

PROCEEDINGS OF THE CITY COUNCIL
Rapid City, South Dakota
January 31, 2019

Pursuant to due call and notice thereof, a special meeting of the City Council of the City of Rapid City was held at the City/School Administration Center in Rapid City, South Dakota on Thursday, January 31, 2019 at 5:30 P.M.

The following members were present: Mayor Steve Allender and the following Alderpersons: Amanda Scott, Darla Drew, Ritchie Nordstrom, Lisa Modrick, Jason Salamun, Chad Lewis, Laura Armstrong, Steve Laurenti, and Becky Drury; and the following Alderpersons arrived during the course of the meeting: John Roberts; and the following were absent: None.

Staff members present included: Finance Officer Pauline Sumption, City Attorney Joel Landeen, Parks and Recreation Director Jeff Biegler, Operations Management Engineer Rod Johnson and Administrative Coordinator Heidi Weaver-Norris

ADOPTION OF THE AGENDA

Motion was made by Nordstrom, second by Modrick and carried to adopt the agenda.

GENERAL PUBLIC COMMENT (3-minute time limit per speaker)

Jackie Waldie spoke on behalf of the Pinedale school community. They have always had a vision for a park by the school. They have wanted this for 10 years. They want a safe and engaging park. She believes this would be a great benefit to the city. They have pursued grant money and done fundraisers to keep playground viable. They want to bring the area back to life. She feels they have exhausted all of their resources. She said there is 9.3 acres located at Pinedale Elementary that they would like the city to transform into a community park.

Margo Julius, Youth and Family Services Board President, expressed appreciation to the committee for reviewing their request, asking questions, and visiting the site. She thanked them for seeing the value of the project and their vision. The city will be giving more children better advantages.

Chuck Henry said there is a crisis of homeless people in Rapid City and wants the council to support the One Heart project.

Anita Deranleau spoke on behalf of the One Heart project. She is a homeless liaison for the school system. She said approximately 450 children are homeless in Rapid City. She wants the council to support the One Heart project.

Rochelle Starkey, community partner for One Heart, spoke to the council. She is 23 from the Rosebud Sioux Tribe and pursuing her GED. She has been homeless off and on since she was 15. She had so many negative things going on in her life that school was the last thing on her mind. Her thoughts were on finding a meal and shelter. She said the One Heart campus and project will change so many people's lives. She stated One Heart can bring about change and hope for the community.

Jordan Red Feather, community partner, said One Heart is needed. He grew up surrounded by drugs and alcohol. He never had a true home. He said the youth of Rapid City can't hold on or wait any longer. They need this project to avoid ending up in poverty. He said children's lives

will end up damaged if the city can't help. He desperately wants to see the youth get the help that they need.

Bev Warne, Elder from Pine Ridge and a member of the Native Leadership Circle. He represents the Lakota Elder population and the Native American population. She said when she was growing up, racism was blatant and open. She said the Native youth need to feel valued. She has been a nurse for 56 years and has seen much suffering. One Heart is a ray of hope for Native American people. She would like the council to support One Heart.

Charity Doyle, Project Manager for One Hope, spoke to the council. She said there are 457 homeless children in Rapid City and the number will continue to increase in the school year. The weather will make this dilemma more tragic. She said there are people who have no homes or stability. Their organization wants to create a viable pathway out of poverty. She said they need \$5 million in order to secure the purchase agreement. Even if they get the \$5 million, they are still two years out from opening. She said the vision funds are a catalyst to take the project from concept to reality. She thanked the council and asked them for their support.

VISION FUND ITEMS – Items 1 - 3

Mayor read in item (No. CC013119-01) Presentation of Recommendations for Vision Funding by Vision Fund Citizen Committee. George Grasby, Vision Committee Chairman, addressed the council. He introduced the committee: Mark Massa, Tim Johnson, Bob DeMerssemann, Megan Reder-Schopp, Dawn Connor, Jo Lynn Little Wounded, Heather Forney and Katy Kinnan. Grasby also thanked Joel Landeen, Pauline Sumption, Lindsey Seachris, Jeff Biegler, Sarah Hanzel and Dale Tech. He said there were 24 groups that applied for Vision Funds and \$18 million dollars to distribute. Grasby said the committee recommended to fund 15 projects, which is 70% of the applicants. He said the committee had a unanimous consensus on the projects they voted for. He stated there was constant influx and public hearings were held for two days, eight hours per day. Each committee was invited to present their project. They discussed the history of the vision fund, the comprehensive plan, community development and Rapid City's core values. Their group attended 13 committee working sessions and focused on youth and family values. Their goal was to provide council with a reasonable, well-thought-out, product. Grasby listed the committee's recommendation in order of priority to them. They are as follows: 1. Abbott House, \$190,000; 2. Youth & Family Services, \$1,950,000; 3. Rapid City Club for Boys, \$810,000; 4. Rapid City Collective Impact, \$4,000,000; 5. YMCA, \$1,100,000; 6. Destination Rapid City, \$3,990,000; 7. Black Hills Works, \$450,000; 8. Main Street Square, \$187,500; 9. Black Hills Sports, \$1,650,000; 10. Rapid City Area Schools, \$750,000; 11. Harney Little League; 12. Elevate Rapid City, \$900,000; 13. Canyon Lake Activity Center, \$30,000; 14. Rapid City BMX, \$78,000; and 15. Rapid City Softball Association, \$386,000.

Mayor extended thanks to Grasby and the committee. He said the citizen committee did a great job. Scott read in item (No. CC013119-02) Presentation of Recommendations for Vision Funding by Mayor and City Staff. Mayor stated that the Vision Funds is a gift from the citizens to the citizens. He explained the fund was established in the early 1970's in order to create a funding source for the Civic Center. It was brought back in 1993 with a public vote. It was previously called the 2012 Vision Fund and is now called the Vision Fund. He said the city has a unique opportunity to look into the future and help build it. In speaking with other city officials, no other city has a fund like this. It is a self-imposed tax to create a fee. It's a gift. He asked the city council to take into account the wishes of the citizens. He encouraged them to weigh the Vision Fund Committee recommendations. The mayor asked the council to consider three city proposed projects as follows: 1. \$1.6 million to make Dinosaur Park ADA compliant. 2. \$390,857 to complete the first phase of military appreciation park in the green space northwest of the

intersection of Omaha Street and Mount Rushmore Road. 3. \$4.5 million to renovate and remodel City Hall.

Parks and Recreation Director, Jeff Biegler spoke to the council. He stated that Dinosaur Park needed an ADA walkway. There are 90 steps in order to get to the top of the hill. A lot of people are denied access because of mobility. He said it is a \$2.5 million dollar project and they are asking for \$1.6 million for the project. He said the facility was constructed in 1936 and it needs new retaining walls, hand rails and lighting. He stated it's not just a parks project, it's a community project. Biegler said the military appreciation park would go on the west Memorial Park site. The park will highlight a more than 75 year plus relationship with EAFB and the SD National Guard. They envision mounting a B-1B Lancer Bomber there and constructing a circular, three-level bleacher area. They would like to hold military ceremonies there. The city has been in contact with South Dakota School of Mines and Technology and they are willing to assist as well. This is a great way to honor the military community.

Operations Management Engineer, Rod Johnson, addressed the need for the City Hall remodel. He explained a little over three years ago there was a space study conducted. The building was constructed in 1985. The study involved the city, as well as the school system, since the building is shared. The needs for the building, and also the staff, have grown 35-years later. The building is 65,000 sq feet. The city considered their options of renovating, relocating and adding a third floor. They decided that renovating was the best option. Many of the lights are old, the carpet and many fixtures are original. The school system plans to vacate the end of June 2019. The city would like to consolidate some departments, as well as relocate some departments housed outside of City Hall back here. \$4.5 million is the current estimate, including some outdoor work. He also stated that security is needed and energy efficiency is a must. He said the consultant put together a thorough estimate in order to get the renovations completed.

Mayor read in item (No. CC013119-03) Vision Fund Committee discussion, questions, and motions to award funding from Vision Three Year Plan. Nordstrom thanked the Vision Committee. He said they gave a lot of time vetting the project. He stated the applicants gave a lot of information. There was great argument and justification for each project. They did a great job of choosing projects of different diversity. He's concerned about reserves / contingency fund. He would like the city to continue to set aside \$1 million in reserves. Motion was made by Scott, second by Laurenti to suspend normal rules. Substitute motion by Modrick, second by Drew, to amend the time limit to speak. Modrick wanted everyone to have a turn to speak before getting to speak a second time. Motion failed 8-2 with Modrick and Drew voting in favor of the time limit. Motion to suspend the rules passed 8-2 with Modrick and Drew voting no. Motion made by Laurenti, second by Salamun, to vote on each recommended item individually, motion carried 10-0.

Salamun thanked the Vision Fund Committee. He said they were a diverse, strong group, and was thankful for all that they did. In response to a question from Salaumn, Sumption said the city had over \$25 million to allocate to community and city projects. A \$1 million contingency fund would also be kept. The breakdown for allocations would be about \$10 million in 2019; \$6 million in 2020; and \$6 million in 2021. She stated that some city projects never happened so there were extra funds. Salamun said the committee's recommendations carry a lot of weight with him. He said his votes won't match their recommendations exactly but he appreciates the diversity of the projects and the time they took considering each.

Motion by Laurenti, second by Lewis, to approve the committee's recommendation to fund the Abbott House for \$190,000.00, with the funds to be broken up evenly over 2019, 2020 and 2021. Motion carried 10-0.

Drew stated that some organizations won't get the funding that they hope for. But there are always ways to fundraise and make up the difference. She said to get creative, add more people and new ideas. If you are still short, come back again in three years. She stated this is a better system than council had years ago and it's more effective. She said these are vetted and good recommendations from the committee. She encouraged the organizations that if they don't get what they want, it doesn't mean they can't make it happen. Motion was made by Modrick, second by Laurenti, to fund \$1,950,000 with \$1.3 million in 2019; \$469,000 in 2020; and \$181,000 in 2021. Motion carried 9-1 with Scott voting no.

Motion by Laurenti, second by Modrick, to approve \$810,000 for the Club for Boys. The city will fund \$405,000 in 2019 and \$405,000 in 2020. Scott said she was concerned that the city would fund a roof for a building they don't own but the city can't fund the money for the roof on the Minneluzahan building when it's city owned. She said the city needed to take care of that building first. She stated if there were extra funds that she would like that building considered for a new roof as well. Nordstrom suggested looking at CIP funds for the Minneluzahan roof instead of Vision Funds. Mayor stated the roof on the Minneluzahan had been repaired. Motion carried 10-0.

Motion by Salamun, second by Armstrong, to approve \$5 million in 2019 for One Heart campus. Salamun asked Charity Doyle what the full funding versus a partial funding is important. She said there is a timeline regarding the purchase agreement. The property comes with existing leases. They would be able to bank revenues to help with starting operations. The federal grant system doesn't see them as existing. Trying to find the funding to get the doors open has been challenging. The project can't move forward until they have a physical location. It will still take two years before they get the doors open. Doyle said poverty impacts us all. They want to be part of the solution. Not everybody pays property tax, but everybody pays sales tax. The Vision Fund is 100% sales tax derived. Doyle said in the past, 62% of vision funds has gone into quality of life projects, many in the middle class can enjoy but many less fortunate can't afford. Only 6% has gone into human services. Salamun said he heard some people say that One Heart will be a magnet for homeless. Doyle said data shows that people living in homelessness are not bussed to places just because they heard of it. Logic would dictate that no one will come to this climate to establish nine month residency. The people seeking enrollment are trying to break the cycle. She stated the provider network already knows who these people are. Doyle said people will come to One Heart through referrals. The biggest referral right now is from the school district and the 400 plus kids that need help. She said she believes Rapid City has the opportunity to make a huge impact on our community. Salamun said he supports this immensely. This organization embraces the "hand-up not a hand-out" philosophy the city talks about. He said Rapid City has something really special with this program and he fully supports it. He said it's not just the homeless but the nearly homeless. When we invest wisely, we invest in our future. Scott said she's never been comfortable with this concept because in her mind it's an all or nothing. She would rather see a concept like this start out small, build, have the successes and continue on. Without seeing the flexibility to take a lesser amount scares Scott. If they need the full amount, they don't have a contingency or backup plan. She said she wouldn't support it. Nordstrom clarified the motion was to fully fund the \$5 million in 2019. Nordstrom said Doyle did a good job with presenting and explaining the information. He said this agency has uniqueness in being able to fill the gap and addressing issues that they have never addressed before. In response to a question from Nordstrom, Doyle said that Rapid City Collective Impact

wanted to look at what needed to happen in this community. Rapid City does well at responding to people in crisis. We have an emergency homeless shelter, a street level outreach team, acute mental health and substance abuse services at the care campus through BMS crisis care center, and day service through the HOPE Center. The part lacking is the long-term care of helping people rebuild their lives. Doyle said the community is spending at least \$124 million responding to crises. In response to a question from Nordstrom, Doyle said one of their goals was to create a diverse portfolio for the reasons of sustainability. Pending the approval of the first \$5 million, they have identified the revenue sources for the first year of operation and 70% of the funding for the first five years. Some of the revenue includes the program fee, partner cost sharing, class room rentals, workforce development, Vacurevich Foundation, private donors, other general community fundraising efforts, as well as leases from college station. They are well positioned for bringing in new dollars to Rapid City to fund this, but only once they have the facility opened and are producing data. They have a development plan to raise non-acquisition capital, mostly FF&E. They want to establish a reserve fund for unforeseen opportunities and emergencies. They don't want to worry about raising dollars the first five years. They want to be focused on the people and the process and making sure it's done right. They have two years to accomplish things and the property acquisition will help them start the process. Modrick asked Doyle to answer the concerns that Scott has regarding this project. Mayor clarified by saying the One Heart has been recommended for 80% funding and to come back and need the additional 20% means you don't have a backup or contingency plan. Doyle said they have raised 69% of the funding but maybe Scott is talking about 80% of the asking amount. Doyle said they have well indicated through literature and comments tonight that the timing is a major piece of this. The city will also save an approximate \$5 million over two years by having One Heart versus using emergency services. Modrick said the cost savings in emergency services, the opportunity for the location and being shovel ready are great reasoning to give them the full \$5 million. In response to a question from Drew, Doyle said with the income from the leases they could bank those funds since there will be no debt on the building. She said Dream Design International owns the building. The city can elect to own the property once the purchase is complete. Drew said this program has the potential of saving the city \$124 million in emergency services. Drew supports the project and thinks it will make Rapid City a much better place. Laurenti said this project was difficult for him. He doesn't think the numbers add up. He said there is \$4.5 million going out to human services projects. He feels the city is stepping up via the citizen committee for human services. It's hard for him knowing the city is investing \$4.5 million in human services and then granting another \$5 million to One Heart. Laurenti is concerned with the operational costs of this project. He can't support a project that doesn't have a proven track record. He also doesn't want to go over the \$4.5 million already allocated for human services. Modrick said she got to see the live version of this project when she visited Haven for Hope. This process is truly a hand-up, not a hand-out. We need to capitalize on something that has already proven success in another state. This community investment will be immediate. One Heart would be providing the homeless with ways to get out of poverty. Modrick thinks \$5 million is nominal compared to the results that will come from this project. Salamun said all of the organizations need to work together because there are gaps. He would question it if they were working separate but they are all working together. Laurenti agrees with them working together but some of these efforts already work together. He said he's not against but would like to see the city investment be less until they have a proven track record especially since they are already allocating \$4.5 million to human services. Modrick would like to see this happen for the good of public, private partnerships. This project would be a gift to the community. Lewis said he thinks there is a problem of wanting to fund a little bit of everything. He said when this happens, the city has several projects that go unfinished because the organization can't finish it themselves. He had a goal to correct the items that never got done. He is for the project but wants the city projects to get done first. He thinks the city needs

to be responsible for their infrastructure first. Motion failed 5-5 with Scott, Lewis, Laurenti, Drury and Roberts voting no. Motion was made by Modrick, second by Armstrong to fund \$4.5 million. Modrick said this is a compromise and most of them think it's a good project. The council is talking about wanting to get it done, let's do it with \$4.5 million and she thinks the community will get behind it as well. Scott said she would be willing to look at the other projects and come back to this one. If they continue discussion her vote will still be no. Motion failed 5-5 with Scott, Lewis, Laurenti, Drury and Roberts voting no. Mayor indicated that he can't break a tie vote that will cause for the expenditure of funds.

Motion was made by Drury, second by Salamun to approve \$1.1 million for YMCA. Motion carried 10-0.

Motion was made by Laurenti, second by Roberts, to fund \$3,990,000 to Destination Rapid City. Motion carried 8-2 with Armstrong and Drew voting no.

Motion was made by Laurenti, second by Nordstrom, to Black Hills Works for \$450,000. Scott said she thought they sold a building and received funds from that so she won't support this. Armstrong said she needed to abstain. In response to a question from Modrick, the Executive Director of Black Hills Works said they did sell a building that no longer suited their purposed and didn't work for Medicaid purposes. All the money from that sale has gone into the new building. Modrick said the building was constructed in 1964 and needs improvements. They are serving close to 600 people and the building need to be updated and expanded. Motion carried 8-1 with Scott voting no and Armstrong abstaining.

Motion was made by Laurenti, second by Modrick to approve Main Street Square for \$187,500.00 per the committee recommendation. Motion carried 10-0.

Salamun said that he was contacted by Black Hills Sports and they think they can do phase one which is bathrooms, concession and shading for \$2.3 to \$2.5 million. Motion was made by Salamun, second by Laurenti to approve \$2.3 million to Black Hills Sports over three year. In response to a question from Laurenti, Sumption said the agreement is worked out between the applicant, city attorney and finance officer. Laurenti said he'd like to change the funding to the first two years. Salamun agreed with the change. Laurenti thinks this project is important. This is a city property that has been taken care by a private entity for about 60 years. This is an economic development project in his opinion. It will hopefully allow them to go after larger tournament. Hundreds of families come in and spend money in Rapid City. Roberts said this is city property and it's important to fund it. Money to this project has been overdue. Nordstrom said there is no diversity in this agency. He understands that it's city property and the stadium provides economic development but doesn't think it's a diversified project. He won't support it. In response to a question from Drew, Pat Hall said most of the improvements have been funded privately. He said the lights for the World Series were funded privately, as well as, the field house. Families raise money for the program. He would like to see the stadium be used as a multi-purpose facility. They have not raised ticket prices because of the run-down facility. Hall said they receive revenue from the outfield signs and concessions. Black Hills Sports has a lease with the city. Baseball Parents Inc. does the fundraising, ticket sales and sponsorships. Drury is in favor of opening the facility for other entertainment. Modrick said she made the site visit and the facility needs improvements. The bathrooms are in terrible condition. This is a public facility and there is expansion opportunity along with economic development. Lewis said the city needs to take care of this facility because it's been neglected for too long. Motion carried 9-1 with Nordstrom voting no.

Motion was made by Drew, second by Nordstrom to recess. Motion failed 8-2 with Drew and Nordstrom voting in favor of the recess.

Motion was made by Armstrong, second by Drew to approve Rapid City Area Schools for \$750,000. Scott said she won't vote for this. She thinks government entities should use CIP funds for improvements. Roberts said the school system gets the largest amount of tax payers funds. He can't support this either. Armstrong said the city has supported past project like the Stevens High School gym. She wants the city to invest in this park for the children and the community. Waldie said the equipment is from 1957. Laurenti said a taxing entity should not be coming to another taxing entity for money. He can't support this project. Nordstrom is in favor of the project and wants to help out kids. Drew said she would vote no for now but is willing to help with fundraising ideas. Motion failed 8-2 with Armstrong and Nordstrom voting yes.

Motion was made by Lewis, second by Salamun to approve Harney Little League for \$100,000. Motion carried 10-0.

Motion was made by Scott, second by Salamun to approve \$2,000,000 for Elevate Rapid City in 2020. The business community is behind this. Pat Burchill said economic development has been around a long time. The Chamber and Economic Development have a partnership. They decided to consolidate and merge. He is okay with funding coming in 2021. Motion to amend to year 2021 was made by Salamun, second by Scott. Drew asked Burchill if he'd be willing to take \$1.5 million instead of \$2 million. He said he can't speak for the board. Motion carried 10-0.

Motion was made by Armstrong, second by Lewis to approve \$50,000 for Canyon Lake Activity Center. Scott said Minneluzahan Senior Center needs it's roof replaced and she would like money allocated for that. Mayor said he vetted the roof on his own and it took \$1000 to fix the leak. Lewis said the committee recommended \$30,000 but the council is approving the requested amount of \$50,000. Drew asked if the full \$50,000 would be used. Michael Garfield, director, projected a \$50,000 request to complete the project. He said it's 55% complete and they can use the \$50,000 to complete the rest. Nordstrom said several different agencies were donating time and resources to get this done. Armstrong said it's no longer a senior center and is now for people 21 and older. It is more inclusive. Motion passed 10-0.

Motion was made by Laurenti, second by Lewis to approve \$78,000 to Rapid City BXM in 2019. Motion carried 10-0. Motion was made by Drury, second by Laurenti, to fund Rapid City Softball Association for \$375,000 in 2019. Motion carried 10-0. Motion was made by Salamun, second by Nordstrom to approve \$1.6 million for Dinosaur Park in 2021. Motion carried 10-0.

Motion was made by Drury, second by Laurenti to approve the military appreciation park. Scott asked if this is in a flood plain. Jeff Biegler said there shouldn't be any concern, part is in floodway and they would get a floodway development permit. Scott thinks this is a good idea. She would like all five branches included and all men and women service personnel are recognized equally. Drew said her father was in the National Guard. She can't see a plane in the area where a tragic flood took place. She has reservation about this. She would support another way to recognize them. She believes the area should be left as it is in remembrance of the flood victims and loss of life. She said planes are hard to maintain, they rust, is concerned about graffiti, would rather help the people through the VFW. Lewis is concerned about a plane getting damaged by graffiti. He thinks a reflective pond is more appropriate. Armstrong asked Chris Stober of Friends of Rapid City Parks to speak. He said he was an advocate for Rapid City Parks and open spaces. He's concerned this is in the 100 year flood plain. He supports veterans, but not this way. He said there is value in keeping open space. In response to a

question from Nordstrom, Biegler said the plane will be raised high enough so people can't climb on it, but he can't say that vandalism won't occur. Salamun said as a veteran he supports the park. He doesn't know if the plane is necessary. Mayor said they don't have to debate design right now. Armstrong said we value our veterans, if this passes she would like to see community involvement. She would like to see Friends of Rapid City Parks be a part of it. Mayor said it's important to create spaces to express our appreciation. This vacant area used to hold an old tennis court. It's a nice area because it already has a parking lot, lights and restrooms. They will review any display of equipment that is prominent and memorable. They would like to make a statement that shows appreciation. In response to a question from Drew, Mayor said the city does have support from the military. Laurenti said he works at the base and people are telling him they think it's a good idea. Funding is approved for 2021. Motion carried 10-0.

Motion was made by Laurenti, second by Drury to approve \$4.5 million for CSAC remodel. Nordstrom said people work in unreasonable places. There is not enough money for CIP to cover this. Johnson suggested that \$2.5 million be funded in 2019. He said that CIP has \$600,000 allocated in 2023. Sumption said there is still \$3.4 million on the CIP side for improvements. Johnson said that the building improvements could be supplemented with CIP funds if needed. Roberts said he would support \$4.5 million in Vision Funds. He likes not taking money out of CIP. Scott recommended \$2.5 million in 2019; \$1.25 million in 2020; and \$500,000 in 2021. Scott wants to create a sidewalk fund, which could be CIP versus vision fund. Sumption said special assessment fund should be used for sidewalks. Motion carried 10-0.

Motion was made by Salamun, second by Armstrong to give remaining Vision Funds to One Heart. Salamun wanted to fund \$5 million to One Heart but would like to give remaining funds to them. Scott said to Doyle that one of her concerns is if One Heart doesn't get the full \$5 million can they still make it work. She asked if it was all or nothing. Doyle said she wasn't sure she could answer that. She wasn't in the position to negotiate. Scott said they could meet again if this doesn't work for her. Nordstrom asked Sumption if there was \$1 million in reserves. She said there was. Modrick said she wanted to use \$1 million in reserves. Sumption said there was \$3 million in CIP for CSAC improvements if they wanted to change their allocation to make it work for One Heart. Substitute motion by Modrick to take \$1 million from CIP for CSAC. There was no second. Landeen said they could revisit the plan later if they needed to. Motion carried to approve \$3.9 million for One Heart. Motion carried 6-4 with Laurenti, Drury, Roberts, and Scott voting no.

ADJOURN

There being no further business to come before the Council at this time, motion was made by Nordstrom, second by Drew and carried to adjourn the meeting at 9:58 p.m.

Dated this 31st day of January, 2019.

ATTEST:

Finance Officer

(SEAL)

Published at the cost of _____

CITY OF RAPID CITY

Mayor