<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Call to Order</td>
<td>.aicea reminder that City Hall exists for, of and by the people of our City and is inclusive of ALL!! Council and staff are here to SERVE YOU and to create a welcoming, inclusive, safe, and thriving environment for ALL to enjoy as you live, work, play, volunteer, visit, learn and participate in decision making in our great City!!</td>
</tr>
<tr>
<td>2</td>
<td>Moment of Silence</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Pledge of Allegiance</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Welcome to the People’s House!</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Adopt Agenda</td>
<td>Adopt the Agenda for July 17, 2019.</td>
</tr>
<tr>
<td>6</td>
<td>Proclamation:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>National Night Out</td>
<td>August 6, 2019 The National Association of Town Watch (NATW) is sponsoring a unique nationwide crime, drug and violence prevention program on August 6, 2019 called “National Night Out”.</td>
</tr>
<tr>
<td>7</td>
<td>Consent Agenda:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Minutes.</td>
<td>Adopt Minutes of the Special Meeting of July 16, 2019.</td>
</tr>
</tbody>
</table>
|     | Resolution – Fire Safety Education Trailer.    | Requestor(s): Finance  
Adopt a **RESOLUTION** authorizing the conveyance of property to the Town of Cleveland, North Carolina. |
|     | Right -of-Way Encroachment.                    | Requestor(s): Bogle Firm Architecture on behalf of Heart of Salisbury Yoga  
Approve a request from Bogle Firm Architecture on behalf of Heart of Salisbury Yoga for the encroachment of a canopy into the public alley adjacent to 120A East Innes Street in accordance with Sections 22-18 and 22-19 of the City Code. |
| 8   | Public Comment.                                | Public comment will begin following adoption of the Consent Agenda. The public sign-in sheet will remain open until the public comment period ends. |
| 9   | Public Hearing – Change to Charter/separate Mayoral election. | Requestor(s): City Council  
Presenter(s): City Council  
Council to hold a public hearing regarding a change to the Charter to provide for a separate Mayoral election:  
(a) Hold a public hearing. |
<table>
<thead>
<tr>
<th>Item</th>
<th>Agenda Item</th>
<th>Requestor(s)</th>
<th>Presenter(s)</th>
<th>Description</th>
</tr>
</thead>
</table>
| 10   | Continue Public Hearing and Resolution – Sanford Holshouser, LLP. | Downtown Salisbury, Inc. | Director Larissa Harper | Council to consider adopting a **RESOLUTION** regarding new terms for the Empire Hotel redevelopment project:  
(a) Continue public hearing  
(b) Adopt a Resolution. |
| 11   | Follow-up – Economic Charrette. | Mayor Pro Tem Post | Pete Teague | Council to receive a proposal to establish a temporary advisory committee to determine the next steps for City action. |
| 12   | Update – Salisbury Police Department. | Police Chief Jerry Stokes | Police Chief Jerry Stokes | Council to receive an update from the Salisbury Police Department regarding community crime and department staffing during the second quarter of 2019. |
| 13   | Report – Downtown Revitalization Incentive (DRI) Grant Program. | Community Planning Services | Kyle Harris, Planner | Council to receive a presentation on the Downtown Revitalization Incentive (DRI) Grant Program and consider alternative methods for evaluating applications and distributing awards under competitive conditions where total incentive requests exceed the program budget. |
| 14   | Appointments to Boards and Commissions. |  |  | Council to consider making appointments to various Boards and Commissions. |
| 15   | City Attorney’s Report. |  |  |  |
| 16   | City Manager’s Report. |  |  |  |
| 17   | Announcements. |  |  |  |
| (a) | The Salisbury Parks and Recreation Department will host Movies in the Park Friday, August 9, 2019 at City Park. The movie, Ralph Breaks the Internet, will begin at 9:00 pm. Concessions will be available for purchase. Bring a blanket or a chair and enjoy fun family time. This event is free and open to the public. For more information, please call (704) 216-PLAY. |
| (b) | The annual Community Action Teams Community Resource Fair will be held Saturday, August 17, 2019 from 10:00 a.m. until 2:00 p.m. at the Hurley YMCA. The Fair brings local agencies specializing in health, addiction, education and family support together to assist local families during the 2019-2020 school year. There will be an interactive, “teen-bedroom” challenge for parents, school supply giveaways and door prizes. Children must be accompanied by a parent or guardian. Lunch will be provided. For more information, please contact Anne Little, Human Relations Manager, at anne.little@salisburync.gov or call (704) 638-5218. |
| (c) | Downtown Salisbury, Inc., in partnership with Hood Theological Seminary, Livingstone College, Rowan-Cabarrus Community College, Catawba College, and Rowan-Salisbury Schools staff will host College Night Out Thursday, August 22, 2019 from 6:00 p.m. until 9:00 p.m. There will be live music, a DJ, vendors, free shuttles, games, giveaways and more. Join us on West Fisher Street and throughout downtown for a night of fun. |
| (d) | The Salisbury Parks and Recreation Department will host the Doggie Dip Swim Party Saturday, September 7, 2019 at 1:00 p.m. at the Fred M. Evans Pool. This event is for well-mannered dogs and their owners to enjoy sun and fun in the water. All proceeds for this event will benefit the DogPAWS continuing fundraiser efforts for amenities in the DogPAWS dog park. Swim times vary by dog size. For more information and a complete list of rules, please call (704) 216-PLAY. |

<p>| 18 | Council’s Comments. |
| 19 | Mayor Pro Tem Comments. |
| 20 | Mayor’s Comments. |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Adjourn.</td>
</tr>
</tbody>
</table>
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:  □ Public  □ Council  □ Manager  □ Staff

Requested Council Meeting Date:  8/6/19

Name of Group(s) or Individual(s) Making Request:  Salisbury Police Department/Chief Jerry Stokes

Name of Presenter(s):  N/A


Description of Requested Agenda Item:  Council to make a proclamation recognizing National Night Out on August 6, 2019.

Attachments:  □ Yes  □ No

Fiscal Note:  (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item:  (Please note if item includes an ordinance, resolution or petition)
None.

Contact Information for Group or Individual:  Chief Jerry Stokes, SPD 704-638-5333

□ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☑ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

Finance Manager Signature

Department Head Signature

Budget Manager Signature

★★★All agenda items must be submitted at least 7 days before the requested Council meeting date★★★

For Use in Clerk's Office Only

□ Approved  □ Delayed  □ Declined

Reason:
SPECIAL MEETING

PRESENT: Mayor Al Heggins Presiding; Mayor Pro Tem David Post; Council Members William Brian Miller, Karen K. Alexander (arrived at 5:15 p.m.) and Tamara Sheffield; Assistant City Manager Zack Kyle; City Clerk Diane Gilmore and City Attorney J. Graham Corriher.

ABSENT: City Manager Lane Bailey.

Salisbury City Council met at Council Chambers in City Hall located at 217 South Main Street. The meeting was called to order by Mayor Heggins at 5:00 p.m.

ADOPTION OF THE AGENDA

Thereupon, Mayor Heggins made a motion to adopt the Agenda as presented. Mayor Heggins, Mayor Pro Tem Post and Councilmembers Miller and Sheffield voted AYE. (4-0)

CLOSED SESSION

Thereupon, Mayor Pro Tem Post made a motion to go into closed session to consult with an attorney as allowed by NCGS 143-318.11(a)(3). Mayor Heggins, Mayor Pro Tem Post and Councilmembers Miller and Sheffield voted AYE. (4-0)

RETURN TO OPEN SESSION

Mayor Heggins announced no action was taken during closed session.
ADJOURNMENT

Motion to adjourn the meeting was made by Councilmember Alexander. All Council members in attendance agreed unanimously to adjourn. The meeting was adjourned at 6:05 p.m.

____________________________________

Al Heggins, Mayor

_____________________________

Diane Gilmore, City Clerk
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:  ☑ Public  ☐ Council  ☐ Manager  ☑ Staff

Requested Council Meeting Date:  08/06/2019

Name of Group(s) or Individual(s) Making Request:  Gayla Long, Purchasing Coordinator

Name of Presenter(s):  Gayla Long

Requested Agenda Item:  The consideration of a resolution donating a Fire Safety Education Trailer that has been deemed as surplus to the Town of Cleveland, NC.

Description of Requested Agenda Item:  The Fire Department has identified a piece of equipment that is no longer being used by the department. This item is a Kidde Fire Safety Education Trailer that was received in 1998 at no cost to the City via a grant from the Roberson Foundation. The Town of Cleveland, NC has expressed interest in receiving this trailer, which they plan to rehabilitate and use to teach youth fire safety classes to county school children. N.C.G.S. 160A-274 authorizes Council to adopt a resolution to convey real or personal property to other governments in North Carolina.

Attachments:  ☑ Yes  ☐ No

Fiscal Note:  (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item:  (Please note if item includes an ordinance, resolution or petition)
City Council adopt a resolution to convey the Kidde Fire Safety Education Trailer to the Town of Cleveland, NC

Contact Information for Group or Individual:  Gayla Long – 704-638-5305

☑ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☐ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

________________________________________  ________________________________
Finance Manager Signature  Department Head Signature

________________________________________
Budget Manager Signature

***All agenda items must be submitted at least 7 days before the requested Council meeting date***
Salisbury City Council
Agenda Item Request Form

For Use in Clerk’s Office Only

☐ Approved          ☐ Delayed          ☐ Declined

Reason:
RESOLUTION TO APPROVING CONVEYANCE OF PROPERTY TO
TOWN OF CLEVELAND, NC

WHEREAS, the Salisbury Fire Department owns a Kidde Fire Safety Education Trailer that is no
longer in use; and

WHEREAS, N.C.G.S. 160A-274 authorizes a governmental unit in this state to convey real or
personal property to other governments in North Carolina; and

WHEREAS, the Kidde Fire Safety Education Trailer was received by the City at no cost via a
Roberson Foundation grant in 1998; and

WHEREAS, the Town of Cleveland, NC plans to rehabilitate the trailer and use it to continue to
Teach youth fire safety classes to county school children; and

WHEREAS, it has been determined that it is in the best interest of the City to convey ownership
of the trailer to the Town of Cleveland, NC.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Salisbury hereby
approves the conveyance of a Kidde Fire Safety Education Trailer to the Town of Cleveland, NC.

Adopted this 8th day of August, 2019.

______________________________
Al Heggies, Mayor

ATTEST:

______________________________
Diane Gilmore, City Clerk
Name of Group(s) or Individual(s) Making Request: Bogle Firm Architecture on behalf of Heart of Salisbury Yoga

Name of Presenter(s): Wendy Brindle

Requested Agenda Item: Council to Consider the Encroachment of a Canopy into a Public Alley

Description of Requested Agenda Item: Staff has received a request from The Bogle Firm Architecture on behalf of Heart of Salisbury Yoga for an encroachment of a new canopy into a public alley. In accordance with Section 22-18 of the City Code, it shall be unlawful, except with the express approval of the City Council, for any person to construct or install any structure, not covered by the North Carolina State Building Code, which projects into, overhangs or has its supports on public sidewalks or rights-of-way. Before authorizing the construction or installation of any such structure, plans shall be submitted to the City Council and the City Council shall make the following findings:

1. The construction or installation must not in any way hinder, obstruct or delay or in any way endanger the free and safe use of a public sidewalk or right-of-way.
2. Inside the primary fire limits, the structure shall be made entirely of noncombustible material. Outside these fire limits, all combustible materials used in the construction or installation of any such structure shall be protected with not less than one-hour fire resistance protection, as specified in the North Carolina State Building Code.
3. The traffic engineer shall advise the City Council as to whether the proposed structure will obstruct the view of motorists using any street, private driveway or approach to any street intersection.
4. The structure may extend over public property for a distance of not more than five (5) feet, provided no structure or any part thereof shall be placed closer than two (2) feet from the face of the curb on any street right-of-way.
5. The structure shall maintain a clear height of a minimum of eight (8) feet above the public sidewalk or right-of-way.

Permission for the use of the public right-of-way for any use permitted in this section is contingent upon the petitioner's compliance with the procedure set forth in Section 22-19. Any such permission granted by the City Council shall not relieve the petitioner from compliance with any other requirement of this Code and, further, such permission shall be subject to revocation by the Council at will. Approval shall be issued only upon condition that the petitioner shall first assume, in writing, responsibility for any injury or death of persons or damage sustained as a result of the use of such projections.

The existing building is located at 120A East Innes Street, and is adjacent to a public alley as shown on the attached vicinity map. The canopy encroachment will extend one foot (1’) into the public alley adjacent to 120A East Innes Street, with a minimum height of 8’-6 1/8”. A drawing is included for reference.
Salisbury City Council
Agenda Item Request Form

Staff has determined that the proposal meets the requirements set forth in Section 22-18, Projections over Sidewalk or Right-of-way, and recommends approval upon receipt of written responsibility from the petitioner for any injury death or damage sustained as a result of the projection. This proposal has already been approved by HPC.

Attachments: ☑ Yes ☐ No

Fiscal Note: (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

There is no budgetary impact on this item.

Action Requested of Council for Agenda Item: (Please note if item includes an ordinance, resolution or petition)
City Council to approve the encroachment of a canopy into the public alley adjacent to 120A East Innes Street in accordance with Sections 22-18 and 22-19 of the City Code.

Contact Information for Group or Individual: Wendy Brindle, 704-638-5201

☑ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☐ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

Finance Manager Signature ___________________________ Department Head Signature ___________________________

Budget Manager Signature ___________________________

****All agenda items must be submitted at least 7 days before the requested Council meeting date****

For Use in Clerk’s Office Only

☐ Approved ☐ Delayed ☐ Declined

Reason:


Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:  ☑ Public  ☐ Council  ☐ Manager  ☑ Staff

Requested Council Meeting Date:  August 6, 2019

Name of Group(s) or Individual(s) Making Request:

Name of Presenter(s):  City Council

Requested Agenda Item:  Council to hold a public hearing regarding a change to the Charter to provide for a separate mayoral election.

Description of Requested Agenda Item:  Council to hold a public hearing regarding a change to the Charter to provide for a separate mayoral election. A draft ordinance is attached that will need to be adopted at Council's August 20 meeting if Council decides to move forward.

Attachments:  ☑ Yes  ☐ No

Fiscal Note: (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item:  Council to hold a public hearing regarding a change to the Charter to provide for a separate mayoral election.

. Please note if item includes an ordinance, resolution or petition)

Contact Information for Group or Individual:  City Council

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☑ Regular Agenda (item to be discussed and possibly voted on by Council)  Announcement

FINANCE DEPARTMENT INFORMATION:

_________________________________  ________________________
Finance Manager Signature  Department Head Signature

______________________________  
Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date****
For Use in Clerk's Office Only

☐ Approved  ☐ Delayed  ☐ Declined

Reason:
AN ORDINANCE TO CREATE A SEPARATE ELECTION FOR THE OFFICE OF MAYOR OF THE CITY OF SALISBURY BY AMENDING THE CITY CHARTER AND THE RULES OF PROCEDURE FOR THE SALISBURY CITY COUNCIL

Be it ordained by the City Council of the City of Salisbury, North Carolina, as follows:

SECTION 1. That, pursuant to G.S. §§ 160A-101 and -102, Chapter III, Section 3 of the Charter of the City of Salisbury is amended to delete the stricken language and add the underlined language as follows:

CHAPTER III. - GOVERNING BODY

Section 3.1. - Structure of governing body; number of members.

The governing body of the City of Salisbury is the city council and the mayor. The city council, which has five members, not including the mayor.

Section 3.2. - Manner of election of council.

The qualified voters of the entire city elect the members of the council.

Section 3.3. - Term of office of members of the council.

Members of the council are elected to two-year terms.

Section 3.4. - Election of mayor; term of office.

The qualified voters of the entire city elect the mayor separate from the election of the other four members of council. The term of office for the mayor is two years. The mayor shall have the same powers as the other members of the council to vote upon all measures coming before it, and is subject to the same voting limitations and requirements as are council members under the general law. In determining a quorum, determining a majority vote of the council, or in being excused from voting, the mayor is treated as a member of the council. The mayor shall have the authority to execute contracts, deeds or other legal documents on behalf of the city.

Section 3.5 – Election of mayor pro tem; term of office.

At the organizational meeting of the council following each election, the council shall elect one of its members to serve as mayor pro tem. The mayor pro tem shall serve as such at the pleasure of the council and shall have the same powers as the other members of the council to vote upon all measures coming before it. The mayor pro tem shall also have the authority to execute contracts, deeds or other legal documents on behalf of the city.

SECTION 2. That the Salisbury Code of Ordinances, Chapter 2, Article II, Division 2, Sec. 2-49, Rules of Procedure for Salisbury City Council, is amended to delete the stricken language and add the underlined language as follows:

Rule 8. Organizational Meeting; Selection of Mayor and Mayor Pro Tempore

(a) Scheduling Organizational Meeting. The council must hold an organizational meeting following each general election in which council members are elected. The organizational meeting must be held either (1) on the date and at the time of the council’s first regular meeting in December following the election or (2) at an earlier date, if any, set by the incumbent council. The organizational meeting may not be held before municipal election results are officially
(b) Oath of Office. As the first order of business at the organizational meeting, all newly elected members of the council must take and subscribe the oath of office set out in Article VI, Section 7, of the North Carolina Constitution. Each member’s oath must be filed with the city clerk. Although a member who is not present for the organizational meeting may take the oath of office at another time, every member must take, subscribe, and file the oath before the member begins performing any of the duties of the member’s office.

(c) Selection of Mayor and Mayor Pro Tempore. As the second order of business at the organizational meeting, the council shall elect from among its members a mayor and a mayor pro tempore using the procedures specified in Rule 37. The mayor shall serve at the pleasure of the council in accordance with the City Charter. The mayor pro tempore shall likewise serve at the council’s pleasure in accordance with the City Charter.

SECTION 3. That all ordinances, or the parts of ordinances in conflict with this Ordinance, are repealed to the extent of such conflict.

SECTION 4. That this Ordinance shall be effective only after it is submitted to and approved by a vote of the qualified voters of the City of Salisbury pursuant to the referendum allowed by G.S. § 160A-102.
Please Select Submission Category:  ☐ Public  ☐ Council  ☐ Manager  ☑ Staff

Requested Council Meeting Date:  August 6th, 2019

Name of Group(s) or Individual(s) Making Request:  Downtown Development Dept. & Community Development Dept.

Name of Presenter(s):  Bob Jessup and Ashley Anderson, Sanford Holshouser, LLP

Requested Agenda Item:  City Council to consider adopting a RESOLUTION and hold a public hearing regarding new terms for the Empire Hotel redevelopment project.

Description of Requested Agenda Item:  
- a. Receive a report from Sanford Holshouser, LLP
- b. Hold a public hearing
- c. Consider adopting Resolution

Attachments:  ☑ Yes  ☐ No

Fiscal Note:  (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)
There will be no budgetary impact in FY20, however, council would need to consider appropriating monies in additional budgets once the project construction moves forward.

Action Requested of Council for Agenda Item:   
1. Council to hold a public hearing
2. Council to consider adopting a Resolution

Contact Information for Group or Individual:  Larissa Harper 704-637-5239 larissa.harper@salisburync.gov

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☑ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

_________________________________   _____________________________
Finance Manager Signature     Department Head Signature

____________________________
Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date****
Salisbury City Council
Agenda Item Request Form

For Use in Clerk’s Office Only

☐ Approved          ☐ Delayed          ☐ Declined

Reason:
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:   [ ] Public   [x] Council   [ ] Manager   [ ] Staff

Requested Council Meeting Date:     August 6, 2019

Name of Group(s) or Individual(s) Making Request:  Mayor Pro Tem David Post

Name of Presenter(s):  Pete Teague

Requested Agenda Item:  Council to receive a proposal to establish temporary advisory committee to determine next steps for city action.

Description of Requested Agenda Item:  Council to receive a proposal to establish temporary advisory committee to determine next steps for city action.

Attachments:  [ ] Yes   [x] No

Fiscal Note:  (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item: (Please note if item includes an ordinance, resolution or petition)

Contact Information for Group or Individual:  Mayor Pro Tem David Post

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

[ ] Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

_________________________________  ________________________
Finance Manager Signature          Department Head Signature

_________________________________
Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date****

For Use in Clerk’s Office Only

[ ] Approved   [ ] Delayed   [ ] Declined
Salisbury City Council
Agenda Item Request Form

Reason:
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category: □ Public □ Council □ Manager □ Staff

Requested Council Meeting Date: 8/6/19

Name of Group(s) or Individual(s) Making Request: Salisbury Police Department/Chief Jerry Stokes

Name of Presenter(s): Chief Jerry Stokes

Requested Agenda Item: Update Council on SPD information – crime data, staffing, etc.

Description of Requested Agenda Item: Council to hear staff update on community crime and SPD staffing during the first half of 2019.

Attachments: ☑ Yes □ No

Fiscal Note: (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item: (Please note if item includes an ordinance, resolution or petition)
None.

Contact Information for Group or Individual: Chief Jerry Stokes, SPD 704-638-5333

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☑ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

Finance Manager Signature

Department Head Signature

Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date****

For Use in Clerk’s Office Only

☐ Approved ☐ Delayed ☐ Declined

Reason:
## Staffing

### Overall Department Sworn Staffing
(81 Budgeted Positions + 4 sworn over hire positions)

<table>
<thead>
<tr>
<th>Role</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sworn Staff</td>
<td>77</td>
<td>90.6%</td>
</tr>
<tr>
<td>FTO Recruit</td>
<td>2</td>
<td>2.4%</td>
</tr>
<tr>
<td>BLET Recruit</td>
<td>4</td>
<td>4.7%</td>
</tr>
<tr>
<td>Conditional Offer</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Vacancies</td>
<td>2</td>
<td>*</td>
</tr>
<tr>
<td><strong>Filled Staffing %</strong></td>
<td><strong>83</strong></td>
<td><strong>97.6%</strong></td>
</tr>
</tbody>
</table>

*50% (2 of 4) of sworn over hire positions to be filled, both currently frozen in FY2019-20.  
**100% of 81 sworn budgeted positions filled, 2 officers on extended military deployment*
# 2019 Midyear Crime Data

1/1/18-6/30/18 compared to 1/1/19-6/30/19

## Part 1 Crimes

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>2019</th>
<th>2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOMICIDE</td>
<td>1</td>
<td>4</td>
<td>-75%</td>
</tr>
<tr>
<td>RAPE</td>
<td>4</td>
<td>6</td>
<td>-33%</td>
</tr>
<tr>
<td>COMMERCIAL ROBBERY</td>
<td>4</td>
<td>15</td>
<td>-73%</td>
</tr>
<tr>
<td>INDIVIDUAL ROBBERY</td>
<td>20</td>
<td>27</td>
<td>-26%</td>
</tr>
<tr>
<td>AGGRAVATED ASSAULT</td>
<td>64</td>
<td>68</td>
<td>-6%</td>
</tr>
<tr>
<td>Assault Dangerous Weapon -GUN</td>
<td>12</td>
<td>25</td>
<td>-52%</td>
</tr>
<tr>
<td>Shooting into an Occupied Dwelling</td>
<td>12</td>
<td>17</td>
<td>-29%</td>
</tr>
</tbody>
</table>

## Total Violent Crimes

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>2019</th>
<th>2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOMICIDE</td>
<td>1</td>
<td>4</td>
<td>-75%</td>
</tr>
<tr>
<td>RAPE</td>
<td>4</td>
<td>6</td>
<td>-33%</td>
</tr>
<tr>
<td>COMMERCIAL ROBBERY</td>
<td>4</td>
<td>15</td>
<td>-73%</td>
</tr>
<tr>
<td>INDIVIDUAL ROBBERY</td>
<td>20</td>
<td>27</td>
<td>-26%</td>
</tr>
<tr>
<td>AGGRAVATED ASSAULT</td>
<td>64</td>
<td>68</td>
<td>-6%</td>
</tr>
<tr>
<td>Assault Dangerous Weapon -GUN</td>
<td>12</td>
<td>25</td>
<td>-52%</td>
</tr>
<tr>
<td>Shooting into an Occupied Dwelling</td>
<td>12</td>
<td>17</td>
<td>-29%</td>
</tr>
</tbody>
</table>

## Total Violent Crimes

- HOMICIDE: 1 (2019) vs. 4 (2018) -75%
- RAPE: 4 (2019) vs. 6 (2018) -33%
- INDIVIDUAL ROBBERY: 20 (2019) vs. 27 (2018) -26%
- AGGRAVATED ASSAULT: 64 (2019) vs. 68 (2018) -6%
- Assault Dangerous Weapon -GUN: 12 (2019) vs. 25 (2018) -52%
- Shooting into an Occupied Dwelling: 12 (2019) vs. 17 (2018) -29%

## Total Violent Crimes

Total Violent Crimes: 93 (2019) vs. 120 (2018) -23%

## Property Crimes

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>2019</th>
<th>2018</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENTIAL BURGLARY</td>
<td>75</td>
<td>118</td>
<td>-36%</td>
</tr>
<tr>
<td>COMMERCIAL BURGLARY</td>
<td>22</td>
<td>36</td>
<td>-39%</td>
</tr>
<tr>
<td>AUTO THEFT</td>
<td>22</td>
<td>36</td>
<td>-39%</td>
</tr>
<tr>
<td>LARCENY</td>
<td>382</td>
<td>434</td>
<td>-12%</td>
</tr>
<tr>
<td>LARCENY FROM MV</td>
<td>188</td>
<td>177</td>
<td>6%</td>
</tr>
<tr>
<td>TOTAL PROPERTY</td>
<td>689</td>
<td>801</td>
<td>-14%</td>
</tr>
</tbody>
</table>

## Total Part 1 Crimes

Summer Cease Fire '19
NAACP and SPD Cooperative Initiative

CEASE

X

FIRE

#SummerCeaseFire

SUMMER
SPD Website Information

  - Santa Patrol Report:

- DOJ – PSP Department Inventory:

- OJP Diagnostic Analysis:

- Strategic Plan:

- The “Neighborhood Officer Contact” site is live.
  [http://salisburyncgis.maps.arcgis.com/apps/Minimalist/index.html?appid=06510e706ea6469b957a7847800be4a3](http://salisburyncgis.maps.arcgis.com/apps/Minimalist/index.html?appid=06510e706ea6469b957a7847800be4a3)
SPD Emerging Issues

- DOJ – PSP Engagement ends March 2020
  - Will make another application for Operations Site inclusion, would take us to March 2023.
  - Already accepted for a Collaborative Reform Initiative – Training and Technical Assistance Center engagement – a BJA program.

- Funding
  - Seeking two grants:
    - “Rowan Regional Crime Information Center” to provide collaboration between Salisbury PD, Rowan County Sheriff’s Office, Spencer PD, and East Spencer PD. Support camera system and analytics for combating crime between our jurisdictions.
    - United Way grant to combat addiction matters in Salisbury
  - Police salary and retention – competitors are Concord, Huntersville, Kannapolis, Mooresville, and Statesville who are all experiencing issues like SPD two years ago.
  - Operational costs are rising – DNA testing, training, etc.

- Piedmont Correctional Center has become a reentry site, offenders will be released into Rowan County that were not residents of Rowan prior to prison sentence.
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:  □ Public  □ Council  □ Manager  ☒ Staff

Requested Council Meeting Date:  08/06/2019

Name of Group(s) or Individual(s) Making Request:  Community Planning Services (Kyle Harris)

Name of Presenter(s):  Kyle Harris, Planner

Requested Agenda Item:  Council to receive a report from planning staff on the Downtown Revitalization Incentive (DRI) Grant Program and consider alternative methods for evaluating applications and distributing awards under competitive conditions where total incentive requests exceed the program budget.

Description of Requested Agenda Item:

The purpose of this agenda item is to provide guidance to Council in evaluating applications for Downtown Revitalization Incentive Grant funds under the condition that more funds are being requested than funds have been budgeted. The FY 2019-20 application cycle stands out from previous experience in that five (5) applications have been submitted simultaneously with a combined incentive request that is $80,633.00 beyond the available budget. Three challenges emerge from the present conditions:

1. Because these applications were submitted simultaneously, it is not possible to make awards on a first-come, first-served basis;
2. Because the combined incentive request exceeds the available budget, it is not possible to award all projects the maximum award for which they are eligible (unless Council approves a budget amendment);
3. Because the program guidelines were drafted to flexibly accommodate a variety of project types downtown, there is no established system for evaluating multiple applications or for distributing limited funds.

Given these circumstances, Council will be called upon not only to weigh the merits of each application individually, but also to resolve how to distribute potentially limited funds among several eligible projects. Planning staff will present alternative methods for evaluating applications and distributing funds under the conditions described.

Note: Council will not be reviewing the five (5) incentive applications at this time. Instead, Council will be asked to discuss preferred methods for evaluating those applications when they come before Council, possibly on August 20.

Attachments:  ☒ Yes  □ No

- Community Planning Services (CPS) Memorandum

Fiscal Note:  (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)
Action Requested of Council for Agenda Item: Discuss a method for evaluating incentive applications and distributing awards under competitive conditions where total incentive requests exceed the program budget.

Contact Information for Group or Individual: Kyle Harris, Community Planning Services, (704) 638-5324, kharr@salisburync.gov.

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☒ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

_________________________________  __________________________
Finance Manager Signature  Department Head Signature

_________________________________
Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date***

For Use in Clerk’s Office Only

☐ Approved  ☐ Declined

Reason:
Executive Summary:

The purpose of this memorandum is to provide guidance to Council in evaluating applications for Downtown Revitalization Incentive (DRI) Grant funds under the condition that more funds are being requested than funds have been budgeted. The impetus behind this memo is that five (5) incentive applications are scheduled to be reviewed by Council at an upcoming meeting, with a combined General Fund incentive request that is $80,633 beyond the anticipated available budget.

Given these conditions, Council may be called upon not only to evaluate the merits of each application individually, but also to resolve how to distribute potentially limited funds among several eligible projects. In this memo, planning staff will present several alternative methods for evaluating applications and distributing funds under the competitive conditions described. The alternatives include a new formalized project scoring and funding method based on relative merit.

Incentives Program Overview:

The Downtown Revitalization Incentive (DRI) Grant Program was established by Council in 2014 to promote economic growth within the Downtown Municipal District. It offers prospective developers a maximum grant package of $200,000.00 to promote both new development and historic rehabilitation projects, with a special emphasis on projects that create new residential opportunities.

Looking at precedent, Council has chosen to support a diverse array of project types, including new or renovated breweries, restaurants, apartments, and general retail. The guidelines were drafted to flexibly accommodate whatever direction the private market takes, with a special emphasis on historic preservation and residential production projects, given the city’s long-standing tradition of preserving the historic fabric and enlivening downtown with new residents to support existing merchants and new businesses. Outside of these primary goal parameters, the program is not overly prescriptive in encouraging one project type over another.
For context, the table below lists all projects funded and completed since the program was established:

<table>
<thead>
<tr>
<th>Projects Completed</th>
<th>Brief Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Award Amount, Year, Total Capital Investment, and Description</td>
</tr>
<tr>
<td>Bernhardt Building 111 North Main</td>
<td>Award</td>
</tr>
<tr>
<td>Total Capital Investment</td>
<td>$1.2 million</td>
</tr>
<tr>
<td>Description</td>
<td>Major rehabilitation of historically-significant former Bernhardt Hardware building of approx. 18,000 sq. ft. into a mixed-use development including six (6) new upper floor residential units and renovated street-level retail space.</td>
</tr>
<tr>
<td>New Sarum Brewery 109 North Lee</td>
<td>Award</td>
</tr>
<tr>
<td>Total Capital Investment</td>
<td>$2.2 million</td>
</tr>
<tr>
<td>Description</td>
<td>Major rehabilitation of vacant, historically-significant Tractor Building into brewery operation</td>
</tr>
<tr>
<td>City Tavern 113-115 East Fisher</td>
<td>Award</td>
</tr>
<tr>
<td>Total Capital Investment</td>
<td>$600,000.00</td>
</tr>
<tr>
<td>Description</td>
<td>Major rehabilitation of historic building for restaurant operation. Building had been vacant due to structural failure of upper façade, requiring closure or relocation of three (3) businesses.</td>
</tr>
<tr>
<td>Morgan Ridge 421 North Lee</td>
<td>Award</td>
</tr>
<tr>
<td>Total Capital Investment</td>
<td>$1.6 million</td>
</tr>
<tr>
<td>Description</td>
<td>Major rehabilitation of vacant, historically-significant building for new brewery and restaurant. Note association with future Railwalk project.</td>
</tr>
<tr>
<td>Washington Building 118 North Main</td>
<td>Award</td>
</tr>
<tr>
<td>Total Capital Investment</td>
<td>$2 million</td>
</tr>
<tr>
<td>Description</td>
<td>Rehabilitation of third (3rd) floor creating six (6) new residential units and major rehab of building exterior including replacing all windows. Full project included renovations to second (2nd) floor office renovations and street-level retail/restaurant space</td>
</tr>
</tbody>
</table>

Table continues on following page.
<table>
<thead>
<tr>
<th>Projects Completed</th>
<th>Brief Summary</th>
<th>Award Amount, Year, Total Capital Investment, and Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>O.O. Rufty’s General</strong></td>
<td><strong>Award</strong> $149,799.87</td>
<td>Awarded 6/6/2017</td>
</tr>
<tr>
<td>126 East Innes</td>
<td><strong>Description</strong> Major rehabilitation of vacant, fire-damaged, historically-significant building. Included basement, street-level, and upper-floor rehabilitation creating six (6) new apartments over three (3) levels, and one (1) street-fronting commercial space.</td>
<td></td>
</tr>
<tr>
<td><strong>Center Court</strong></td>
<td><strong>Award</strong> $50,000.00</td>
<td>Awarded 6/20/2017</td>
</tr>
<tr>
<td>121-123 South Main</td>
<td><strong>Description</strong> Historic rehabilitation including major renovations to street-front commercial space and upper-floor flexible office space (possibly future residences). Major exterior renovations to façade and landscaped “center court” courtyard/breezeways.</td>
<td></td>
</tr>
<tr>
<td><strong>Bankett Station</strong></td>
<td><strong>Award</strong> $99,364.00</td>
<td>Originally Awarded 7/17/2018’ Award Revised 2/19/2019</td>
</tr>
<tr>
<td>201 East Innes</td>
<td><strong>Description</strong> New historically- and architecturally-appropriate mixed-use residential and office development creating four (4) apartments and bringing 20+ Healthcare Management Consultant employees.</td>
<td></td>
</tr>
</tbody>
</table>

Each of the projects above was selected on a first-come, first-served basis, negating the need for any formalized method for scoring applications and awarding funds based on relative merit. Typically, only up to two (2) applications have been submitted by prospective developers per year, and the total amount of incentive funds requested annually has never exceeded the available program budget.

When applications were presented to Council under these non-competitive conditions, the “evaluative calculus” was based primarily on each Council member’s judgement of the project’s absolute merit and alignment with the Program Guidelines. To date, all applicants have been awarded the full amount for which they were originally eligible. However, the volume of applications received this year prompts consideration of a different approach.
Problem Definition – Anticipating a Competitive Application Process:

The FY 2019-20 application cycle stands out from previous experience in that five (5) applications have been submitted simultaneously with a combined General Fund incentive request ($306,269) that is $80,633 beyond the anticipated budget ($225,636). Four challenges emerge from the present conditions:

1. Because these applications were submitted simultaneously, it is not possible to make awards on a first-come, first-served basis;
2. Because the combined incentive request exceeds the available budget, i.e. there exists a budget gap, it is not possible to award all projects the maximum award for which they are eligible (unless Council approves a budget amendment, an option which is explored later in this memo);
3. Because the program guidelines were drafted to flexibly accommodate a variety of project types downtown, there is no established system for scoring simultaneously-submitted applications or determining their relative merit;
4. There is no method for determining how to distribute a funding shortfall among several eligible projects.

Whether to award funds to a project, and at what funding level, is a question left to Council as part of their legislative prerogative. Council enjoys wide discretion to make awards, reject applications, and determine how generous an award to offer. That being said, planning staff recognizes the value in providing more detailed guidance when challenges such as these arise. Below, we present several alternative methods for awarding incentives under the present conditions.

Evaluation Alternatives:

Options 1-3, below, avoid the need to adopt any formalized project scoring system or specialized funding distribution method:

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 1</strong></td>
<td>Council approves a budget amendment allowing each of the five (5) applications to be funded the maximum eligible award (total allocation $306,269.00).</td>
</tr>
<tr>
<td><strong>Option 2</strong></td>
<td>Council awards each of the five (5) applications at a reduced amount in order to avoid exceeding the adopted program budget. Under this option, each award would be reduced by the same amount ($16,126.60) without consideration of the relative merit of each application.</td>
</tr>
<tr>
<td><strong>Option 3</strong></td>
<td>Council uses its judgement and discretion to make awards and weigh each application based on the “overall spirit and intent of the program guidelines”, without adopting any formalized evaluation system.</td>
</tr>
</tbody>
</table>
Options 4-A, 4-B, and 4-C, below, would ultimately result in the adoption of some variant of a formalized project evaluation and funding system:

<table>
<thead>
<tr>
<th>Option 4-A</th>
<th>Council directs the Historic Preservation Commission (HPC) and Community Appearance Commission (CAC) chairs to form a joint committee to study and recommend a formalized evaluation and funding system.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option 4-B</td>
<td>Council forms a committee (of City Council) to study and recommend a formalized evaluation and funding system.</td>
</tr>
<tr>
<td>Option 4-C</td>
<td>Council adopts Community Planning Service’s proposed formalized system, to which the remainder of this memo is dedicated.</td>
</tr>
</tbody>
</table>

The proposed system would assign a relative merit score to each submitted application based on a scoring rubric, and awards would be issued proportionally to those scores. Under this option, a proposed funding formula is presented wherein each lower-scoring project’s award is reduced by a percentage amount consistent with the score assigned to each project.

The highest-scoring project would be funded its maximum eligible award, and all other awards would be reduced in proportion to their scores (i.e. the budget gap is distributed to the remaining projects in proportion to their relative merit scores).

A complete description of Option 4-C is presented in the attachments:

- Attachment 1. Staff-Proposed Project Scoring System
- Attachment 2. Staff-Proposed Funding Method

**Conclusion**

The City recognizes the importance of supporting and enlivening our historic downtown. Since 2014, the Downtown Incentives Program has been an important component of that effort, leveraging more than $8.5 million in total private investment. This memorandum explores important questions related to the administration of the program, and aims to improve its effectiveness and fairness moving forward. The remainder of this document outlines Policy Option 4-C presented in two (2) attachments.
Attachment 1:

Option 4-C: Staff-Proposed Project Scoring System

Project Scoring System – Introducing a Scoring Rubric:

As described in the Problem Definition section of this memo, the DRI Grant Program Guidelines were drafted to flexibly accommodate a variety of project types downtown. Consequently, there is no established system for scoring simultaneously-submitted applications or determining their relative merit. This section introduces such a system for Council’s consideration.

The Scoring Rubric below can be used to assign a preliminary score to each project based on criteria derived from the overall spirit and intent of the Program Guidelines. (These scores are referred to as “preliminary” because they will eventually need to be scaled relative to the other projects requesting incentives. The preliminary score is converted into a relative merit score such that all scores are adjusted to fall within the range 0 to 1, with the highest-scoring project recalculated as 1 and all remaining lower-scoring projects recalculated as a fraction of their total. This process is explained later in Attachment 1.)

The rubric is not designed as an exhaustive accounting of each project’s direct or indirect benefits to downtown. Instead, it is meant to elevate those projects that are most aligned with the Program Guidelines. For example, because the Guidelines specifically emphasize the production of residential units as a primary goal, residential projects are scored higher than non-residential projects. This rubric may be revised and expanded upon consistent with Council’s direction.

Rubric presented on following page.
Scoring Rubric

Each application begins on a level playing field with a score of zero (0). For the purpose of evaluating the relative merit of multiple applications, points are awarded to projects that would most affirmatively meet the overall spirit and intent of the Guidelines in terms of type, quality, and other relevant factors.

Note: Projects scoring lower, such as one (1) or two (2), are not necessarily ineligible or unworthy projects, but are scored lower for the purpose of evaluating the relative merits of multiple applications.

Project Type

Project includes a Residential Production component
- According to the Program Guidelines, “the incentive grants are designed to promote both new development and historic rehabilitation, with an emphasis on those projects that create new residential opportunities” (p. 1).

Project includes a Historic Building Rehabilitation component
- Although the Building Rehabilitation Grant is offered for both new development (non-historic) as well as historic rehabilitation, the Program Guidelines repeatedly comment on the importance of the historic urban fabric and of promoting the “stabilization, preservation and reuse of older, primarily historic buildings” (p. 2).

Project includes a Fire Suppression component
- The Program Guidelines highlight the risk of a “catastrophic fire impacting multiple buildings” and the importance of “minimizing the chances of a devastating loss of the historic resources that define the central business district” (p. 1).

Overall Quality Standards

Projects demonstrates exceptional overall quality
- The Program Guidelines encourage “a high level of quality and finish” for new construction or rehabilitation projects.
- Applications clearly demonstrating that the Overall Quality Standards and Preferred Amenities (pp. 6-7) will be met or exceeded will receive priority. Applicants are therefore encouraged to be clear, specific, and detailed in their submitted plans regarding the overall quality and finish of the project.
Other Relevant Factors

**Community Appearance:** Project would substantially improve the overall appearance of the building and Downtown Salisbury (Review Criteria, p. 9) per Council’s judgement, deserving an additional point.

**Total Capital Investment:** Projects will receive an additional point consistent with the chart below, rounded to the nearest hundredth:

<table>
<thead>
<tr>
<th>Project Cost</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300,000.00</td>
<td>+ 0.3 point(s)</td>
</tr>
<tr>
<td>$350,000.00</td>
<td>+ 0.35 point(s)</td>
</tr>
<tr>
<td>$355,000.00</td>
<td>+ 0.36 point(s)</td>
</tr>
<tr>
<td>$1,000,000.00</td>
<td>+ 1.0 point(s)</td>
</tr>
<tr>
<td>$1,250,000.00</td>
<td>+ 1.25 point(s)</td>
</tr>
</tbody>
</table>

See calculation method at left

**Project Preliminary Score (Sum of Points)**

Using this rubric will result in a **preliminary score** per project. These scores will then be scaled relative to one another, resulting in an adjusted **relative merit score**. This process is presented in the following section.
Project Scoring System – Scaling the Scores to Evaluate Relative Merit:

Once each project has been assigned a preliminary score based on the scoring rubric, the next step is to scale all of the scores so that the highest score equals 1 (and thus receives 100 percent of funding request) and the remaining scores are recalculated as a fraction of their total (thus receiving only a percentage of their funding request). This can be accomplished using the following formula:

\[
S_{k}^{scaled} = \frac{(R_{k}S_{k})}{\sum_{i=2}^{N} R_{k}S_{k}}
\]

or, if \(N=4\) (for example),

\[
S_{k}^{scaled} = \frac{(R_{k}S_{k})}{R_{2}S_{2}+R_{3}S_{3}+R_{4}S_{4}}
\]

Where:

- \(S_{k}^{scaled}\) is the scaled score (or relative merit score) of project \(k\)
- \(R_{k}\) is the original incentive request* of project \(k\)
- \(S_{k}\) is the preliminary (or un-scaled) score for project \(k\)
- \(N\) is the total number of projects requesting incentives

*The reason the original incentive request of each project is included in the scaling formula above is for the purpose of preventing large cuts to smaller projects and small cuts to larger projects. This will be explored more in Attachment 2.

Also note that the highest-scoring project should simply be “assigned” a score of 1 without needing to use the formula above. The formula need only be used for the remaining projects. If \(N=4\), then only the three (3) preliminary scores of the three lower-scoring projects need to be converted into a scaled score.

Let’s take a look at an example problem to illustrate how we convert preliminary scores into relative merit scores (or scaled scores).

**Example Problem:**

Let’s assume four (4) incentive grant applications have been received: a French bakery, a bookstore, a loft apartment, and a boutique hotel. Each project has been assigned a preliminary score according to the scoring rubric and is requesting incentives as follows:

<table>
<thead>
<tr>
<th>Project</th>
<th>Incentive Request</th>
<th>Preliminary Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>1.5</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>2.0</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>5.2</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>6.5</td>
</tr>
</tbody>
</table>
Now, let’s calculate the relative merit score for each of our four (4) applications using the scaling formula provided, beginning with the French Bakery. This project originally requested $50,000 in incentives and received a preliminary score of 1.5 based on the scoring rubric.

### Reference Table (All Projects)

<table>
<thead>
<tr>
<th>Project k</th>
<th>Incentive Request</th>
<th>Preliminary Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>1.5</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>2.0</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>5.2</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>6.5</td>
</tr>
</tbody>
</table>

### Reference Table (k = French Bakery)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$S_k^{(scaled)} = ?$</td>
<td>Final scaled score. We are solving for this value.</td>
</tr>
<tr>
<td>$R_k = 50,000$</td>
<td>Original incentive request of project</td>
</tr>
<tr>
<td>$S_k = 1.5$</td>
<td>Preliminary (or un-scaled) score for project</td>
</tr>
<tr>
<td>$N = 4$</td>
<td>Total number of projects</td>
</tr>
<tr>
<td>$R_2S_2 + R_3S_3 + R_4S_4$</td>
<td>The product of $R_kS_k$ using the preliminary score and original incentive request for all other lower-scoring projects, excluding the highest-scoring project</td>
</tr>
</tbody>
</table>

### French Bakery

\[
S_{(Bakery)}^{(scaled)} = \frac{(R_kS_k)}{(R_2S_2 + R_3S_3 + R_4S_4)}
\]

\[
S_{(Bakery)}^{(scaled)} = \frac{[(50,000)(1.5)]}{(35,000*2)+(85,000*5.2)+(50,000*1.5)}
\]

\[
S_{(Bakery)}^{(scaled)} = \frac{75,000}{70,000 + 442,000 + 75,000}
\]

\[
S_{(Bakery)}^{(scaled)} = \frac{75,000}{587,000}
\]

\[
S_{(Bakery)}^{(scaled)} = 0.128
\]

Final (scaled) score = 0.128
Now, let’s repeat this process for the other two (2) lower-scoring projects:

<table>
<thead>
<tr>
<th>Project k</th>
<th>Incentive Request</th>
<th>Preliminary Score</th>
<th>Reference Table (k = Bookstore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>1.5</td>
<td>$R_k = 35,000</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>2.0</td>
<td>$S_k = 2.0</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>5.2</td>
<td>$N = 4</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>6.5</td>
<td>$R_2S_2 + R_3S_3 + R_4S_4</td>
</tr>
</tbody>
</table>

The product of $R_kS_k$ using the preliminary score and original incentive request for all other lower-scoring projects, excluding the highest-scoring project.

**Bookstore**

\[
S_{(Bookstore)}^{(scaled)} = \frac{(R_kS_k)}{(R_2S_2 + R_3S_3 + R_4S_4)}
\]

\[
S_{(Bookstore)}^{(scaled)} = \frac{(35,000)(2.0)}{(35,000*2)+(85,000*5.2)+(50,000*1.5)}
\]

\[
S_{(Bookstore)}^{(scaled)} = \frac{70,000}{70,000 + 442,000 + 75,000}
\]

\[
S_{(Bookstore)}^{(scaled)} = \frac{70,000}{587,000}
\]

\[
S_{(Bookstore)}^{(scaled)} = 0.119
\]

**Final (scaled) score = 0.119**
We are solving for this value.

The product of $R_k S_k$ using the preliminary score and original incentive request for all other lower-scoring projects, excluding the highest-scoring project:

$S_{(scaled)}(Loft) = \frac{(85,000)(5.2)}{(35,000*2)+(85,000*5.2)+(50,000*1.5)} = \frac{442,000}{587,000} 
S_{(scaled)}(Loft) = 0.753 
Final (scaled) score = 0.753$

Now, we have our final relative merit scores:

<table>
<thead>
<tr>
<th>Project</th>
<th>Incentive Request</th>
<th>Preliminary Score</th>
<th>Relative Merit Score (Scaled Score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>1.5</td>
<td>0.128</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>2.0</td>
<td>0.119</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>5.2</td>
<td>0.753</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>6.5</td>
<td>1</td>
</tr>
</tbody>
</table>

The sum of all scaled scores should always be 2:

These relative merit scores can now be used to calculate the distribution of incentive awards using the formula presented in the following section.
Attachment 2:

Option 4-C: Staff-Proposed Project Funding Method Given Budget Gap

The purpose of this Option is to present a reliable method for calculating incentive awards under the condition that more funds are being requested than funds have been budgeted (i.e. there is a **budget gap**), requiring Council to resolve how to distribute limited funds among several eligible projects. This Option assumes Council has decided its preferred **project scoring system**, and that each of the projects under consideration has been assigned a score compatible with its merit. How these **relative merit scores** can be calculated is explored Attachment 1, but it should be assumed here that each score is a valid reflection of the project’s merit (i.e. the score and merit are highly correlated).

There are a variety of approaches to distributing limited funds among several eligible projects, which staff have considered during the development of this proposal. Among possible alternatives, the following proposal was identified as most consistent with the principle of fairness and represents staff’s recommended method:

| Proposed Funding Method | Highest-scoring project is funded its maximum eligible award, and all other awards are reduced in proportion to their scores (i.e. the **budget gap** is distributed to the remaining projects in proportion to their **relative merit scores**). |

Example Problem:

Let’s assume four (4) incentive grant applications have been received: a French bakery, a bookstore, a loft apartment, and a boutique hotel. Each project has been assigned a score according to the preferred **project scoring system** and is requesting incentives as follows:

<table>
<thead>
<tr>
<th>Project</th>
<th>Incentive Request</th>
<th>Relative Merit Score (Scaled Score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>0.128</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>0.119</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>0.753</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>1</td>
</tr>
</tbody>
</table>

Let’s also assume there exists a $40,000 **budget gap** and Council has elected not to pass a budget amendment to cover the difference. In order to fairly distribute the difference between all projects, it is necessary to determine the fraction of the gap to apply to each project, i.e. the amount each award must be reduced. This can be calculated using the following formula:
**Award Calculation Formula Given Budget Gap**

\[ B_i = R_i - [(1-S_i) \times G/(N-1)] \]

Where:
- \( B_i \) is the final reduced award to project \( i \)
- \( R_i \) is the original incentive request of project \( i \)
- \( S_i \) is the relative merit score of project \( i \)
- \( G \) is the total budget gap
- \( N \) is the number of projects receiving a cut

Now, let’s calculate the final awards for each of our four (4) applications using the formula provided, beginning with the French Bakery. This project originally requested $50,000 in incentives, but was not the highest-scoring project. Therefore, the French Bakery’s award will be reduced in proportion with its relative merit score, which is 0.128.

<table>
<thead>
<tr>
<th>Reference Table (All Projects)</th>
<th>Reference Table (( i = ) French Bakery)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project ( i )</td>
<td>Incentive Request</td>
</tr>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
</tr>
</tbody>
</table>

Note that \( N=3 \) in the reference table above. Because the highest-scoring of the 4 projects will not be cut, only 3 projects are subject to an award reduction. Now, we need only plug in the known variables:

**French Bakery**

\[
B_{(\text{French Bakery})} = R_i - [(1-S_i) \times G/(N-1)] \\
B_{(\text{French Bakery})} = 50,000 - [(1-0.128) \times 40,000/(3-1)] \\
B_{(\text{French Bakery})} = 50,000 - [(0.872) \times 40,000/(2)] \\
B_{(\text{French Bakery})} = 50,000 - (34,880/2) \\
B_{(\text{French Bakery})} = 50,000 - 17,440 \\
B_{(\text{French Bakery})} = \$32,560 \\
\text{Final reduced award} = \$32,560
\]
Now, let’s repeat this process for the other two (2) projects subject to an award reduction:

<table>
<thead>
<tr>
<th>Project</th>
<th>Incentive Request</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>0.128</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>0.119</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>0.753</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference Table (All Projects)</th>
<th>Reference Table (i = Bookstore)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project i</strong></td>
<td><strong>Incentive Request</strong></td>
</tr>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>$S_i = 0.119</strong></th>
<th><strong>$G = 40,000</strong></th>
<th><strong>Total budget gap</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$N = 3</strong></td>
<td><strong>Number of projects receiving a cut</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Bookstore**

\[
B_{(Bookstore)} = R_i - [(1 - S_i) * G/(N - 1)]
\]

\[
B_{(Bookstore)} = 35,000 - [(1 - 0.119) * 40,000/(3 - 1)]
\]

\[
B_{(Bookstore)} = 35,000 - [(0.881) * 40,000/(2)]
\]

\[
B_{(Bookstore)} = 35,000 - (35,240/2)
\]

\[
B_{(Bookstore)} = 35,000 - 17,620
\]

\[
B_{(Bookstore)} = $17,380
\]

**Final reduced award = $17,380**
### Reference Table (All Projects)

<table>
<thead>
<tr>
<th>Project</th>
<th>Incentive Request</th>
<th>Score</th>
<th>Reference Table (i = Loft Apartment)</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>0.128</td>
<td>$B_i = ?</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>0.119</td>
<td>$R_i = 85,000</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>0.753</td>
<td>$S_i = 0.753</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>1</td>
<td>$G = 40,000</td>
</tr>
</tbody>
</table>

### Bookstore

\[
B_{\text{Loft Apartment}} = R_i - [(1 - S_i) \ast G/(N - 1)]
\]

\[
B_{\text{Loft Apartment}} = 85,000 - [(0.247) \ast 40,000/(3 - 1)]
\]

\[
B_{\text{Loft Apartment}} = 85,000 - [(0.2) \ast 40,000/(2)]
\]

\[
B_{\text{Loft Apartment}} = 85,000 - 9,880/2
\]

\[
B_{\text{Loft Apartment}} = 85,000 - 4,940
\]

\[
B_{\text{Loft Apartment}} = $80,060
\]

*Final reduced award = $80,060*

Now, we have our final award amounts, and the budget gap has been eliminated:

<table>
<thead>
<tr>
<th>Project</th>
<th>Incentive Request</th>
<th>Final Award</th>
<th>Difference (Reduction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>$32,560</td>
<td>$17,440</td>
</tr>
<tr>
<td>Bookstore</td>
<td>$35,000</td>
<td>$17,380</td>
<td>$17,620</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>$80,060</td>
<td>$4,940</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>$97,500</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Budget Gap Eliminated:** $40,000

This scoring system can be used in any circumstance where incentives requested exceed the program budget and limited funds must be distributed across multiple eligible projects.
# Summary of Example Problems:

<table>
<thead>
<tr>
<th>Project</th>
<th>Incentive Request</th>
<th>Final Award</th>
<th>Preliminary Score</th>
<th>( S_{i}^{(scaled)} = \frac{R_{i}S_{i}}{\sum_{i=2}^{N} R_{i}S_{i}} )</th>
</tr>
</thead>
<tbody>
<tr>
<td>French Bakery</td>
<td>$50,000</td>
<td>$32,560</td>
<td>1.5</td>
<td>0.128</td>
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<tr>
<td>Bookstore</td>
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<td>$17,380</td>
<td>2.0</td>
<td>0.119</td>
</tr>
<tr>
<td>Loft Apartment</td>
<td>$85,000</td>
<td>$80,060</td>
<td>5.2</td>
<td>0.753</td>
</tr>
<tr>
<td>Boutique Hotel</td>
<td>$97,500</td>
<td>$97,500</td>
<td>6.5</td>
<td>1</td>
</tr>
</tbody>
</table>
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:  □ Public  □ Council  □ Manager  ☒ Staff

Requested Council Meeting Date:  August 6, 2019

Name of Group(s) or Individual(s) Making Request:  Diane Gilmore

Name of Presenter(s):

Requested Agenda Item:  Council to consider making appointments to boards and commissions. A worksheet is attached showing the current number of seats open either through vacancies or members who are rolling off of the board for each the boards and commissions.

Description of Requested Agenda Item:

Attachments:  ☒ Yes  □ No

Fiscal Note:  (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

There is no fiscal impact.

Action Requested of Council for Agenda Item:  Council to consider making appointments to boards and commissions.

Contact Information for Group or Individual:  Diane Gilmore, 704-638-5224

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☒ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

________________________________________  ______________________________________
Finance Manager Signature  Department Head Signature

________________________________________
Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date****

For Use in Clerk’s Office Only
Salisbury City Council
Agenda Item Request Form

☐ Approved  ☐ Delayed  ☐ Declined

Reason:
### Housing Advocacy Commission

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Term Expires</th>
<th>Eligible for Reappointment</th>
<th>Need 1 Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victor Wallace</td>
<td>3/31/19</td>
<td>Yes</td>
<td>Crystal Jackson</td>
</tr>
<tr>
<td>Calvin Turner</td>
<td>3/31/19</td>
<td>Yes</td>
<td>Anthony Smith</td>
</tr>
<tr>
<td>VACANT (At-large)</td>
<td>3/31/22</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

*Initial terms were two year terms*

**Applicants:**
- Michelle Bailey
- Dr. Phyllis Miller
- Jamella Martin

### Tree Board

<table>
<thead>
<tr>
<th>Current Members</th>
<th>Term Expires</th>
<th>Eligible for Reappointment</th>
<th>Need 1 Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crystal Jackson expiring 11/5</td>
<td>3/31/21</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

**Applicants:**
- Crystal Jackson expiring 11/5

**Notes:**
-
Description of Requested Agenda Item: The Salisbury Parks and Recreation Department will hold Movies in the Park on Friday, August 9, 2019 at City Park. The movie, Ralph Breaks the Internet, will begin at 9:00 pm. Concessions will be available for purchase. Bring a blanket or a chair and enjoy fun family time. This event is free and open to the public. For more information, please call (704) 216-PLAY.

Fiscal Note: (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item: (Please note if item includes an ordinance, resolution or petition)

Contact Information for Group or Individual: Vivian Koontz (704) 638-5294

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☒ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

_________________________________  ____________________________________
Finance Manager Signature          Department Head Signature

_________________________________
Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date****
Name of Group(s) or Individual(s) Making Request: Human Relations/Communications/Community Action Teams

Name of Presenter(s):

Requested Agenda Item: 2019 Community Resource Fair Announcement

Description of Requested Agenda Item:
The annual Community Action Teams Community Resource Fair will be held Saturday, Aug. 17, 10 a.m. to 2 p.m. at the Hurley YMCA. The Fair brings together local agencies specializing in health, addiction, education and family support in one place to assist local families during the 2019-2020 school year. There will be an interactive, “teen-bedroom” challenge for parents, school supply giveaways and door prizes. Children must be accompanied by a parent or guardian. Lunch will be provided. For more information, please contact Anne Little, human relations manager, at anne.little@salisburync.gov or call (704) 638-5218.

Fiscal Note: (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item: (Please note if item includes an ordinance, resolution or petition)

Contact Information for Group or Individual: Anne Little

Finance Department Information:

Finance Manager Signature

Department Head Signature

Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date***
Salisbury City Council
Agenda Item Request Form

For Use in Clerk’s Office Only

☐ Approved  ☐ Delayed  ☐ Declined

Reason:
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:   □ Public   □ Council   □ Manager   ☒ Staff

Requested Council Meeting Date:   August 6th, 2019

Name of Group(s) or Individual(s) Making Request:   Downtown Development Dept. & Downtown Salisbury, Inc., 501c3 partner

Name of Presenter(s):   Announcement

Requested Agenda Item:   College Night Out

Description of Requested Agenda Item:   Thursday, August 22nd from 6-9pm, Downtown Salisbury welcomes students from the local colleges (Hood Seminary, Catawba, Livingstone, Rowan Cabarrus Community College) and new Rowan-Salisbury Schools staff to enjoy an evening full of fun in downtown. There will be live music, a DJ, vendors, FREE shuttles, games, giveaways and more. Join us on W. Fisher St. and throughout Downtown for a night full of fun.

Attachments:   □ Yes   ☒ No

Fiscal Note:   (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item:   N/A

Contact Information for Group or Individual:   Latoya Price 704-638-5238 latoya.price@salisburync.gov

☐ Consent Agenda   (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☒ Regular Agenda   (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

_________________________________  __________________________________
Finance Manager Signature   Department Head Signature

__________________________________
Budget Manager Signature


****All agenda items must be submitted at least 7 days before the requested Council meeting date****
Salisbury City Council
Agenda Item Request Form

For Use in Clerk’s Office Only

☐ Approved ☐ Delayed ☐ Declined

Reason:
Salisbury City Council
Agenda Item Request Form

Please Select Submission Category:  ☒ Public  ☐ Council  ☐ Manager  ☒ Staff

Requested Council Meeting Date:  August 6, 2019

Name of Group(s) or Individual(s) Making Request:  Salisbury Parks and Recreation Department

Name of Presenter(s):

Requested Agenda Item:  Announcement

Description of Requested Agenda Item:  The Salisbury Parks and Recreation Department will hold the Doggie Dip Swim Party on Saturday, September 7, 2019 beginning at 1:00 pm at the Fred M. Evans Pool. This special day is for all well-mannered dogs and their owners to enjoy their own sun and fun in the water. All proceeds for this event will benefit the DogPAWs continuing fundraising efforts for amenities in the DogPAWS dog park. Swim times vary by dog size. For more information and a complete list of rules, please contact us at (704) 216-PLAY. Admission is $5 per pup.

Attachments:  ☐ Yes  ☒ No

Fiscal Note:  (If fiscal note requires approval by finance department because item exceeds $100,000 or is related to grant funds, please fill out signature blocks for finance at bottom of form and provide supporting documents)

Action Requested of Council for Agenda Item:  (Please note if item includes an ordinance, resolution or petition)

Contact Information for Group or Individual:  Vivian Koontz (704) 638-5294

☐ Consent Agenda (item requires no discussion and will be voted on by Council or removed from the consent agenda to the regular agenda)

☒ Regular Agenda (item to be discussed and possibly voted on by Council)

FINANCE DEPARTMENT INFORMATION:

________________________________________  ____________________________________
Finance Manager Signature  Department Head Signature

________________________________________
Budget Manager Signature

****All agenda items must be submitted at least 7 days before the requested Council meeting date****

For Use in Clerk’s Office Only

☐ Approved  ☐ Delayed  ☐ Declined

Reason: