1 2 3	RESOLUTION NO. 2017-61	
A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO PROVIDING EXPECTATIONS FOR THE VILLAGE MANAGER AND PROVIDING THE EXTENSION OF THE VILLAGE MANAGER'S EMPLOYMENT AGREEMENT; AND PROVIDING FOR AN EFFECTIVE DATE. (Sponsored by Councilmember David Singer)		
11 12 13	WHEREAS, the Village Manager is a Charter Officer working for the Village Council as a whole; and	
14 15 16	WHEREAS, it is in the Village's best interest that the Village Council adopt a list of expectations of the Village Manager, as attached hereto as Exhibit A; and	
17 18 19 20	WHEREAS, via Resolution No. 2015-54 (attached hereto as Exhibit B), the Mayor and the Village Council selected Edward Silva as the Village Manager pursuant to the Charter of the Village of Palmetto Bay; and	
21 22 23	WHEREAS, the Mayor and Village Council desire to extend the Village Manager's Employment Agreement for one year from the second year anniversary date of execution.	
24 25 26	NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND THE VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA,	
27 28 29	<u>Section 1.</u> The Village Council hereby adopts the expectations of the Village Manager.	
30 31 32 33 34	<u>Section 2.</u> The Village Council hereby extends the Village Manager's Agreement for one year from the second year anniversary date of execution. Upon the approval of this Resolution, Edward Silva will continue his Charter Officer duties and responsibilities as the Village Manager for the Village of Palmetto Bay.	
35 36 37	Section 3. This Resolution shall take effect immediately upon adoption.	
38 39 40	PASSED AND ADOPTED this 1st day of May, 2017.	
41 42 43 44 45 46 47	Attest: Missy Arocha Missy Arocha Village Clerk DocuSigned by: 3B8854AD569F494 Eugene Flinn Mayor	

1 2 3	APPROVED AS TO FORM AND LEGAL SUFFICIENCY FOR THE USE AND RELIANCE OF THE VILLAGE OF PALMETTO BAY ONLY:		
4	DocuSigned by:		
5 6 7	Dester W. Lehtinen		
6			
	Dexter W. Lehtinen		
8	Village Attorney		
9			
10			
11	FINAL VOTE AT ADOPTION:		
12		_	
13	Council Member Karyn Cunningham	<u>YES</u>	
14			
15	Council Member David Singer	<u>YES</u>	
16		1770	
17	Council Member Larissa Siegel Lara	<u>YES</u>	
18	T. M. 11 D.D.	N/IDO	
19	Vice-Mayor John DuBois	<u>YES</u>	
20	M D D'	NHIO	
21	Mayor Eugene Flinn	<u>YES</u>	

1	Expectations of the Village Manager:	
2 3	All members of the Village Council will be kept fully advised of the operation of Palmetto Bay.	
4	The incliners of the vinage Council will be kept fully advised of the operation of Faithetto Day.	
5	The Manager will, and fully and without avoidance or evasion, comply with all requirements of the	
6 7	Village Charter.	
8	The Manager will, fully and without avoidance or evasion, manage the operations of the Village of	
9	Palmetto Bay to the highest standards.	
10		
11 12	Will be available to the Council members within reason to the extent appropriate under the circumstances.	
13	cheumstances.	
14	Will prepare a written Manager's report to be included in each agenda package.	
15 16	W7:11 . 1: 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
16 17	Will prepare and include a Manager's budget report as part of the annual budget.	
18	Will keep all members of the Council advised on any items that may generate rumor or publicity	
19	within the Village.	
20 21	Will investigate great opposition and allies as 1.1. d. Tril. C	
22	Will investigate grant opportunities and advise as needed to the Village Council members.	
23	Will ensure that all audits are unqualified.	
24 25	The all making and a second of the second of	
25 26	That all public records are available on the Village website.	
27	That the Village is kept current on operational best practices.	
28		
29 30	Will stay current with all ethics and managerial practices; can be obtained through attendance with live or via webinar continuing managerial education.	
31	ave of via webilar continuing managerial education.	
32	Will report on new best practices learned from any updates and advise whether they can be	
33 34	incorporated into Village practice.	
35	No staff sponsored legislation will be placed on the agenda without a staff report that will advise as	
36	to the following:	
37	A refl. i.e. i.e. i.e.	
38 39	A. The specific need for the action- the why this matter needs to be addressed.	
40	B. Whether the legislation is specially created or is taken from a model code/agreement, etc.	
41		
42 43	C. The financial impact including:	
44	 Immediate budget impact. Whether this item creates a recurring expense impact on the budget. 	
45	3. Whether this item qualifies for any grants- and if so, the impact of accepting such grants;	
46	e.g. restrictions on use.	
47		

48	Manager will be available to meet separately with each council member to discuss agenda,
49	the week prior to the meeting covering that agenda.
50	
51	Manager will work separately with each Council member to ensure that each Council
52	member has the opportunity to timely and properly have items placed on the Village agenda
53	77
54 55	Expectations of Manager as to Council:
56	The members of the Village Council shall:
57	The members of the vinage Council shall:
58	Remain accessible to the Manager for communication as appropriate.
59	as appropriate.
60	Provide sufficient notice and be sufficiently available to Manager as to items for the agenda
61	in order to allow for a quality product being prepared for any future agendas.
62	
63	Keep the Manager advised of any and all issues as they become aware of thru ongoing
64	contact with the public.
65 66	
66 67	Keep the Manager fully advised of their own concerns on a timely and ongoing basis.
68	Be responsive to the Village Manager and provide angular and the C. 1. It is
69	Be responsive to the Village Manager and provide ongoing updates of clear policy directive.
70	The members of the Village Council shall not:
71	
72	Withhold any information from the Manager important to the operation of the Village.
73	
74	Request that the Manager withhold any information from other Council members.
75 76	
76 77	Cross communicate regarding the Manager or attempt to use the Manager as an intermediate
77 78	in any manner that may be viewed as to violate the Florida Sunshine Law.
79	Engage in rumor and any action to undermine the Manager's duties or operation of the
80	Village.
81	O .
82	Promise or suggest actions to be taken by the Manager to or on behalf of any third parties.
83	
84	Commit the Manager to any public or private meeting without prior consultation and
85	consent of the Manager.
86 87	
87 88	Communicate with any employees or department directors regarding operational matters.
89	Release directly on indicate and indicate
90	Release-directly or indirectly any information that is protected by privilege or is not appropriate for public disclosure.
91	"PPOPLAGE TO PUDITE DISCIOSUTE.
92	Commit Village assets or funds to any group or member of the public except thru action
93	taken at a properly noticed Village Council meeting.
94	1 -1 7

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96 **Managing Disputes:** 97 98 In the event that any Council member has concerns or issues with the performance or 99 actions of the Village Manager; the Manager and that Council member shall: 100 Meet to discuss the issue. 101 102 103 2. If unresolved, will meet again with the Village Manager and the Village Attorney to 104 discuss and attempt to resolve the situation. 105 106 3. If unresolved, that Council member or the Manager each has the independent right/ 107 obligation to bring the matter before the entire Village Council to resolve the issue/ 108 dispute. 109 4. The Manager has the right to expect any issues, real or perceived, to be timely brought to 110 his or her attention so that they may be timely addressed. This is specifically opposed to 111 112 the matter being withheld until performance evaluation(s). 113 The employment agreement will be signed by the Manager, Village Attorney and ALL five 114 115 (5) members of the Village Council.

1	RESOLUTION NO. 2015-54	
2		
3 4	A RESOLUTION OF THE MAYOR AND VILLAGE COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, RELATING TO	
5	THE VILLAGE MANAGER; OFFERING AN EMPLOYMENT	
6	AGREEMENT TO EDWARD SILVA AND SUBSEQUENT	
7	APPOINTMENT FOLLOWING ACCEPTANCE OF SAME;	
8	PROVIDING AN EFFECTIVE DATE,	
9		
10	WHEREAS, pursuant to Article III, Section 3.2, of the Village Charter, the Village	
11	Council, at its Regular Council Meeting of June 1, 2015, appointed Edward Silva as its Village	
12 13	Manager; and,	
14	WHEREAS, following the Special Council Meeting of June 16, 2015, the Village Council	
15	directed the Village Attorney to draft a contract, subject to the terms and conditions provided	
16	therein; and,	
17	Citeting and	
18	WHEREAS, the employment agreement shall continue in force for a period of five years	
19	from date of execution; and,	
20		
21	WHEREAS, the Mayor and Village Council desire to approve the attached agreement	
22	and offer same, seeking acceptance by Edward Silva for the position of Village Manager.	
23		
24	NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND VILLAGE	
25	COUNCIL OF THE VILLAGE OF PALMETTO BAY, FLORIDA, AS FOLLOWS:	
26	and the Table of Assessment attached howers as Fighthist 1 is	
27	Section 1. The Employment Agreement, attached hereto as Exhibit 1, is	
28	incorporated by reference and approved by the Mayor and Village Council.	
29	Section 2. Upon acceptance of the Employment Agreement, Edward Silva shall	
30 31	Section 2. Upon acceptance of the Employment Agreement, Edward Silva snall begin his service as Village Manager.	
32	Degrit his service as vinage wantager.	
33	Section 3. This resolution shall take effect immediately upon approval.	
34	<u>occuon or</u>	
35	PASSED and ADOPTED this 24th day of June, 2015.	
36		
37	March March. Carl	
38	Attest/ Minheta/Kexance-	
39	Meighan Alexander Hugene Finn	
40	Village Clerk Mayor	
41		
42		

43 44	APPROVED AS TO FORM AND LEC USE AND RELIANCE OF THE VILL	
45 46 47	letter Lettenin	_
48	Dexter W. Lehtinen	
49	Village Attorney	
50		
51		
52	FINAL VOTE AT ADOPTION:	
53		
54	Council Member Karyn Cunningham	<u>YES</u>
55		
56	Council Member Tim Schaffer	<u>YES</u>
57		
58	Council Member Larissa Siegel Lara	<u>YES</u>
59		7700
60	Vice-Mayor John DuBois	<u>YES</u>
61		1270
62	Mayor Eugene Flinn	<u>YES</u>
63		
64		

Village Manager Employment Agreement Village of Palmetto Bay, Florida June 25, 2015

<u>Section #1</u> <u>Subject of the Agreement</u>

This agreement reflects the appointment by the Village Council of the Village of Palmetto Bay, Florida (a Florida municipality) of Mr. Edward Silva as Village Manager, pursuant to the Charter of the Village of Palmetto Bay, and the acceptance of the position by Mr. Silva. For the purposes of this agreement, the term "Council" refers to the Village Council as the Council is constituted from time to time; and under this agreement, the term "Manager" refers to Mr. Edward Silva. The agreement consists of twelve pages (12 pages).

Section #2 Attestation and Effective Date

The date of the last signature of the six attesting signatures of the Mayor, Vice-Mayor, and three Council Members (representing the Village) and Mr. Silva (on his own behalf) shall be the effective date of this agreement. The Village Attorney shall sign, approving as to form. The effective date of this agreement is the date upon which the entitlements (salary, etc.) begin to accrue and all other responsibilities and obligations become effective, unless otherwise specified.

<u>Issue #3</u> <u>Salary/COLA</u>

3.1. Salary – The base annual salary for the Manager shall be one hundred seventy-five thousand dollars (\$175,000), paid as direct compensation, exclusive of contributions to

qualified retirement plans, deferred compensation, and all other benefits (such as medical insurance, etc).

3.2 COLA -- The Manager is an employee of the Village and will receive the same cost-of-living (COLA) increases as are provided to Village employees under the same terms and conditions as applicable to all Village employees.

3.3 Annual Evaluation and Merit Increase — The Manager shall be evaluated annually under terms and procedures as the Council may adopt from time to time. The Council may begin the evaluation at any time following forty-five days (45 days) prior to each anniversary of the effective date of this agreement. Upon such evaluation, the Council may, in the Council's sole discretion, shall make a merit pay determination, either to maintain the Manager's existing annual salary without change or to grant a salary increase of any amount. In the event that the Council has not completed the evaluation of the Manager and has not made a merit pay determination at a Council meeting within the seventy day (70 day) period beginning thirty-five days (35 days) prior to each anniversary of the effective date of this agreement and ending thirty-five days (35 days) following each anniversary of the effective date of this agreement, then the Manager shall automatically receive a two percent (2%) merit increase in salary, effective on the anniversary of the effective date of this agreement.

<u>Section #4</u> <u>Retirement Issues</u>

The Manager shall receive individual qualified retirement plan contributions and deferred compensation, as provided herein.

4.1 IRC 401 Contributions/Qualified Retirement Plans -- The Manager shall receive qualified retirement plan contributions from the Village, pursuant to U.S. Internal Revenue Code section 401(a), 401(k) and 401(m) (or equivalent provisions), as follows: (i) an automatic six percent (6%) of annual salary; and (ii) a match contribution by the Village, for each percent, up to six percent (6%) of annual salary deferrals voluntarily contributed by the Manager. These qualified retirement plan contributions by the Village are in addition to base salary.

4.2 IRC 457/Deferred Compensation -- The Manager shall receive six percent (6%) of annual salary as deferred compensation, pursuant to U.S. Internal Revenue Code 457 (or equivalent provision). This deferred compensation is in addition to base salary.

Section #5 PTO, Insurance, and Other Benefits

5.1 PTOs -- The Manager shall receive eight hours (8 hours) personal time off (PTO) bi-weekly (each two week period), with an accrual (unused) limit of one hundred twenty days (120 days). PTO accrued as a Village employee (not as Manager), if any, shall be preserved ("rolled-over") in the Manager position, and may be used or continued as accrued, unrelated (not counted toward) the 120 day limit otherwise applicable to the Manager. Upon termination of employment of the Manager for any reason, accrued PTO (up to the limit plus any accrued in a non-Manager position) shall be paid to the Manager based upon salary at time of termination.

<u>5.2 Holidays</u> – The Manager shall be entitled to all Village recognized holidays, the same as other employees, except for pre-scheduled events or unforeseen circumstances which require his attention.

5.3 Insurance and Medical Issues — The Manager shall receive, at Village expense through Village group insurance plans (or as otherwise determined by the Village), comprehensive medical, dental and eye insurance for himself and his family (spouse and minor children) and life insurance for himself. The term "medical" in this agreement means medical, dental and eye. The Manager shall receive, at Village expense not to exceed one thousand five hundred dollars (\$1,500), short-term disability insurance with benefit period not exceeding six month. The Manager shall receive, at Village expense not to exceed four thousand dollars (\$4,000), long-term disability insurance. The Manager shall receive the same medical leave benefits as are provided to Village employees under the same terms and conditions as applicable to all Village employees.

Upon termination for any reason other than termination for cause, the Manager shall receive the same continued medical insurance benefits as provided under the schedule of continued medical insurance benefits for Council Members, which is one year (1 year) of post termination medical insurance benefits for each full two years (2 years) of service. If the severance benefits period provided in section 6.3 exceeds the schedule of continued medical insurance benefits for Council Members, the benefits period provided in section 6.3 shall apply; otherwise, the schedule of continued medical insurance benefits for Council Members

shall be provided in lieu of the continued medical benefits provided in section 6.3. If the schedule of continued medical insurance benefit for Council Members is modified at any time, continued medical insurance changes earned up to the time of modification shall be maintained and future continued medical benefits thereafter shall be calculated under the modified schedule. Continued medical benefits under this section 5.2 and under section 6.3 shall have no cash value.

5.4 Equipment – The Manager shall receive a monthly cell phone allowance-of two hundred dollars (\$200) and a monthly auto allowance of five hundred fifty dollars (\$550). However, the Village has the option of providing a Village cell phone at Village expense with unlimited in-state use; and the Village has the option of providing a Village owned or leased vehicle with unrestricted use by the Manager and with insurance provided at Village expense. In addition, the Village shall provide appropriate equipment (including a laptop computer).

Section #6 Duration/Termination

6.1 At-Will Employment/Termination Without Cause — This agreement may be terminated by the Council, or by the Manager (by resignation), at-will and without cause no less than thirty days (30 days) following notice of intent to terminate without cause by the Council, or by the Manager, at a Council meeting, pursuant to the procedures specified in this subsection.

6.1.A. Procedures -- A proposed notice of intent to terminate must be noticed by a Council Member or by the Manager on a Council meeting agenda at least five days (5 days)

prior to a Council meeting. Following adoption of a notice of intent to terminate by the Council, or the confirmation of the notice by the Manager, at the Council meeting, a subsequent Council meeting shall be held no less than thirty days (30 days) and no more than forty-five days (45 days) thereafter. At such subsequent Council meeting the Council may terminate the Manager effective immediately, or the Manager may resign effective immediately.

6.1.B. Severance Benefits -- Upon such termination at-will and without cause, by the Council, the Manager shall be entitled to severance benefits as provided herein. Upon such termination by the Manager (resignation), the Manager shall not be entitled to severance benefits except continued medical insurance for two months.

<u>6.2 Termination for Cause</u> – The Council may terminate this agreement for cause as specified herein.

6.2.A. Cause Defined — The Council may terminate for cause at any time as specified herein for any of the following reasons, which constitute cause: (1) breach of any material term or condition of this agreement; (2) violation of any applicable laws; (3) misconduct in office (misfeasance, malfeasance and/or nonfeasance in performance off the Manager's duties and responsibilities); (4) gross subordination; (5) willful neglect of duty; (6) conviction or a plea of guilty or no contest to a misdemeanor or felony crime, whether or nor adjudication is withheld; (7) violation of any substantive Village policy, rule or regulation which would subject any other Village employee to termination; (8) the

commission of any fraudulent act against the interests of the Village; (9) commission of any act which involves moral turpitude; (10) a knowing or intentional violation of the Florida, Miami-Dade, or Village of Palmetto Bay conflict of interest laws or code of ethics laws; or (11) any other act of a similar nature of the same or greater seriousness.

6.2.B. Procedures -- Any proposal to terminate for cause must be noticed on a Council meeting agenda at least five days (5 days) prior to the Council meeting, specifying the reason as enumerated herein (from the immediately preceding list of reason) with a brief description of the factual basis for the proposed termination. Such description need be in no greater detail than reasonably necessary to provide general notice to the Manager. After allowing the Manager a reasonable opportunity to address the reason(s) specified, for such time as determined by the Mayor or presiding officer or as may be granted by the Council, the Council may decide the issue of termination for cause. Upon such termination for cause, the Manager shall not be entitled to severance benefits except continued medical insurance benefits for two months.

6.3 Severance Benefits – Upon termination at-will and without cause (but not upon termination for cause), the Manager shall receive severance benefits as defined herein for the benefits period. The benefits period shall be ten weeks (10 weeks) plus one additional week (1 week) for each complete four month period employed as Manager, not to exceed twenty weeks (20 weeks). Severance benefits shall consist of salary (including compensation

contributions by the Village) and benefits for the benefits period, excluding personal time off (PTO), <u>disability insurance benefits</u> and medical leave.

6.4 Length of Contract — This agreement is for a period of two years (2 years) and shall be renewed automatically for an additional period of two years (2 years) if neither the Council nor the Manager give notice (in the case of the Council, by action at a Council meeting, and in the case of the Manager, by written notice to the Council with official notice to the Clerk) within the notice period (as defined in this subsection) that the agreement will not be renewed. The notice period is any date from fifty days (50 days) to ten days (10 days) in advance of the second anniversary of the effective date the agreement.

Section #7 Outside Employment

The position of Village Manager is a full-time position and the Manager shall have no other outside employment. The Manager may own a business or company and may exercise ownership functions and powers over such business or company, but such business or company must be managed by another individual other than the Village Manager. Consistent with and as a contractual obligation in addition to ethics codes which prohibit conflicts of interest, the Village and Manager agree that any business or company owned by the Manager shall not conduct business: (i) within the boundaries of Village of Palmetto Bay; (ii) with the Village of Palmetto Bay; or (iii) with any entity having significant business within or with the Village of Palmetto Bay.

<u>Section #8</u> Evaluation and Performance Guidelines

The Council and Manager acknowledge that performance measures and criteria may be created by the Village Council from time to time, which shall not be interpreted as diminishing the right of the Council to terminate this agreement at any time without cause.

Section #9 Miscellaneous Provisions

- 9.1 Sovereign immunity The Village does not waive sovereign immunity except for breach of contract under this agreement for amounts specifically provided in the agreement. The Village does not waive sovereign immunity for, and shall not be liable for, prejudgment interest or attorney's fees.
- 9.2 No Property Rights Created This agreement does not create a property right to employment and does not create any due process rights to enforcement. The exclusive remedy is breach of contract under the terms of the agreement.
- 9.3 Reduction in Salary, Contributions or Benefits If at any time the Council is unable to pay the salary, contributions or benefits to the Manager as specified herein due to a shortfall in revenue, without increasing taxes or fees, the Manager may, at the Manager's discretion, consider such reductions as may occur to be a termination of the agreement at will without cause. In such a case, the Manager shall notify the Council at a Council meeting of his choice to consider the reductions to be such a termination. The Council shall have a fifteen day (15 day) period thereafter to eliminate the reductions. If the reductions are not

eliminated, the Manager shall be entitled to the severance benefits specified herein for termination at will and without cause.

Alternatively, the Manager may choose to accept such reductions at a Council meeting. In such a case, this agreement will be deemed to have been amended to reflect the reductions. If any such reductions are required and the Manager accepts the reductions, the Council commits as a matter of good faith (but not as an enforceable commitment) in its sole discretion to restore or otherwise compensate for the reductions imposed whenever possible.

9.4 Professional Development -- The Village shall pay for the Manager's membership in professional government management associations, for attendance at meetings of such associations, and for attendance at relevant seminars and conferences as are approved in the Village annual budget or as otherwise approved by the Council. Attendance by the Manager at local civic and governmental organization events is encouraged. Documented expenses up to two hundred fifty dollars (\$250) for any such event may be sought by the Manager and approved by the Mayor, while documented expenses exceeding this amount may be approved by the Council..

9.5 Surety Bond – The Manager shall secure a surety bond, at the expense of the Village, to be approved by the Council pursuant to Village Charter, Article III, Section 3, in the amount determined by the Council.

9.6 Dispute Resolution - Claims and disputes arising out of this agreement shall be pursued in good faith as specified herein.

9.6.A. Mediation — Any claim or dispute arising out of this agreement shall be subject to mediation as a condition precedent to instituting legal or equitable proceedings in court. The use of a mediator or the mediation itself may be waived by joint agreement of the Council and the Manager. If a mediator is used, costs shall be shared equally by the Council and the Manager. Mediation shall be held in Miami-Dade County unless otherwise agreed. Agreements reached in mediation which the Council and the Manager characterize as enforceable may be enforced as settlement agreements in the Circuit Court, 11th Judicial Circuit, Florida. The Council and the Manager waive any claim or right to arbitration.

9.6.B. Applicable Law and Venue — This agreement shall be interpreted and enforced in accordance with the laws of the State of Florida. It is the intent of the Council and the Manager that no federal (United States) laws or rights are involved herein and that a United States court would not be an appropriate forum. Venue for any legal or equitable action under this agreement shall be in Miami-Dade County, Florida.

9.6.C. Waiver of Jury Trial — The Council and the Manager waive the right to trial by jury.

9.6.D. Interpretation of the Agreement – The Council and the Manager agree that each has shared equally in the drafting of this agreement and therefore the agreement should not be interpreted more strictly against either the Council or the Manager.

<u>9.7 Indemnification</u> – The Village shall defend, indemnify and hold harmless the Manager for any and all acts taken on behalf of the Village within the scope of his duties.

Section #10 Signatures of Mayor, Vice-Mayor, Council Members, and Manager

The agreement hereby agree to the terms of this agreement, with (pursuant to section 2 herein) the effective date being the last date indicated by the signatures (exclusive of the

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herein) the effective date being the last date	indicated by the signatures (exclusive of th
Village Attorney's signature).	John David
Eugene Flinn	John DuBois
Mayor	Vice-Mayor
Date <u>6/25/15</u>	Date <u>06/08/19</u>
Ce o Cyle	Z. Liff
Karyn Cunningham	Tim Schaffer
Council Member	Council Member
Date June 25, 2015	Date JUNE 25, 2015
Larissa Siegel Lara	Edward Silva
Council Member	Manager,
Date Give 21d/S	Date <u>Uvve 25, 2015</u>
Kleder Returen Dexter Lehtinen	, -
Village Attorney	
Approved as to Form	

*** end ***