



# CITY OF MORRO BAY CITY COUNCIL AGENDA

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*The City of Morro Bay provides essential public services and infrastructure to maintain a safe, clean and healthy place for residents and visitors to live, work and play.*

## **NOTICE OF SPECIAL MEETING**

**Tuesday, November 13, 2018  
Veterans Memorial Hall – 4:30 P.M.  
209 Surf St., Morro Bay, CA**

ESTABLISH QUORUM AND CALL TO ORDER

PUBLIC COMMENT FOR ITEMS ON THE AGENDA

SPECIAL MEETING AGENDA ITEMS:

- I. ADOPTION OF RESOLUTION NO. 89-18 APPROVING THE RISK MANAGEMENT RESERVE FUND POLICY; (FINANCE)

**RECOMMENDATION: Adopt Resolution No. 89-18.**

- II. RECEIVE REPORT AND PROVIDE FEEDBACK ON THE FISCAL EMERGENCY PLAN MITIGATION MEASURES, (FINANCE)

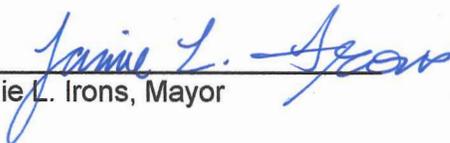
**RECOMMENDATION: Receive report and provide feedback on the fiscal emergency plan mitigation measures and provide other direction as appropriate.**

- III. FISCAL YEAR 2018/19 GENERAL FUND ALLOCATION FOR PUBLIC/TOURISM IMPROVEMENTS; (TOURISM)

**RECOMMENDATION: Council approve a transfer of up to \$20,000 within the FY 2018/19 TBID Budget from Community Event Support funding to public tourism improvements.**

ADJOURNMENT

DATED: November 9, 2018

  
\_\_\_\_\_  
Jamie L. Irons, Mayor

THIS AGENDA IS SUBJECT TO AMENDMENT UP TO 24 HOURS PRIOR TO THE DATE AND TIME SET FOR THE MEETING. PLEASE REFER TO THE AGENDA POSTED AT CITY HALL FOR ANY REVISIONS OR CALL THE CLERK'S OFFICE AT 772-6205 FOR FURTHER INFORMATION.

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN A CITY MEETING, PLEASE CONTACT THE CITY CLERK'S OFFICE AT LEAST 24 HOURS PRIOR TO THE MEETING TO INSURE REASONABLE ARRANGEMENTS CAN BE MADE TO PROVIDE ACCESSIBILITY TO THE MEETING.





AGENDA NO: I

MEETING DATE: November 13, 2018

# Staff Report

**TO:** Honorable Mayor and City Council

**DATE:** October 30, 2018

**FROM:** Jennifer Callaway, Finance Director

**SUBJECT:** Adoption of Resolution No. 89-18 approving the Risk Management Reserve Fund Policy

## **RECOMMENDATION**

Staff recommends the City Council adopt Resolution No. 89-18, rescinding Resolution No. 32-15 and establishing the Risk Management Reserve Fund Policy.

## **BACKGROUND**

At the July 10, 2018, City Council meeting, the Council requested the development of a fiscal emergency plan be added to future Council items. In addition, the Council previously requested financial policies be added to a future Council agenda for review and discussion. On August 28, 2018, staff brought forward an action plan outlining the process to complete both a fiscal resiliency plan and formation of Accounting Policies and Procedures. Council approved staff's recommended plan and, as such, staff has proceeded with developing a myriad of financial policies. The Council has adopted the following policies thus far:

- General Fund Emergency Reserve Policy
- Internal Service Funds Reserve Policy
- Harbor Accumulation Fund Reserve Policy
- Morro Bay Tourism Business Improvement District Accumulation Fund Reserve Policy
- Financial Management Policy
- Unclaimed Property Policy
- Fraud, Waste and Abuse Policy
- Disposal of Surplus Equipment & Property Policy
- Purchase Order Policy
- WRF Rate Surcharge Adjustment Policy
- Proration for Utility Bills and Notification to Customers Policy

The remaining schedule for policy adoption is as follows, adjusted slightly per previous Council discussion.

November 13, 2018 – Risk Management and Internal Controls

- Policies to provide guidance on avoiding, limiting, or eliminating internal control deficiencies
- Business preparedness and continuity guidelines
- Comprehensive Risk Management Program

Prepared By: JC

Dept Review: \_\_\_\_\_

City Manager Review: SC

City Attorney Review: JWP

January 22, 2019 – Long-Term Financial Planning, Structurally Balanced Budget and Operating Budget

- Long-term financial planning
- Achieving a structurally balanced budget
- Managing Performance
- Making Budget Document easier to understand
- Public Participation in Planning, Budgeting and Performance Management
- Presenting Official Financial Documents on the City's website

February 18, 2019 – Revenues and Expenditure policies

- Inflationary indices in budgeting
- Budgeting of Salary and Wages
- Managing Health Care Costs
- Measuring Cost of Government Services
- Government Charges and Fees
- Financial Forecasting in Budget Preparation Process
- Use of trend data and comparative data for Financial Analysis
- Revenue Diversification, Use of one-time revenues and use of unpredictable revenues

March 26, 2019 – Capital and Economic Development

- Evaluating and Managing Economic Development Incentives
- Coordinating Economic Development and Capital Planning
- Monitoring Economic Development Performance
- Economic Development Incentive Policy
- Capital Planning Policies
- Capital Project Budgets
- Multi-Year Capital Planning
- Capitalization Thresholds for Capital Assets
- Estimated Useful life of Capital Assets

April 9, 2019 – Debt, Investment and Grant Policies

- Debt Management Policy – updates/revisions to existing policy
- Analyzing and Issuing Refunding Bonds
- Local Government Investment Pools
- Investment of Bond Proceeds
- Investment Policy – update/revisions to existing policy
- Grant Policy
- Grant Oversight Committee
- Administering Grants Effectively

## **DISCUSSION**

### ***Risk Management Fund Reserve***

The City's liability protection is covered by the California Joint Powers Insurance Authority (CJPIA), a risk sharing pool composed of public entity members that have joined together to finance an exposure, liability or risk. Each member's share of cost (annual contribution) is determined by their exposure (payroll) and experience (claims), relative to other members. Coverage under this risk pool includes Liability Insurance, Property Damage Insurance, Vehicle Insurance, and other insurances such as employee bond, earthquake and flood. The Risk Management Fund accounts for insurance premiums, self-insured portions of claims, and administrative costs associated with settling and investigating claims. In addition, the fund is expensed for staff time involved in overseeing the risk management function in the City, as well as claims not covered by the Memorandum of Liability, such as breach of contract.

The City is insured for up to \$30 Million of general liability, auto and property damage claims through the CJPIA. Worker's Compensation benefits for bodily injury by accident or occupational disease, deemed compensable under State law are provided at the statutory rates defined in the Labor Code, are managed by a third party administrator.

The City's role in managing both its risk management and workers' compensation programs is to be preventative in nature, which is accomplished through careful monitoring of losses, working closely with third party administrators and the City Attorney, proactively addressing infrastructure maintenance and potential risks, and by designing and implementing safety programs to minimize risk and reduce losses.

As such, the draft Risk Management policy recommends both minimal and target funding levels to maintain adequate reserves to cover unexpected or unanticipated cost increases and claims. Based on an analysis of prior years (from Fiscal Year 2009/10 through Fiscal year 2017/18), the City annually expends an average of \$50,000 on claims costs not covered through CJPIA, infrastructure repairs, investigations and studies related to risk management and workers compensation. Those costs are generally unbudgeted and unanticipated and would likely utilize reserve funding to support. In addition, the City currently has an estimated \$300,000 in claim exposure that could potentially require funding from the reserve account.

In 2015, the City updated its policy regarding the Risk Management Fund, reducing the required fund balance from \$500,000 to \$100,000 with the remaining funds available for spending based on City Council directed strategic investments in the areas of risk reduction, economic development, City Planning or City operations (Attachment 2). Estimated fund balance as of June 30, 2018 is approximately \$200,000. Given the varied claim exposure and potential for large, unexpected costs to be incurred, staff is recommending a minimum reserve funding level of \$500,000 and a target funding level of \$650,000. This amount would provide a reasonable range to offset unanticipated costs and claims, as well as serve to assist with smoothing out larger than anticipated premium increases that may occur throughout the year and outside of the budget development cycle.

## **CONCLUSION**

Having clearly defined risk management policy that reflects the City's values will serve as the foundation for decision-making in tough fiscal times and will aid in preserving the City's long-term fiscal health and vitality. Staff recommends Council review the proposed policy and adopt Resolution No. 89-18.

## **ATTACHMENTS**

1. Resolution No. 89-18
  - a. Exhibit A – Risk Management Fund Reserve Policy
2. Resolution No. 32-15

**RESOLUTION NO. 89-18**

**RESOLUTION OF THE CITY COUNCIL  
OF THE CITY OF MORRO BAY, CALIFORNIA,  
RESCINDING RESOLUTION NO. 32-15 AND  
ESTABLISHING A RISK MANAGEMENT FUND RESERVE POLICY**

**THE CITY COUNCIL  
City of Morro Bay, California**

**WHEREAS**, the City Council is adopting Accounting and Financial policies to provide guidance to staff and transparency surrounding the City's financial management; and

**WHEREAS**, staff recommends the City Council adopt the proposed Risk Management Reserve Fund Policy, which demonstrates the City's commitment to fiscal responsibility and prudent management and is consistent with Government Accounting Standards; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Morro Bay, California:

SECTION 1. Rescinds Resolution No. 32-15 and

SECTION 2. Establishes the "Risk Management Fund Reserve Policy," as set forth in Exhibit A, attached hereto and incorporated herein, is hereby approved.

**PASSED AND ADOPTED**, by the City Council of the City of Morro Bay, at a regular meeting thereof held on the 13<sup>th</sup> day of November 2018, by the following vote:

AYES:  
NOES:  
ABSENT:  
ABSTAIN:

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JAMIE L. IRONS, Mayor

ATTEST:

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DANA SWANSON, City Clerk



## **COUNCIL POLICY**

### **RISK MANAGEMENT RESERVE POLICY**

#### **Policy Statement**

Internal Service Funds are established to provide centralized cost centers for shared expenses and services in order to track costs and manage resources, efficiently. Costs are then allocated back to the operational programs based on usage to determine cost of services, more accurately.

The City of Morro Bay's Risk Management Fund is an internal service fund used to account for the City's self-insured liability program and for the purchase of various types of property and casualty insurance protection and fund damages not covered by that insurance, all as required by the City. The funds are used to pay any liability losses, program operating costs, insurance premiums and insurance deductibles. Revenues for this fund are generated from assessments made to all City departments for their pro rata share of the total costs of the insurance administration program.

The City of Morro Bay is a member of the California Joint Powers Insurance Authority (CJPIA), which is a pooled insurance program that allows the City of Morro Bay, as a small city, to receive insurance coverage costs to a reasonable amount.

The City Council sets legislative financial management policies, as recommended by staff and advisory committees. This Risk Management Policy ("Policy") is designed to establish guidelines to ensure fiscal stability for the City of Morro Bay, accumulating funds and maintaining adequate reserves to provide sufficient funding to cover annual insurance expenses while providing additional funds for unforeseen, emergency needs such as an adverse legal judgement, a large one-time deductible payment, or other similar one-time expenses. It should be noted the City's General Fund Emergency Reserve Fund could also be utilized as a further source of funds in the event of a large insurance related claim.

#### **Purpose**

A properly designed reserve policy is not only a financial best practice, but also sends a positive signal to constituents, investors, regulatory, and credit rating agencies showing the City is committed to maintaining its long-run fiscal strength. Strong and transparent financial policies, including maintaining prudent reserves for emergencies, working capital, and capital improvements, are consistent with Government Accounting Standards and are important to the City as they help to:

- Maintain the short-term and long-term financial health of the City
- Fund unanticipated expenditure contingencies
- Ensure funds exist for unexpected and planned infrastructure, equipment and insurance needs
- Ensure cash exists for the timely payment of bills
- Act as a significant positive credit factor in bond ratings

The intent of the Risk Management Fund Reserve is twofold:

1. To ensure sufficient resources exist to purchase various types of property and casualty insurance protection as required by the City, including liability losses, program operating costs and insurance premiums and deductibles; and,
2. Establish a fund balance level reasonable enough to support current and future liability claims as well as any catastrophic event, which may occur in the City.

Therefore, this policy will enumerate minimum fund balance levels for the Risk Management Reserve fund based on specific metrics. The Policy will also address the, use, and replenishment of those types of reserves. The Risk Management Reserve Fund will be accounted for within the Risk Management Fund.

### **Risk Management Reserve Fund**

Risk Management Fund provides for the City's liability and insurance premiums, workers compensation insurance expenditures and potential exposure to claims the City would pay outright due to not being a qualified covered claim or the amount of the claim. At year end, unspent funding flows into Unrestricted Net Position. Accumulated net operations are held in the Risk Management Fund for cash flow to help offset unexpected increases in insurance premiums, claims costs paid directly by the City, including personnel related claims and workers compensation expenses. Requests for use of the reserve are approved by Council through budget adoption or by a Council approved budget adjustment resolution during the year.

This Risk Management Fund outlines minimum and target funding levels.

*Minimum Level:* \$500,000

*Target Level:* \$650,000

The target reserve level should allow for adequate funding to support unexpected expenses, including premium increases and city paid claims.

### **Withdrawal & Replenishment of Accumulation Reserves**

The City will treat the minimum levels as practical reserve floors and allow reserves to increase or decrease within the minimum and target levels, as approved by City Council during the annual budget process or as needed by the Finance Department.

To the extent Unrestricted Accumulation Reserves (UAR) are above the target levels, the Council has the flexibility to direct staff to utilize those available monies to pay for other capital needs, other one-time expenditures, or pay down liabilities as long as use of the UAR legally supports that purpose.

Reserve levels below the minimum target reserves would leave the City exposed to operational risks. If the City draws down the UAR below the minimum targeted level, then the City Manager, in conjunction with the Finance Department will implement plans to return cash in the UAR to their minimum target levels within three years and subject to approval by City Council.

### **Reporting and Oversight**

The Risk Management Fund Reserve Level will be monitored during the fiscal year and reported in the quarterly financial reports, as provided by the Finance Department. Fund Reserve minimum and target levels will be analyzed annually by the Finance Department and an over/under reserve determination shall be made in conjunction with year-end financial results. Those results will be

reported to the City Council as part of the year-end financial report presentation and annual budget adoption process. If Fund Reserve levels need adjustment due to new risk factors or changes in the industry, then that information will be brought to the City Council as part of the year-end report or sooner, as determined by the Finance Department.

This Policy will be reviewed during the City's annual budget process, and updated, if needed, as a result of material changes in the risk exposures or new conditions that required changes in this Policy.

**RESOLUTION NO. 32-15**

**RESOLUTION OF THE CITY COUNCIL  
OF THE CITY OF MORRO BAY, CALIFORNIA,  
RESCINDING RESOLUTION NO. 13-10, AND ESTABLISHING  
THE RISK MANAGEMENT INTERNALSERVICE FUND  
AND COMMITTED FUND BALANCE**

**THE CITY COUNCIL  
City of Morro Bay, California**

**WHEREAS**, on February 22, 2010, the City Council of the City of Morro Bay adopted Resolution No. 13-10, which established the parameters and a \$500,000 minimum balance for the Risk Management Internal Service Fund (Risk Management ISF); and

**WHEREAS**, with this Resolution, the City Council of the City of Morro Bay is rescinding Resolution No. 13-10 in its entirety; and

**WHEREAS**, the City continues to purchase insurance from the California Joint Powers Insurance Authority (CJPIA), and pays for this insurance through the Risk Management ISF by collecting money, on a monthly basis, from the benefitting City departments/funds, to reimburse for the cost of the insurance; and

**WHEREAS**, the cash requirements for this Fund have been reassessed, and estimated at \$100,000 as sufficient to pay for any uncovered lawsuits, such as land-use, personnel issues, etc.; and

**WHEREAS**, the CJPIA does not require the City to maintain a Risk Management Fund; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Morro Bay, California, as follows:

**RISK MANAGEMENT INTERNAL SERVICE FUND (RMISF)**

1. The Risk Management Fund is established as an Internal Service Fund, whose purpose is to manage the insurance purchased from the CJPIA, and to pay for any claims not covered by CJPIA.
2. The RMISF, while not required by CJPIA, has been determined, by the City, to be necessary to account for the covered and uncovered insurance expenses.
3. The RMISF's fund balance has been designated as follows:
  - a. Committed – \$100,000 in reserve, as set by the City Council;
  - b. Assigned – amounts required, within 30 days after the beginning of a new fiscal year, to pay insurance bills; and

- c. Unassigned – any remaining balance available for spending, based on City Council-directed strategic investments in the areas of risk reduction (*i.e.*, American with Disabilities Act renovations), economic development, City planning, City operations.
4. The City Council is committed to ADA compliance, based on the nexus with Risk Management, and will endeavor to spend a measurable portion of one-time monies on ADA projects.
5. Risk management cash needs will be annually evaluated through the budget, and the RMISF cash balance adjusted, as necessary.

**PASSED AND ADOPTED** by the City Council of the City of Morro Bay at a regular meeting thereof held on the 9<sup>th</sup> day of June, 2015, by the following vote:

AYES: Irons, Headding, Johnson, Makowetski, Smukler  
NOES: None  
ABSENT: None

  
\_\_\_\_\_  
JAMIE L. IRONS, Mayor

ATTEST:

  
\_\_\_\_\_  
DANA SWANSON, City Clerk



AGENDA NO: II

MEETING DATE: November 13, 2018

# Staff Report

**TO:** Honorable Mayor and City Council

**DATE:** October 25, 2018

**FROM:** Jennifer Callaway, Finance Director

**SUBJECT:** Receive Report and Provide Feedback on the Fiscal Emergency Plan Mitigation Measures

## **RECOMMENDATION**

Receive report and provide feedback on the fiscal emergency plan mitigation measures and provide other direction as appropriate.

## **BACKGROUND**

At the July 10, 2018 City Council meeting, the Council requested that development of a fiscal emergency plan be added to future Council items. In addition, the Council previously requested that financial policies be added to a future Council agenda for review and discussion. On August 28, 2018 staff brought forward an action plan outlining the process to complete both a fiscal resiliency plan and formation of Accounting Policies and Procedures. Council approved staff's recommended plan and as such staff has proceeded with discussion of fiscal emergency plan including economic triggers and mitigation measures to be identified in that plan.

The Citizens Finance Advisory Committee (CFAC) received staff's recommended economic triggers on September 18, 2018 and provided feedback on those triggers. On September 25, 2018 the City Council received staff's report regarding the economic triggers and concurred with the five triggers proposed:

1. Natural disaster
2. Human caused Disaster
3. State take-aways of local revenues
4. Large, unexpected costs
5. Economic downturn: (Defined as below)
  - a. Two consecutive quarters of declining revenues in the major revenue's sources identified in the MOUs for COLA increases (sales tax, TOT and Property Tax).

## **DISCUSSION**

On October 4, 2018 the City's Employee Budget Advisory Group (Group) met to discuss mitigation measures that would be available for the City Manager and City Council should an economic trigger be met. The Group consists of 14 City employees, representing the all City departments and various

Prepared By:   JC  

Dept Review:           

City Manager Review:   SC  

City Attorney Review:

work groups within the City. The Group identified and discussed the following mitigation measures:

1. Hiring Chill – City Manager approval will be required to fill vacant positions. City Manager will only approve filling vacant position if the Department Director can demonstrate that it is necessary to meet public health, safety or other high priority service needs that cannot be met on an interim basis through a contract, overtime or temporary staffing. Goal: Short-term savings and preservation of future options should problem be on-going.
2. Travel Chill – City Manager approval for all travel authorizations (at any level). City's goal is to limit travel to achieve short-term savings.
3. CIP Deferrals and or reprioritizations – Department Directors will identify CIP projects that can be presented to Council for possible deferral and/or elimination as well as reprioritizing capital projects that can be supported in funds other than the general fund.
4. One-Time Operating Cost Review – Identify special projects in the operating budget for possible deferral or elimination (to be presented to City Council for consideration).
5. Fund Balance – Consider use of fund balance below policy levels – City Manager will make recommendation to City Council for consideration.
6. Other – Other curtailments as appropriate.

On October 16, 2018 the proposed six mitigation measures were shared with the Citizen's Finance Advisory Committee (CFAC) with consensus and agreement on the proposed measures.

Identification of triggers and mitigation measures is meant to create a transparent process and formula for short-term action when fiscal first aid may be needed. With concurrence on the short-term mitigation measures, staff will begin to draft the complete fiscal emergency plan outlining the mitigation measures and economic triggers as discussed and approved.

### **CONCLUSION**

Having a clear strategy in place for fiscal emergencies that reflects the City of Morro Bay's values will serve as the foundation for decision-making in tough fiscal times and will aid in preserving the City's long-term fiscal health and vitality. Staff appreciates feedback on the proposed mitigation measures that will then be incorporated into the fiscal emergency plan. With both economic triggers and mitigation measures determined, a draft fiscal emergency plan document will be drafted and brought back to Council for consideration and adoption on December 11, 2018.



AGENDA NO: III

MEETING DATE: November 13, 2018

# Staff Report

**TO: Honorable Mayor and City Council      DATE: November 5, 2018**

**FROM: Jennifer Little, Tourism Manager**

**SUBJECT: Fiscal Year 2018/19 General Fund allocation for Public/Tourism Improvements**

## RECOMMENDATION

Council approve a transfer of up to \$20,000 within the FY 2018/19 TBID Budget from Community Event Support funding to public tourism improvements.

## FISCAL IMPACT

There is no overall impact to the TBID Fund. Approval of this recommendation will result in the shifting of previously allocated funds from one section of the FY 2018/19 budget to another section.

## BACKGROUND

The General Fund transfer to Tourism fund is a 5-year commitment made by the City through Resolution No. 03-16, based upon proceeds derived from an increase and growth of TOT (Transient Occupancy Tax). The City has upheld that commitment since it began overseeing Tourism in FY 2016/17, steadily increasing the amount provided to TBID from \$60,000 in FY 16/17 to \$157,000 in FY 2018/19. This has been made possible as the City has experienced incremental increases in TOT over the past several years.

For the past several years, TBID has used a substantial portion of the General Fund allocation to provide small grants to special event promoters, particularly to those events that bring tourists to Morro Bay in shoulder season.

This incremental growth in the TOT and General Fund allocation spurred City Council discussion during review of the FY 18/19 Budget about the General Fund allocation of \$157,000 to TBID and how it should be used, including use of those funds for physical improvements in tourist serving areas. Following adoption of the FY 18/19 Budget, staff recommended to TBID to portion out a small amount of the grant funding toward installation grant opportunities. This would provide an opportunity to see how alternative uses of the General Fund allocation can improve Morro Bay for both tourism and residents. TBID opened grant applications for the category allowing up to \$20,000 (of the total \$100,000 set aside for grants) to be funded towards city improvements that would be a long-term benefit to tourism if approved by Council.

## DISCUSSION

TBID reviewed several applications for funding under this category, and recommended funding for all the submissions. TBID made the following recommendations for City Council to review:

|                                    |                                     |
|------------------------------------|-------------------------------------|
| Prepared By: <u>  JL/SC  </u>      | Dept Review: <u>      </u>          |
| City Manager Review: <u>  SC  </u> | City Attorney Review: <u>      </u> |

1. \$16,752 towards tree light installations in the downtown area (applicants: Rotary, Morro Bay in Bloom, Chamber of Commerce, and Lions Club). Funds will be used to install decorative lighting on Morro Bay Blvd. and potentially Main Street to help beautify the area and attract more visitors and residents alike.
2. \$1,000 towards Morro Bay Blvd roundabout improvements (applicant: Morro Bay in Bloom). Funds will be used to plant a rose garden in the roundabout, improving the overall esthetic of that entry point into Morro Bay.
3. \$2,000 Franklin Riley Park Beautification (applicant: Historical Society of Morro Bay). Funds will be used to complete plans for the beautification of Franklin Riley Park. The park sits just above the Embarcadero and offers amazing views of the estuary. Beautification of the park can help contribute to overall visitor experience in Morro Bay.

If the TBID recommendations are approved by City Council, staff will oversee implementation of the tree lighting installation. Staff will work hard and swiftly—from design, permitting and contracting through installation—to try to get the lighting installed in the downtown area prior to the upcoming winter holidays. Lighting will be concentrated on public street trees that line Morro Bay Boulevard and potentially Main Street, costs depending.

The other improvements recommended by TBID will be completed by the representatives in partnership with the City.

### **CONCLUSION**

Staff recommends approval of TBIDs recommendation, as it provides an opportunity to invest long-term in visitor serving areas.

### **ATTACHMENTS**

None.