

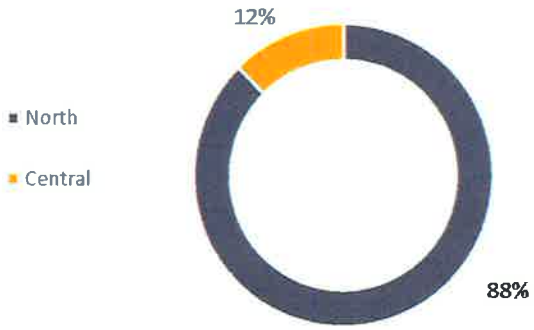
Market Indicators

Relative to prior period	Current	Year Over Year
VACANCY	12.00%	↑
YTD ABSORPTION	+ 112,607 SF	↓
CONSTRUCTION* 45.60% Preleased	1,224,741 SF	↑
RENTAL RATE**	$22.52 FS	↑

*Under Construction
**For existing product – does not include asking rents currently under construction

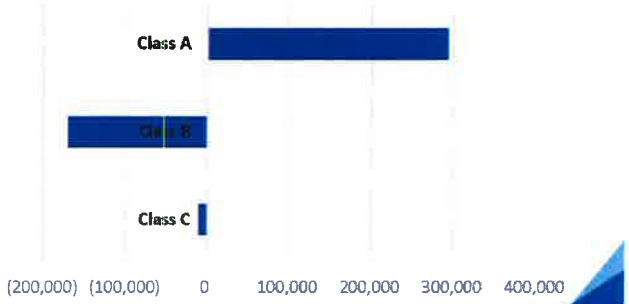
Under Construction

1,224,741 Total Square Feet



YTD Absorption

By Class



Asking Lease Rates (FS)

Under Construction Averages



Research & Forecast Report

UTAH COUNTY | OFFICE

3rd Quarter 2020

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Market Overview*

By Quadrant

QUADRANT	BUILDING CLASS	INVENTORY	SUBLEASE	VACANCY RATE	YTD Absorption	LEASE RATE
Utah County Central	Class A	1,902,232	196,821	5.72%	(36,661)	$21.76
Utah County Central	Class B	5,076,792	20,884	18.04%	(41,157)	$20.24
Utah County Central	Class C	454,016	0	1.10%	2,820	$15.93
TOTAL		**7,433,040**	**217,705**	**13.85%**	**(77,818)**	**$20.67**
Utah County North	Class A	5,976,960	364,054	11.24%	409,308	$26.53
Utah County North	Class B	3,190,824	74,435	7.47%	(116,665)	$22.65
Utah County North	Class C	132,602	0	0.00%	0	-
TOTAL		9,300,386	438,489	9.79%	292,643	$25.13
Utah County South	Class A	84,160	0	94.84%	(79,817)	$21.50
Utah County South	Class B	180,082	0	14.85%	(13,347)	$17.18
Utah County South	Class C	101,997	0	13.18%	(13,443)	$15.95
TOTAL		366,239	0	32.77%	(106,607)	$18.43
Utah County West	Class A	0	0	-	0	-
Utah County West	Class B	98,241	0	4.10%	1,569	$29.45
Utah County West	Class C	0	0	-	0	-
TOTAL		**98,241**	**0**	**4.10%**	**1,569**	**$29.45**
Overall Class A	Class A	7,963,352	560,875	10.81%	292,830	$24.52
Overall Class B	Class B	8,545,939	95,319	13.86%	(169,600)	$20.42
Overall Class C	Class C	688,615	0	2.67%	(10,623)	$16.98
OVERALL		17,197,906	656,194	12.00%	112,607	$22.52

*For existing product – does not include asking rents currently under construction

Significant Under Construction

Buildings by Quadrant

BUILDING	QUADRANT	SIZE SF
Utah Valley Tower	**North**	**150,000**
Mountain Tech South Bldg 1	North	150,000
Mountain Tech South Bldg 2	**North**	**150,000**
Innovation Pointe 3	North	142,000
Valley Grove II	**North**	**140,769**
University Place II	Central	124,165

Market View Map

By Submarket



Research & Forecast Report

UTAH COUNTY | OFFICE

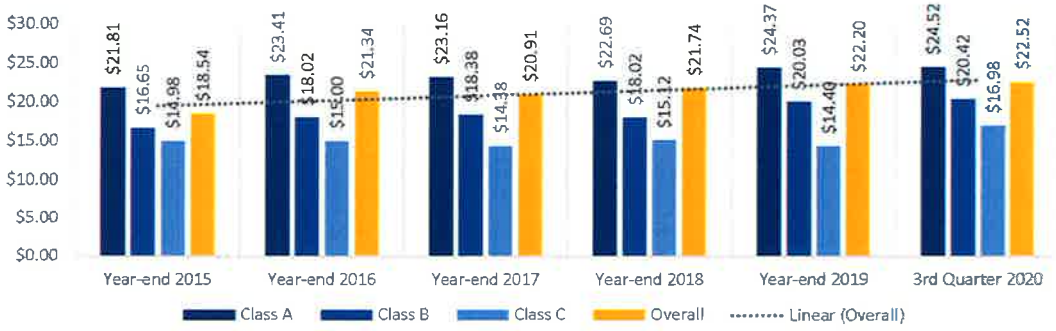
3rd Quarter 2020

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Historical Asking Lease Rates (FS)

By Class (Excluding Under Construction)



Product Type

Class A: Most prestigious buildings competing for premier office users with rents above average for the area. High quality standards and finishes with state-of-the-art systems and exceptional accessibility.

Class B: Buildings with a wide range of users with rents in the average range for the area. Building finishes are good for the area and systems are sufficient.

Class C: Buildings that compete for tenants requiring functional space at rents below the area average.

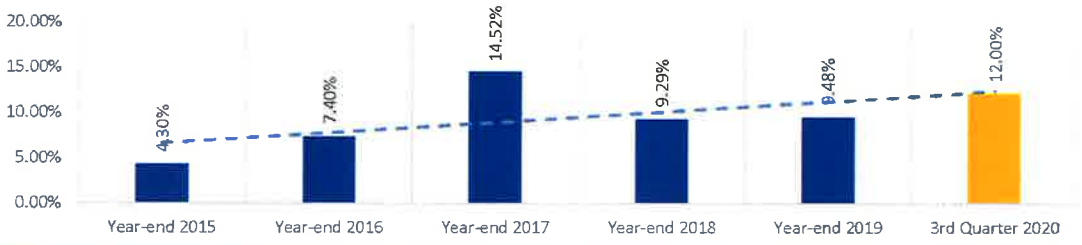
Significant Transactions

Leasing/Sales Activity YTD 2020

Square Feet	Quadrant	Tenant/Buyer	Leased/Sold
745,401	North	Starwood Capital Group	Sold
152,150	North	Vivint Solar Developer	Extension
150,000	North	Global Payments	Pre-leased
150,000	North	GoHealth	Pre-leased
103,052	North	Utah Valley University (UVU)	Sold

Historical Vacancy Rates

By Percentage





Forecast

Utah's economy has begun a challenging road to recovery; fortunately, it is well prepared to rebound quickly. On several different occasions, Utah has been nationally recognized as one of the best states to bounce back from the crisis with one of the lowest unemployment rates in the country – 4.1 percent in August compared with a U.S. rate of 8.4 percent. Utah's total personal income increased 4.3 percent from the first quarter of 2019, which was ranked seventh in the nation. Nationally, personal revenue increased 3.3 percent over the same period.

According to the Federal Housing Finance Agency (FHFA) House Price Appreciation Ranking, Utah's house prices increased 1.28 percent in the second quarter of 2020 from the first quarter of 2020. At the end of the second quarter of 2020, Utah ranked third-lowest in the nation for foreclosures. Utah continues to be recognized as a growth market with excellent fundamentals.

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